

Evaluation report on Wilder Foundation strategic plan

Results for FY06

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Executive summary

Progress is reported for the first year, fiscal year 2005-06 (FY06), of the Wilder Foundation's current three-year strategic plan. The goals of the plan included for evaluation purposes are as follows:

- Create an effective, multi-cultural organization
- Engage stakeholders: Fundraising
- Ensure that low-income children are successful in school
- Enhance the lives of troubled children and families
- Ensure the availability of high-quality affordable housing for very low-income families, single adults, and elders
- Improve the lives of low-income older adults

Progress and accomplishments were assessed for key “change” objectives associated with each of these goals. This assessment included:

1. Ratings by business plan leaders of progress in implementing initiatives related to each of the objectives
2. Measurement of accomplishments related to each of the objectives, with reference to performance targets, for such things as services provided, numbers served, funds raised, program effectiveness and client satisfaction.

Overall results

Just over one-third of the plan's initiatives were fully implemented after the first year. More specifically, of 74 initiatives in the plan identified for evaluation purposes, 35 percent were rated as fully implemented and another 15 percent were rated as more than halfway implemented. The rest were fairly evenly divided between being less than halfway implemented or not being started yet. Two initiatives were dropped from the plan. The pace of implementation of initiatives during the first year suggests that full implementation of the plan could occur by the end of the three-year period.

Just under half of the performance targets for FY06 were met – 28 of 60 targets, or 47 percent. This suggests that stronger performance will be needed in the next two years if

the plan is to be accomplished. (Performance targets are set for each year of the plan, FY06, FY07 and FY08. In FY06, performance targets had not been set in a few areas.)

Client or participant satisfaction with services was generally high. This held true across racial/ethnic groups with few exceptions.

Goal-specific results

Create an effective, multi-cultural organization

Objectives for this goal are: 1) recruit and retain a multicultural workforce, 2) provide effective services to diverse communities, 3) ensure accessibility to diverse communities, and 4) prepare the Foundation's next generation of leaders. Considerable progress was made in implementing initiatives related to these objectives, with 8 of 13 being fully implemented. However, only 4 of 13 performance targets were met, although in some cases results were close to meeting the targets.

Regarding the recruitment and retention objective, results were better for retention than for recruitment. It appears that a stronger recruitment strategy is needed to achieve the diversity in the workforce that is desired. Initiatives for the second objective, providing effective services to diverse communities, have been fully implemented and client ratings of services are high across racial/ethnic groups. Some initiatives related to the third objective, ensuring accessibility to diverse communities, have been fully implemented and others haven't been started yet. Results regarding reaching diverse groups with services are quite strong although there is room for improvement (2 of 4 performance targets were met). Results for the fourth objective, preparing the Foundation next generation of leaders, did not meet performance targets, suggesting that greater efforts are needed to identify and develop future leaders within the organization, especially minority candidates.

Engage stakeholders: Fundraising

The objective for this goal is to increase private donations from both individuals and organizations. Three of the four initiatives associated with this objective have been fully implemented and one has not been started yet (memory loss center fundraising). Results were quite strong in relation to targets for attendance at stakeholder events and for number of individual donors (number of organizational donors was weaker at 61% of the target). Gifts (grants, gifts, pledges) in FY06 were somewhat below targets, coming in at about 70 percent of the targeted amount overall.

Ensure that low-income children are successful in school

Objectives for this goal are: 1) expand core services in Saint Paul Public Schools, 2) institute new approaches to removing social and emotional barriers to learning, 3) develop and implement a service model for the Achievement Plus middle school, 4) expand services beyond Saint Paul Public Schools, and 5) increase funding from private sources. During FY06, 6 of 14 initiatives associated with the objectives were fully implemented, with one initiative dropped and another partially dropped. Results indicated that three of five performance targets were met, with targets yet to be developed in several areas of the plan.

Expansion of core services in St. Paul schools hasn't gone forward to a significant degree yet as funds are currently being sought to make this possible. Three new approaches to removing barriers to learning were included in the plan. One approach has been fully implemented and another has been partially implemented. Services for the Achievement Plus middle school were planned in FY06 with one service being implemented during the second half of the school year. The future direction for the overall Achievement Plus initiative is currently under discussion with the new leadership in the Saint Paul schools. Expansion of services beyond the Saint Paul schools has not occurred yet and may not be pursued. Initiatives associated with increasing private funding have mostly been implemented. Overall, 92 percent of the targeted amount for private funds was raised in FY06.

Enhance the lives of troubled children and families

Objectives for this goal are: 1) expand use of evidence-based practices, 2) increase size of core medical team, 3) increase evidence-based practice use in the community, 4) improve program completion rates for youth in two community-based programs, and 5) increase private funding for programs. Of the 11 initiatives associated with these objectives, five were fully implemented in FY06 and one was dropped. Results indicated that 7 of 13 performance targets were met.

With regard to expanded use of evidence-based practices, one new evidence-based practice (the Hawaii model) was implemented in FY06. Targets for staff trained in evidence-based practices and persons served by these practices were met. Increasing the size of the core clinic medical team got a small start in FY06 with .5 FTE being added. Results were below target for this objective (persons served, waiting time for psychiatric services). Initiatives at the county and state levels increased use of evidence-based practices in the community, meeting performance targets. Program completion rates were improved in one of the youth-serving programs targeted but not in the other. Overall, 93 percent of the targeted amount for private funds was raised in FY06.

Ensure the availability of high-quality affordable housing for very low-income families, single adults, and elders

Objectives for this goal are: 1) increase the number of affordable housing units managed by 270, 2) develop 180 new affordable units, 3) improve and expand support services delivery, 4) demonstrate and promote housing cost-reduction strategies, and 5) support the statewide initiative to end long-term homelessness. All of the 13 initiatives associated with these objectives got started during FY06 with only two being fully implemented. Results showed that 7 of 11 performance targets were met.

The first objective was exceeded in FY06 with the addition of 464 affordable housing units (Commonwealth Terrace) being managed. A small start was made with creating new affordable housing units with one unit being developed. The improvement and expansion of support services delivery just got started in FY06 although some increase in the number of housing residents served was seen. Some progress was made on initiatives to demonstrate and promote housing cost-reduction strategies and results indicated targets were met in 1 of 3 areas (i.e., consultation with organizations). Some progress was also made in implementing efforts to support the statewide initiative to end long-term homelessness. Results showed that most performance targets were met for disseminating information on homelessness.

Improve the lives of low-income older adults

Objectives for this goal are: 1) expand and improve community services to older and disabled adults, 2) expand the role and define the structure of caregiver support services, 3) develop relationships with agencies serving multi-cultural older adults to improve services, 4) develop model and build memory loss center, and 5) increase funding from individual donors. Of the 19 initiatives associated with these objectives, 10 began being implemented in FY06 with 2 of these 10 being fully implemented. Results indicated that three of six performance targets were met. Performance targets have not yet been established in several areas of the plan.

Progress was made in expanding/improving community services to older or disabled adults with three new service initiatives starting in FY06. Some progress was also made in developing closer relationships with several organizations to expand outreach and services to caregivers. The number of caregivers served in FY06 exceeded the target. Substantial progress was made in providing linguistic and deaf/hard of hearing services to older adults. A feasibility/marketing research study is being done for the proposed memory loss center. Funding from individual donors exceeded the targeted amount in FY06.

Progress in implementing initiatives for each objective

The chart below provides an overview of the progress made in FY06 in implementing the initiatives associated with each objective. The “X” represents the average progress made on the initiatives for each objective. For example, for the objective “recruit and retain a multi-cultural workforce at all levels of the organization,” the average progress rating for the associated initiatives was 3.20, between “more than halfway implemented” and “fully implemented.”

Status of initiatives

Goals and objectives	Degree to which initiatives associated with the objectives have been implemented ^a			
	Not started yet (1)	Less than halfway implemented (2)	More than halfway implemented (3)	Fully implemented (4)
Create an effective, multi-cultural organization				
Objective 1: Recruit and retain a multi-cultural workforce at all levels of the organization			X	
Objective 2: Provide effective services to diverse communities				X
Objective 3: Ensure accessibility to diverse communities		X		
Objective 4: Prepare the foundation’s next generation of leaders			X	
Engage stakeholders, fundraising				
Objective: Increase giving from private donors, both individuals and organizations			X	
Ensure that low-income children are successful in school				
Objective 1: Expand core services in St. Paul schools (Primary Project, FAST, Kofi)	X			
Objective 2: Institute new approaches to removing social and emotional barriers to learning			X	
Objective 3: Develop and implement service model for Achievement Plus middle school				X
Objective 4: Expand services into schools beyond the Saint Paul Public Schools (SPPS)	X			
Objective 5: Increase funding from private sources				X

Status of initiatives, continued

Goals and objectives	Degree to which initiatives associated with the objectives have been implemented ^a			
	Not started yet (1)	Less than halfway implemented (2)	More than halfway implemented (3)	Fully implemented (4)
Enhance the lives of troubled children and families				
Objective 1: Expand the use of evidence-based practices in Wilder programs		X		
Objective 2: Increase size of core clinic medical team		X		
Objective 3: Increase community investment in and practice of evidence-based practices				X
Objective 4: Improve client completion rates in Intensive Supervision Program (ISP) and Violence Prevention and Intervention Services (VPIS) adolescent groups			X	
Objective 5: Increase program funding from private sources			X	
Ensure the availability of high-quality affordable housing for very low-income families, single adults, and elders				
Objective 1: Increase number of affordable housing units managed by 270 (excluding new units developed)				X
Objective 2: Develop and manage 180 new units of affordable housing		X		
Objective 3: Restructure, enhance, and expand the delivery of support services to target groups		X		
Objective 4: Demonstrate and promote housing cost-reduction strategies		X		
Objective 5: Support statewide initiative to end long-term homelessness			X	
Improve the lives of low-income older adults				
Objective 1: Expand and improve Wilder community services to older and disabled adults		X		
Objective 2: Expand role and define structure of caregiver support services		X		
Objective 3: Develop relationships with agencies serving multi-cultural older adults to improve services for minority older adults		X		
Objective 4: Develop model and build new state-of-the-art memory loss center	X			
Objective 5: Increase funding from individual donors				X

^a Average rating for the initiatives associated with each objective

Evaluation approach

This is an evaluation report on the Wilder Foundation's progress in accomplishing the goals and objectives of its strategic plan during fiscal year 2005-06 (FY06). The report is organized around the following Foundation goals:

- Create an effective, multi-cultural organization
- Engage stakeholders: Fundraising
- Ensure that low-income children are successful in school
- Enhance the lives of troubled children and families
- Ensure the availability of high-quality affordable housing for very low-income families, single adults, and elders
- Improve the lives of low-income older adults

The evaluation assesses implementation of the strategic plan, service volume, client satisfaction, and to a very limited degree, service effectiveness. Progress is measured against performance targets that were set as part of the evaluation design. The evaluation design focuses on the accomplishment of key change objectives in the strategic plan using a balanced scorecard (i.e., "dashboard") approach. The strategic plan evaluation does not cover all foundation work, but rather represents new initiatives and major areas of change and expansion.

Business plan leaders were asked to rate the status of each of the initiatives associated with their plan's objectives. Ratings are as follows:

1. Fully implemented
2. More than halfway implemented
3. Less than halfway implemented
4. Not started yet
5. Dropped

Create an effective, multi-cultural organization

Objective 1: Recruit and retain a multi-cultural workforce at all levels of the organization

Initiatives:

- Have three operating affinity groups with 10-20 members of each group
Status: 2) More than halfway implemented
- Continue operation of Diversity & Cultural Competence Team (DCCT)
Status: 1) Fully implemented
- Include diversity accountability standards in each employee's job description
Status: 1) Fully implemented
- Provide diversity component as part of new employee orientation
Status: 1) Fully implemented
- Develop and implement a comprehensive strategy for recruitment of minority job applicants
Status: 4) Not started yet

Measures

a. Percentage of employees who are of races/ethnicities other than white

	FY05 Actual	FY06 Actual	FY06 Target	FY07 Target ^a	FY08 Target ^a
All employees	30%	29%	30%	31%	33%
Directors and managers	8%	8%	8%	12%	14%
Professionals	28%	27%	30%	31%	33%

^a The targets for FY07 and FY08 have been revised from the original plan after correcting an error that occurred in the calculations on which the original targets were based.

b. Annual retention rate

	FY05 ^a Actual		FY06 Actual		FY06 Target Retention rate for minority employees is as high as that for white employees
	Minority employees	White employees	Minority employees	White employees	
Annual retention rate	69%	61%	75%	80%	

^a The FY05 retention rates are low due in part to workforce reduction.

c. Job satisfaction by racial/ethnic minority group

	FY03 ^a				FY06
	Asian/ Pacific Islander (N=41)	Black/ African American (N=56)	Other (N=29)	White/ Caucasian (N=441)	Target
Job satisfaction	84%	89%	84%	86%	Job satisfaction rate for minority employees is as high as that for white employees

^a Employees were last surveyed about job satisfaction in FY03.

Objective 2: Provide effective services to diverse communities

Initiatives:

- Offer a series of trainings for Wilder staff in cultural competence

Status: 1) Fully implemented

- Develop resources to support staff's cultural competence

Status: 1) Fully implemented (ongoing)

- Monitor Wilder's compliance with CLAS standards and address areas, as needed

Status: Fully implemented (ongoing monitoring)

Measures

a. Satisfaction with services received by racial/ethnic minority group^a

Goal area	Percentage favorable					FY06 – FY08 Target
	Asian/ Pacific Islander	Black/ African American	American Indian/ Alaskan Native	White/ Caucasian	Other	
School success ^b	-	97%	-	-	93%	Overall satisfaction targets are met within racial/ethnic minority groups. Targets will not be available until FY07. Therefore, only actual FY06 data on percentage favorable are presented.
Troubled children (community based) ^b	88%	97%	-	95%	87%	
Troubled children (out-of-home placement) ^c	-	-	-	84%	91%	
Affordable housing ^d	70% ^e	82%	82%	83%	83%	
Successful aging ^b	-	86%	-	91%	88%	

Note: See Appendix Figure A1 for selected survey items and programs surveyed.

^a Results are reported for racial/ethnic minority groups with sample sizes of 20 or larger. Groups with less than 20 individuals were combined and reported in the "other" category.

^b Overall satisfaction with services received

^c The match between what the child needed and the services received

^d Do you think living at the housing facility has made your general living situation better or worse than before you moved here?

^e Most of the respondents were from Arlington Gardens.

b. Cultural appropriateness and sensitivity by racial/ethnic minority group^a

Goal area	Percentage favorable					FY06 – FY08 Target
	Asian/ Pacific Islander	Black/ African American	American Indian/ Alaskan Native	White/ Caucasian	Other	
School success ^b	-	99%	-	-	100%	Overall satisfaction targets are met within racial/ ethnic minority groups. Targets will not be available until FY07. Therefore, only actual FY06 data on percentage favorable are presented.
Troubled children (community based) ^b	87%	90%	-	96%	92%	
Troubled children (out-of-home placements) ^c	-	-	-	96%	95%	
Affordable housing ^d	89%	86%	92%	96%	95%	
Successful aging ^e	-	-	-	-	-	

Note: See Appendix Figure A2 for selected survey items and programs surveyed.

^a Results are reported for racial/ethnic minority groups with sample sizes of 20 or larger. Groups with less than 20 individuals were combined and reported in the “other” category.

^b Program staff were sensitive to cultural issues.

^c The staff’s ability to relate to or understand the child’s culture/ethnicity

^d The housing facility is able to provide housing for persons of your cultural or ethnic background.

^e The survey of older adults did not include items on cultural appropriateness and sensitivity.

Objective 3: Ensure accessibility to diverse communities

Initiatives:

- Make service facilities welcoming to all

Status: 1) Fully implemented (facilities' audit not yet started)

- Provide community space in new Wilder Service Center

Status: 4) Not started yet

- Increase the quality and availability of interpretation services and translated documents

Status: 1) Fully implemented (ongoing monitoring of quality and improvement as needed; interpreter evaluation form implemented)

- Develop a “brand identity” that conveys commitment to diversity

Status: 4) Not started yet

Measures

a. Proportional representation of racial/ethnic minority groups in client population compared to their representation in the target population

Goal area	FY05 Percentage minority served	FY06 Percentage minority served	Percentage minority in the population ^b	FY06 Target
School success	92%	91%	78%	Percentages of minority persons served match or exceed the percentages in the target population, within goal areas
Troubled children	56%	59%	79%	
Affordable housing	63%	64% ^a	43%	
Successful aging	19%	22%	32%	
Total clients	51%	55%	61%	

^a The percentage minority served is an underestimate because data were not available for Commonwealth Terrace, which has a large percentage of minority residents.

^b Percentages are based on the Integrated Public Use Micro-data Series, U.S. Census, 2000 for the City of St. Paul, Minnesota and persons/householders with incomes at or below 200% of the federal poverty guidelines. Excludes persons in group quarters. Includes persons age 0-17 years for school success, persons age 5-17 years for troubled children, householders for affordable housing, persons age 50 or older for older adults, and all persons for total clients.

b. Service accessibility by racial/ethnic group^a

Goal area	Ratings of accessibility of services: Percentage favorable					FY06 – FY08 Target
	Asian/ Pacific Islander	Black/ African American	American Indian/ Alaskan Native	White/ Caucasian	Other	
School success ^b	-	94%	-	-	92%	Overall service accessibility targets are met within racial/ethnic minority groups. Targets will not be available until FY07. Therefore, only actual FY06 data on percentage favorable are presented.
School success ^c	-	99%	-	-	100%	
Troubled children ^b	77%	92%	-	86%	92%	
Troubled children ^c	82%	90%	-	86%	92%	
Affordable housing ^d	95%	88%	90%	88%	90%	
Successful aging ^e	-	90%		91%	74%	

Note: See Appendix Figure A3 for selected survey items and programs surveyed.

^a Results are reported for racial/ethnic minority groups with sample sizes of 20 or larger. Groups with less than 20 individuals were combined and reported in the “other” category.

^b Location of program/services is convenient.

^c Services are available at convenient times.

^d The management’s office hours are convenient.

^e Responsiveness of staff

Objective 4: Prepare the Foundation's next generation of leaders

Initiatives:

■ Talent Review

Status: 2) More than halfway implemented

Measures

a. Internal candidates identified for talent pool

	FY05 Actual	FY06 Actual	FY06 Target	FY07 Target ^a	FY08 Target ^a
Total number	60	59	74	65	70
Number of racial/ethnic minorities	11	10	18	13	16

^a The targets for FY07 and FY08 have been revised from the original plan after correcting an error that occurred in the calculations on which the original targets were based.

b. Ready now for promotion to higher level position

	FY05 Actual	FY06 Actual	FY06 Target	FY07 Target	FY08 Target
Total number	19	22	23	25	28
Number of racial/ethnic minorities	1	3	4	5 ^a	7 ^a

^a The targets for FY07 and FY08 have been revised from the original plan after correcting an error that occurred in the calculations on which the original targets were based.

Engage stakeholders: Fundraising

Objective: Increase giving from private donors, both individuals and organizations

Initiatives:

- “Get to Know Us” tours

Status: 1) Fully implemented

- “Building on the Legacy” breakfast

Status: 1) Fully implemented

- Second Century Capital Campaign

Status: 1) Fully implemented (the campaign is implemented and proceeding on schedule with 57% of the goal pledged to date)

- Fundraising for new Memory Loss Program Center

Status: 4) Not started yet

Measures

a. Number of persons attending stakeholder events

Event	Number of persons attending				
	FY05 Actual	FY06 Actual	FY06 Target	FY07 Target	FY08 Target
“Get to Know Us” tours	162	272	200	210	210
“Building on the Legacy” breakfast	600	689	689	700	700
Legacy Builder donor event(s)	34	54	100	60	80
Heritage partner event	35	35	35	40	45

b. Number of donors

	Number of donors				
	FY05 Actual	FY06 Actual	FY06 Target	FY07 Target	FY08 Target
Individuals	650	800	650	700	770
Foundations and businesses	130	110	180	200	220
Heritage partners (cumulative number of pledges)	133	139	140	150	160

c. Total gifts given by category

Category	Total gifts (in million dollars)				
	FY05 Actual	FY06 Actual	FY06 Target	FY07 Target	FY08 Target
Operations – grants	0.93	1.63	2.3	2.1	2.2
Operations – gifts	1.40	0.76	0.9	1.2	1.2
Endowment	0.15	0.04	0.5	0.7	0.8
Capital (pledged)	0	3.70	5.0	5.4	1.3
Deferred (planned gifts) pledged	0.60	0.94	1.5	1.5	1.5
Other (Centennial Public Awareness Sponsorships)	0	0.31	-	-	-

Ensure that low-income children are successful in school

Objective 1: Expand core services in St. Paul schools (Primary Project, FAST, Kofi)

Initiatives:

- Expand Primary Project to three or more schools (total of five schools)
Status: 3) Less than halfway implemented (submitted grants that are pending approval)
- Expand Families and Schools Together (FAST) to one elementary school (total of three schools)
Status: 4) Not started yet
- Expand Kofi to two more schools (total of seven schools)
Status: 4) Not started yet (looking for donors)

Measures

Persons served by core programs

	FY05 Actual	FY06 Actual	FY06 Target	FY07 Target	FY08 Target
Number of persons served	181	211	210	348	378

Objective 2: Institute new approaches to removing social and emotional barriers to learning

- Pilot Aggression Replacement Training (ART) at one special education site

Status: 1) Fully implemented

- Pilot truancy prevention/reduction at one school

Status: 4) Not started yet

- Pilot group for preadolescent or adolescent girls

Status: 2) More than halfway implemented (“Voices and Choices” group introduced into a middle school in FY06, other new approaches are being studied)

- Pilot parent support group for newly diagnosed Attention Deficit Hyperactivity Disorder (ADHD) school children

Status: 5) Dropped due to limited staff time and lack of funding

Measures

New approaches piloted

	FY06 Actual	FY06 Target	FY07 Target	FY08 Target
Number of new approaches	2 ^a	1	1	2

^a (1) A girls’ group was started at a middle school. (2) ART was piloted at a special education site. However, the school setting did not allow for the frequency of meetings required to conduct ART with fidelity. As a result, the approach currently used is not technically ART but rather parts of the practice that are being adapted.

Objective 3: Develop and implement service model for Achievement Plus middle school

Initiatives:

- Plan Wilder’s role in Achievement Plus middle school with St. Paul school district officials

Status: 1) Fully implemented

- Map resources in new middle school and student/family support needs

Status: 1) Fully implemented

- Determine what services will be provided by Wilder and how they will be funded

Status: 1) Fully implemented

Measures

Service model for Achievement Plus middle school

Number of:	FY06 Actual	FY06 – FY08 Target
Services implemented	1 ^a	Targets will be determined after plan is developed and Wilder’s role specified
Students served	25	
Persons trained	0	
Consultation hours	0	

^a Groups based on adapted parts of the ART model were piloted at Cleveland Middle School.

Objective 4: Expand services into schools beyond the Saint Paul Public Schools (SPPS)

Initiatives:

- Initiate service relationship with one charter school and one suburban school

Status: 4) Not started yet (dropped suburban efforts at board direction; no charter involvement yet, will decide whether to pursue)

Measures

Number of schools (besides SPPS) where services are provided

	FY06 Actual	FY06 Target	FY07 Target	FY08 Target
Number of schools	0	0	0	2

Objective 5: Increase funding from private sources

Initiatives:

- Greater efforts to capture private insurance reimbursement

Status: 2) More than halfway implemented (now billing for most reimbursable services)

- Conduct School Success tours

Status: 1) Fully implemented

- Hold Perspectives Series events

Status: 1) Fully implemented

Measures

a. Number of persons attending School Success tours

	FY05 Actual	FY06 Actual	FY06 Target	FY07 Target	FY08 Target
Persons attending	31	31	40	40	40

b. Amount of funding

Funding source	Funding (in thousand dollars)			
	FY06 Actual	FY06 Target	FY07 Target	FY08 Target
Private insurance	126	179	289	307
Individual donors	101	67	332	323

Enhance the lives of troubled children and families

Objective 1: Expand the use of evidence-based practices^a in Wilder programs

Initiatives:

- Introduce neuro-feedback in Children’s Residential Services (CRS)
Status: 4) Not started yet
- Introduce Strengthening Multi-Ethnic Families and Communities in Bush Evening Treatment and expand it in the Child Guidance Clinic
Status: 3) Less than halfway implemented (Not started yet in Bush Evening Treatment; more than halfway implemented in the Child Guidance Clinic)
- Expand Functional Family Therapy in the Child Guidance Clinic
Status: 5) Dropped (team at maximum recommended by FFT Inc.)
- Pilot Hawaii model for matching evidence-based practice to child’s diagnosis/behavior in partnership with the Minnesota Department of Human Services
Status: 1) Fully implemented

^a May include practices with promising research results that don’t yet meet the standard for “evidence-based practices” (e.g., SAMHSA list).

Measures

a. Total number of Wilder positions trained in evidence-based practices^a

	FY05 Actual	FY06 Actual	FY06 Target	FY07 Target	FY08 Target
Number trained	20	43	42	50	50

^a In addition to the 20 positions that were trained in FY05, 23 new positions were trained in FY06. Of the new positions, 20 were trained in the Hawaii Project, one was trained in Eye Movement Desensitization and Reprocessing, one was trained in Strengthening Multi-Ethnic Families and Communities, and one was trained in Aggression Replacement Training.

b. Number of persons served using evidence-based practices

	FY05 Actual	FY06 Actual	FY06 Target	FY07 Target	FY08 Target
Number of persons served	267	320	275	350	450

↓

Program and practice ^a	Number served
Child Guidance Clinic	
FFT	13
SMEFC	39
Southeast Asian Social Adjustment Program	
FFT	36
SMEFC	68
ACT	43
Violence Prevention and Intervention Services	
ART	68
Project Kofi	
SMEFC	13
Hawaii Project	
Hawaii Model	35
Project Quest	
SMEFC	5

^a Practices are abbreviated as follows: Functional Family Therapy (FFT), Strengthening Multi-ethnic Families and Communities (SMEFC), Assertive Community Treatment (ACT), Aggression Replacement Treatment (ART)

Objective 2: Increase size of core clinic medical team

Initiatives:

- Hire additional medical staff

Status: 3) Less than halfway implemented (looking for funding)

Measures

a. Cumulative number of new FTEs in core medical team

	FY06 Actual	FY06 Target	FY07 Target	FY08 Target
Number of new FTEs	0.5	1	2	4

b. Persons served in Child Guidance Clinic

	FY05 Actual	FY06 Actual	FY06 Target	FY07 Target	FY08 Target
Number of persons served	916	854	1,595	1,995	1,995

c. Average wait before being seen for psychiatric services

	FY06 Actual	FY06 Target	FY07 Target	FY08 Target
Average wait (in weeks)	12	11 ^a	8	5

^a FY06 was an unusual year – psychiatric referrals were limited to high need children already under the care of our own clinicians and a handful of outside referrals. The target is based more on the historical pattern.

Objective 3: Increase community investment in and practice of evidence-based practices

Initiatives:

- Work with Ramsey County to sustain the availability of evidence-based practices and staff to implement them (United Networks for Youth project)

Status: 1) Fully implemented

- Pilot Hawaii model for matching evidence-based practice to child’s diagnosis/behavior in partnership with the Minnesota Department of Human Services

Status: 1) Fully implemented

Measures

a. Active evidence-based practice projects with government

	FY06 Actual	FY06 Target	FY07 Target	FY08 Target
Number of projects	3 ^a	1	1	1

^a (1) Hawaii Project with the Minnesota Department of Human Services, (2) United Networks for Youth (Aggression Replacement Training (ART) and Functional Family Therapy (FFT)) with Ramsey County Juvenile Corrections, (3) Assertive Community Treatment (ACT) with Ramsey County and the State of Minnesota

b. Wilder positions trained to be trainers for an evidence-based practice

	FY06 Actual	FY06 Target	FY07 Target	FY08 Target
Number of trainers	1 ^a	1	2	2

^a One staff member was trained to be a trainer for Serving Multi-Ethnic Families and Communities.

Objective 4: Improve client completion rates in Intensive Supervision Program (ISP) and Violence Prevention and Intervention Services (VPIS) adolescent groups

Initiatives:

- Develop and implement client engagement and retention techniques

Status: 2) More than halfway implemented

Measures

Percentage of clients completing treatment programs

Program	FY05 Actual	FY06 Actual	FY06 Target	FY07 Target	FY08 Target
ISP	40%	58%	40%	80%	80%
VPIS	60%	43%	60%	80%	80%

Objective 5: Increase program funding from private sources

Initiatives:

- Establish eligibility of evidence-based practices for insurance coverage

Status: 1) Fully implemented

- Conduct “Hope for Children” tours

Status: 1) Fully implemented

- Hold Perspective Series event

Status: 4) Not started yet

Measures

a. Number of persons attending Hope for Children tours

	FY05 Actual	FY06 Actual	FY06 Target	FY07 Target	FY08 Target
Persons attending	38	68	40	40	40

b. Amount of funding

Funding source	Funding (in thousand dollars)			
	FY06 Actual	FY06 Target	FY07 Target	FY08 Target
Private insurance	2,384	2,538	2,816	2,931
Private grants	200	344	579	597
Individual donors	126	39	250	234

Ensure the availability of high-quality affordable housing for very low-income families, single adults, and elders

Objective 1: Increase number of affordable housing units managed by 270 (excluding new units developed)

Initiatives:

- Obtain management contracts for up to six new sites

Status: 1) Fully implemented (with CTC)

Measures

Number of additional units managed

	FY06 Actual	FY06 Target	FY07 Target	FY08 Target
Additional units managed	464	70	100	100

Note: *Wilder began managing Commonwealth Terrace.*

Objective 2: Develop and manage 180 new units of affordable housing

Initiatives:

■ Create new supportive rental housing units through construction and rehabilitation:

- 90 for single adults
- 20 for families
- 50 for elders
- 20 efficiency units for small single-parent families

Status: 3) Less than halfway implemented

Measures

Number of new units created

	FY06 Actual	FY06 Target	FY07 Target	FY08 Target
Units created	1 ^a	0	40	140

^a *Project Quest*

Objective 3: Restructure, enhance, and expand the delivery of support services to target groups

Initiatives:

- Create integrated packages of core portable services to target groups (single adults, low-income families, and elders)

Status: 3) Less than halfway implemented

- Identify and establish strategic relationships with a set of preferred providers that will partner with Wilder

Status: 3) Less than halfway implemented

- Strategic coordination with Community Services to the Elderly (CSE)

Status: 3) Less than halfway implemented (just conversation to date)

Measures

a. Number of managed housing residents served

	FY05 Actual	FY06 Actual	FY06 Target	FY07 Target	FY08 Target
Number served	761	836	800	880	1,000

b. Level of satisfaction with services

	Percentage favorable			
	FY06 Actual	FY06 Target	FY07 Target	FY08 Target
Service coordinator gives useful suggestions and recommendations	92%	85%	85%	85%
Since moving to this facility my situation has gotten better	81%	85%	85%	85%

Objective 4: Demonstrate and promote housing cost-reduction strategies

Initiatives:

- Facilitate application of new construction technology in building 15 Dale Street town homes and other demonstration units in partnership with several organizations

Status: 3) Less than halfway implemented

- Develop a business plan to bring cost-reduction techniques to affordable housing developers and policy makers

Status: 3) Less than halfway implemented

- Develop communications materials and consulting regarding what has been learned about cost-reduction techniques

Status: 2) More than halfway implemented

Measures

a. Number of demonstration units completed by Wilder and partners

	FY06 Actual	FY06 Target	FY07 Target	FY08 Target
Number completed	1	0	7	8

b. Number of organizations receiving outreach and consultation

	FY06 Actual	FY06 Target	FY07 Target	FY08 Target
Outreach	12	17	18	20
Consultation	12	7	10	12

c. Number of persons receiving education or training in cost-reduction techniques

	FY06 Actual	FY06 Target	FY07 Target	FY08 Target
Number of persons trained	109	150	175	200

Objective 5: Support statewide initiative to end long-term homelessness

Initiatives:

- Conduct statewide homeless survey in fall 2006 and disseminate results
Status: 3) Less than halfway implemented
- Issue annual reports on trends in homeless service usage and characteristics of those served through HMIS
Status: 3) Less than halfway implemented
- Initiate statewide evaluation of transitional and permanent supportive housing for the homeless and recently homeless
Status: 3) Less than halfway implemented
- Work with Hearth Connection to disseminate research results, including those for Project Quest
Status: 2) More than halfway implemented
- Vice President chairs evaluation committee for statewide initiative to end long-term homelessness
Status: 1) Fully implemented (ongoing)

Measures

a. Public reports issued

	FY05 Actual	FY06 Actual	FY06 Target	FY07 Target	FY08 Target
Number of reports	5 ^a	2 ^b	2	4	5

^a (1) "Homeless veterans in Minnesota: Statewide survey of veterans without permanent shelter", December 2004; (2) "Homeless adults and their children in Fargo, North Dakota, and Moorhead, Minnesota: Regional survey of persons without permanent shelter", December 2004; (3) "Homeless youth in Minnesota: 2003 statewide survey of people without permanent shelter", February 2005; (4) "Homelessness in Minnesota: Highlights from the 2003 statewide study", overview prepared for the legislature, February 2005; (5) "Homeless in Minnesota: A closer look: Youth and young adults on their own", April 2005

^b (1) "Homeless ex-offenders in Minnesota", fact sheet prepared for the Supportive Housing Annual Conference; (2) "Data on homeless older adults, age 55 or older: Minnesota, 2002 and 2003", fact sheet prepared for a report disseminated by Minnesota Public Radio

b. Persons receiving education or training on homelessness

	FY05 Actual	FY06 Actual	FY06 Target	FY07 Target	FY08 Target
Number of persons trained	460 ^a	320 ^a	95	220	270

^a Duplicated count

c. Extent of media coverage on homeless studies

	FY05 Actual	FY06 Actual	FY06 Target	FY07 Target	FY08 Target
Number of feature articles in major print	1 ^a	1 ^b	3	4	5
Number of TV and radio feature stories	Unknown ^c	1 ^d	1	2	3

^a "Half of homeless youth younger than 21", published February 18, 2005, St. Paul Pioneer Press

^b "Men lead long-term homelessness in survey; County plans to add transitional housing", published on September 8, 2006, St. Paul Pioneer Press

^c Record keeping was not in place during FY05.

^d "Minnesota's plan for ending long-term homelessness"; radio interview of Greg Owen on January 13, 2006, Minnesota Public Radio Midday

Improve the lives of low-income older adults

Objective 1: Expand and improve Wilder community services to older and disabled adults

Initiatives:

- Develop vision statement and marketing plan for Home Health and Support Services

Status: 3) Less than halfway implemented (presently working on Independent Living Services plan)

- Expand services that promote independent living, including skilled home care services

Status: 3) Less than halfway implemented (business plan for ILS in works; new health plan contracts include ILS)

- Conduct feasibility study for expansion into suburbs

Status: 4) Not started yet

- Incorporate culturally competent and palliative principles into client care

Status: 2) More than halfway implemented

- Participate in Stratis Health led quality improvement

Status: 1) Fully implemented (in process)

Measures

a. New service initiatives^a

	FY06 Actual	FY06 – FY08 Target
Number of new service initiatives	3 ^b	Three new service initiatives by end of FY08

^a Defined as significant new services or significant changes/enhancements in services as determined by the Division Director and Vice President for programs

^b (1) Independent Living Services; (2) STRATIS health initiatives in organizational culture, self-management of medications, and hospitalizations; (3) Kairos Dance Theatre weekly movement and story-telling program with Memory Loss Program clients

b. Persons served

	FY05 Actual	FY06 Actual	FY06 Target	FY07 Target	FY08 Target
Number of persons served	2,093	1,895	2,380	2,497	2,934

c. Level of satisfaction with services provided

	Percentage favorable	FY06 – FY08 Target
	FY06 Actual	
Satisfaction ^a	90%	Target to be determined after initial survey is completed at end of FY06

^a Overall satisfaction with services received

Objective 2: Expand role and define structure of caregiver support services

Initiatives:

- Develop closer relationships with several organizations to expand outreach and services/training to caregivers

Status: 2) More than halfway implemented

- Research best practices in integrated services for caregivers

Status: 3) Less than halfway implemented

- Define best structure for integrating caregiver services across Community Service to the Elderly (CSE) and Wilder housing sites

Status: 4) Not started yet

- Develop stakeholder engagement strategies to strengthen caregiver support activities

Status: 4) Not started yet

Measures

a. Caregivers served

	FY05 Actual	FY06 Actual	FY06 Target	FY07 Target	FY08 Target
Number of caregivers served	74	124	72	80	100

b. Satisfaction of caregivers

	FY06 Actual	FY06 – FY08 Target
Satisfaction	NA ^a	Target to be determined after initial survey is completed at end of FY06

^a Data not available. Survey to be completed in FY07.

Objective 3: Develop relationships with agencies serving multi-cultural older adults to improve services for minority older adults

Initiatives:

- Identify and develop relationships with agencies serving multi-cultural older adults

Status: 3) Less than halfway implemented

- Provide access to linguistic and deaf/hard of hearing services

Status: 2) More than halfway implemented

- Train staff about agencies serving multi-cultural older adults

Status: 4) Not started yet

Measures

a. Racial/cultural minority older adults served

	FY05 Actual	FY06 Actual	FY06 Target	FY07 Target	FY08 Target
Minority persons served	400	414	450	550	700

b. Satisfaction of racial/cultural minority older adults with services

	Percentage favorable			FY06 – FY08 Target
	Black/ African American	White/ Caucasian	Other	
Satisfaction ^a	86%	91%	88%	Overall satisfaction targets are met within racial/ethnic minority groups ^b

^a Overall satisfaction with services received

^b Targets will not be available until FY07. Therefore, only actual FY06 data on percentage favorable are presented.

Objective 4: Develop model and build new state-of-the-art memory loss center

Initiatives:

- Conduct feasibility/market research for new center

Status: 2) More than halfway implemented

- Conduct capital campaign for center

Status: 4) Not started yet

- Build the new center

Status: 4) Not started yet

- Locate Senior Dental Clinic and caregiver resource center in proximity to memory loss center

Status: 4) Not started yet

- Arrange for services to be offered through center

Status: 4) Not started yet

- Recruit and train staff

Status: 4) Not started yet

Measures

a. Steps successfully completed in planning and implementation phases of project

	FY06 Actual	FY06 – FY08 Target
Number of steps successfully completed	0 ^a	Targets will be determined after plan is developed

^a None of the steps have been completed, but research is in progress.

b. Amount raised in capital campaign

	Amount raised (in million dollars)			
	FY06 Actual	FY06 Target	FY07 Target	FY08 Target
Amount raised	0.5 ^a	-	4.0	-

^a A gift of \$500,000 was received three years ago.

c. Services offered by the new center

	FY06 Actual	FY06 – FY08 Target
Number of services offered	0	Targets will be determined after plan is developed

Objective 5: Increase funding from individual donors

Initiatives:

- Conduct Successful Aging tours

Status: 1) Fully implemented

Measures

a. Persons attending Successful Aging tours

	FY05 Actual	FY06 Actual	FY06 Target	FY07 Target	FY08 Target
Persons attending	20	17	40	40	40

b. Amount of funding received from individual donors

	Amount of funding (in thousand dollars)			
	FY06 Actual	FY06 Target	FY07 Target	FY08 Target
Amount of funding	30	10	156	266

Appendix

A1. Satisfaction with services received

Goal area	Programs included	Surveys	Selected items
School success	Child Development Center	Parent Satisfaction Survey	Overall, how satisfied are you with the services that your child(ren) received?
	Kofi	Family Consumer Survey	Overall, I am satisfied with the services my child received.
	Kofi Expansion		
	Southeast Asian Youth		
Troubled children (community based)	Bush Evening	Parent Satisfaction Survey	Overall, how satisfied are you with the services that your child(ren) received?
	Intensive Supervision Program		
	Child Guidance Clinic Functional Family Therapy		
	Southeast Asian Functional Family Therapy		
	Kofi	Family Consumer Survey	Overall, I am satisfied with the services my child received
	Kofi Expansion		
	Child Guidance Clinic		
	Early Intervention Child Care		
	Home-Based Mental Health		
	Southeast Asian (Adult, Case Management, Building Capacity)	MHSIP	I like the services that I received at the program.
	Family Service Providers	Client Satisfaction Survey	Overall, how satisfied are you with the services that you received?
	Child Guidance Clinic Functional Family Therapy		
	Southeast Asian Functional Family Therapy		
	Violence Prevention and Intervention Services (Men, Hmong Men, Women, Anger Management, Aggression Replacement Training, Voices and Choices)		

A1. Satisfaction with services received (continued)

Goal area	Programs included	Surveys	Selected items
Troubled children (out-of-home placements)	Bush	MCCCA	The match between what the child needed and the services received
	Spencer		
	Holcomb		
	Foster care		
Affordable housing	American House	Wilder SRO Housing Programs Evaluation Survey	Do you think living at the housing facility has made your general living situation better or worse than before you moved here?
	Wilder Apartments at Snelling		
	Concordia Arms	Wilder Housing Evaluation Survey: Senior Housing	Do you think living at the housing facility has made your general living situation better or worse than before?
	Elders Lodge		
	Arlington Gardens		
	508 – 510 Humboldt Apartments		
	516 Humboldt Apartment		
	Wilder Square	Jackson Street Village 12 Month Follow Up Interview	Do you think living at Jackson Street Village has made your general living situation better, worse, or about the same as before you moved here?
Jackson Street Village			
Successful aging	Assisted Living Program (Ravoux, Dunedin, Edgerton, Hamline)	Client Satisfaction Survey	How would you rate your overall satisfaction with this program?
	Adult Day Health (Marshall and Memory Loss)	Adult Day Care Satisfaction Survey	How would you rate your overall satisfaction with this center?
	Home Health	Home Health Care Satisfaction Survey	How would you rate your overall satisfaction with this agency?
	Home Delivered Meals	Community Services for the Elderly, Home-Delivered Meals Program: Client Satisfaction Survey	Your overall satisfaction with this program
	Homemaker and Housekeeping Program	Community Services for the Elderly, Homemaker and Housekeeping Program: Client Satisfaction Survey	Your overall satisfaction with this program

A2. Cultural appropriateness and sensitivity

Goal area	Programs included	Surveys	Selected items
School success	Child Development Center	Parent Satisfaction Survey	Program staff were sensitive to cultural issues.
	Kofi	Family Consumer Survey	Staff are sensitive to our family's cultural background.
	Kofi Expansion		
	Southeast Asian Youth		
Troubled children (community based)	Bush Evening	Parent Satisfaction Survey	Program staff were sensitive to cultural issues.
	Intensive Supervision Program		
	Child Guidance Clinic Functional Family Therapy		
	Southeast Asian Functional Family Therapy		
	Kofi	Family Consumer Survey	Staff are sensitive to our family's cultural background.
	Kofi Expansion		
	Child Guidance Clinic		
	Early Intervention Child Care		
	Home-Based Mental Health	MHSIP	Staff were sensitive to my cultural background (race, religion, language, etc.).
	Southeast Asian (Adult, Case Management, Building Capacity)		
	Family Service Providers	Client Satisfaction Survey	Program staff were sensitive to cultural issues.
	Child Guidance Clinic Functional Family Therapy		
	Southeast Asian Functional Family Therapy		
	Violence Prevention and Intervention Services (Men, Hmong Men, Women, Anger Management, Aggression Replacement Training, Voices and Choices)		

A2. Cultural appropriateness and sensitivity (continued)

Goal area	Programs included	Surveys	Selected items
Troubled children (out-of-home placements)	Bush	MCCCA	The staff's ability to relate to or understand the child's culture/ethnicity.
	Spencer		
	Holcomb		
	Foster care		
Affordable housing	American House	Wilder SRO Housing Programs Evaluation Survey	The housing facility is able to provide housing for persons of your cultural or ethnic background.
	Wilder Apartments at Snelling		
	Concordia Arms	Wilder Housing Evaluation Survey: Senior Housing	The housing facility is able to provide housing for persons of your cultural or ethnic background.
	Elders Lodge		
	Arlington Gardens		
	508 – 510 Humboldt Apartments		
	516 Humboldt Apartment		
Wilder Square			
Successful aging		<i>Topic not covered in surveys</i>	

A3. Service accessibility

Goal area	Programs included	Surveys	Selected items		
School success	Child Development Center	Parent Satisfaction Survey	The location of the program was convenient.		
	Kofi		The times of the day were convenient.		
	Kofi Expansion	Family Consumer Survey	Location of services is convenient.		
	Southeast Asian Youth		Services are available at convenient times.		
Troubled children	Bush Evening	Parent Satisfaction Survey	The location of the program was convenient.		
	Intensive Supervision Program		The times of the day were convenient.		
	Child Guidance Clinic Functional Family Therapy				
	Southeast Asian Functional Family Therapy				
	Kofi	Family Consumer Survey	Location of services is convenient.		
	Kofi Expansion		Services are available at convenient times.		
	Child Guidance Clinic				
	Early Intervention Child Care				
	Home-Based Mental Health	MHSIP	The location of services was convenient (parking, public transportation, distance, etc.)		
	Southeast Asian (Adult, Case Management, Building Capacity)				
	Family Service Providers			Client Satisfaction Survey	The location of the program was convenient.
	Child Guidance Clinic Functional Family Therapy				
	Southeast Asian Functional Family Therapy				
	Violence Prevention and Intervention Services (Men, Hmong Men, Women, Anger Management, Aggression Replacement Training, Voices and Choices)				The times of the day were convenient.

A3. Service accessibility (continued)

Goal area	Programs included	Surveys	Selected items
Affordable housing	American House	Wilder SRO Housing Programs Evaluation Survey	The management's office hours are convenient.
	Wilder Apartments at Snelling		
	Concordia Arms	Wilder Housing Evaluation Survey: Senior Housing	The management's office hours are convenient.
	Elders Lodge		
	Arlington Gardens		
	508 – 510 Humboldt Apartments		
	516 Humboldt Apartment		
	Wilder Square	Jackson Street Village 12 Month Follow Up Interview	The management's office hours are convenient.
Successful aging	Assisted Living Program (Ravoux, Dunedin, Edgerton, Hamline)	Client Satisfaction Survey	How would you rate how the coordinator responds to your suggestions and concerns?
	Adult Day Health (Marshall and Memory Loss)	Adult Day Care Satisfaction Survey	How would you rate how well staff respond to family's suggestions and concerns?
	Home Health	Home Health Care Satisfaction Survey	How would you rate this agency on responding to your concerns and complaints?
	Home Delivered Meals	Community Services for the Elderly, Home-Delivered Meals Program: Client Satisfaction Survey	How the office staff or coordinator responds/responded to your suggestions or concerns
	Homemaker and Housekeeping Program	Community Services for the Elderly, Homemaker and Housekeeping Program: Client Satisfaction Survey	How the person who schedules your services responds/responded to your suggestions or concerns