

Evaluation report on Wilder Foundation strategic plan

Results for FY07

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Executive summary

Progress is reported for the second year, fiscal year 2006-07 (FY07), 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

A total of 72 initiatives associated with 24 “change” objectives were identified from the business plans associated with the Foundation strategic plan, excluding dropped initiatives. Ratings by business plan leaders indicated that 25 of the 72 initiatives (35%) were fully implemented in FY07. In the previous year (FY06), the same percentage of initiatives were rated as fully implemented (although not the same ones in all cases). In FY07, progress was made on 36 percent of the initiatives that were not fully implemented the previous year (17 of 47). These results suggest that progress has been slow in fully implementing the business plans.

About one-third of the performance targets for FY07 were met – 20 of 59 targets, or 34 percent. Clearly, stronger performance is needed if the plans are to be accomplished. (Performance targets are set for each year of the plan, FY06, FY07 and FY08.)

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. Of the 13 initiatives associated with these objectives, nine were fully implemented in FY07 (compared to 8 in FY06). Progress was made on four of the five initiatives that were not fully implemented the previous fiscal year. Four of 10 performance targets were met (excludes Affordable Housing in some instances because no targets were available).

Regarding the recruitment and retention objective, racial/ethnic minority employees compose 30 percent of the Wilder workforce, which is slightly below the target. The retention rate for minority employees was 10 percentage points below that for white employees (71% vs. 81%). A talent acquisition manager position was created and filled to improve efforts to hire staff from culturally diverse backgrounds for key positions. With regard to providing effective services to diverse communities (second objective), progress continued to be made in supporting staff in the provision of culturally competent services. Overall, client satisfaction with services, and satisfaction with their cultural appropriateness and sensitivity, was high with a couple of exceptions. Most initiatives related to the third objective, ensuring accessibility to diverse communities, have been fully implemented. Results regarding reaching diverse groups with services were fairly strong overall but vary by service area. Results for the fourth objective, preparing the Foundation's 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 racial/ethnic minority candidates.

Engage stakeholders: Fundraising

The objective for this goal is to increase private donations from both individuals and organizations. Two of the four initiatives associated with this objective have been fully implemented and one has not been started yet (new elderly service center fundraising). Attendance at stakeholder events was below targets but close for the "Building on the Legacy" breakfast and the Heritage partner event. Targets were exceeded for the number of individual donors and the number of Foundation and business donors, and these numbers exceeded the previous year's totals as well. Gifts and pledges were below targets across categories with the exception of capital campaign pledges, which met the target. Compared to the previous year, grants to operations and capital pledges were up while gifts to operations and planned gifts were down.

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, 4) expand services beyond Saint Paul Public Schools, and 5) increase funding from private sources. During FY07, 6 of 15 initiatives associated with the objectives were fully implemented, which represents no change from the previous year. Progress was made on three of nine initiatives not fully implemented in FY06. Results indicated that 4 of 8 performance targets were met.

Expansion of core services in Saint Paul schools did not go forward in FY07 due to lack of funds. However, funding was secured for an expansion of the Primary Project beginning in the fall of 2007. With regard to new approaches to removing barriers to learning, groups for aggressive teens and depressed girls were held at school sites. Services were provided in the Achievement Plus junior high school (groups for aggressive teens) and in two Achievement Plus elementary schools (training and consultation). The future direction for the overall Achievement Plus initiative is currently being planned with the new leadership in the Saint Paul schools. Expansion of services beyond the Saint Paul school district to charter schools has not yet occurred. Initiatives associated with increasing private funding have mostly been implemented. Actual funding from private insurance and individual donors fell far short of the targets in FY07 (less than 50% of the targets overall).

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, one was fully implemented in FY07. Progress was made on two of the seven initiatives not fully implemented in FY06. Results indicated that of 13 performance targets, 2 were met, 10 were not met, and data were not available for one.

With regard to expanded use of evidence-based practices, progress was made in FY07 in implementing neuro-feedback in Children's Residential Services. The target for number of staff trained in evidence-based practices was met. No progress was made in increasing the size of the core clinic medical team in FY07. Correspondingly, results were considerably below target for this objective (persons served, waiting time for psychiatric services). Initiatives with the county and state to increase use of evidence-based practices in the community were partially implemented. Program completion rates for participants in two youth-serving programs (ISP and VPIS adolescent groups) were far below the target. Overall, two-thirds of the targeted amount for private funds (insurance, grants and individual donors) was raised in FY07.

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 (dropped during FY07), and 5) support the statewide initiative to end long-term homelessness. Of the 13 initiatives associated with these objectives, two were fully implemented and three were dropped. Progress was made on two of the eight initiatives not fully implemented in FY06 (excluding the dropped initiatives). Results indicated that three of seven performance targets were met.

The number of affordable housing units managed decreased in the spring of 2007 due to terminating the contract with Commonwealth Terrace (464 units). An additional 24 units of affordable housing for families were created through Project Quest. Some progress was made in establishing strategic relationships with preferred providers for support services delivery. The objective regarding housing cost-reduction strategies was dropped and services in this area ended in January of 2007. The statewide homeless study was successfully completed. Performance targets for disseminating the study's results were met.

Improve the lives of low-income older adults

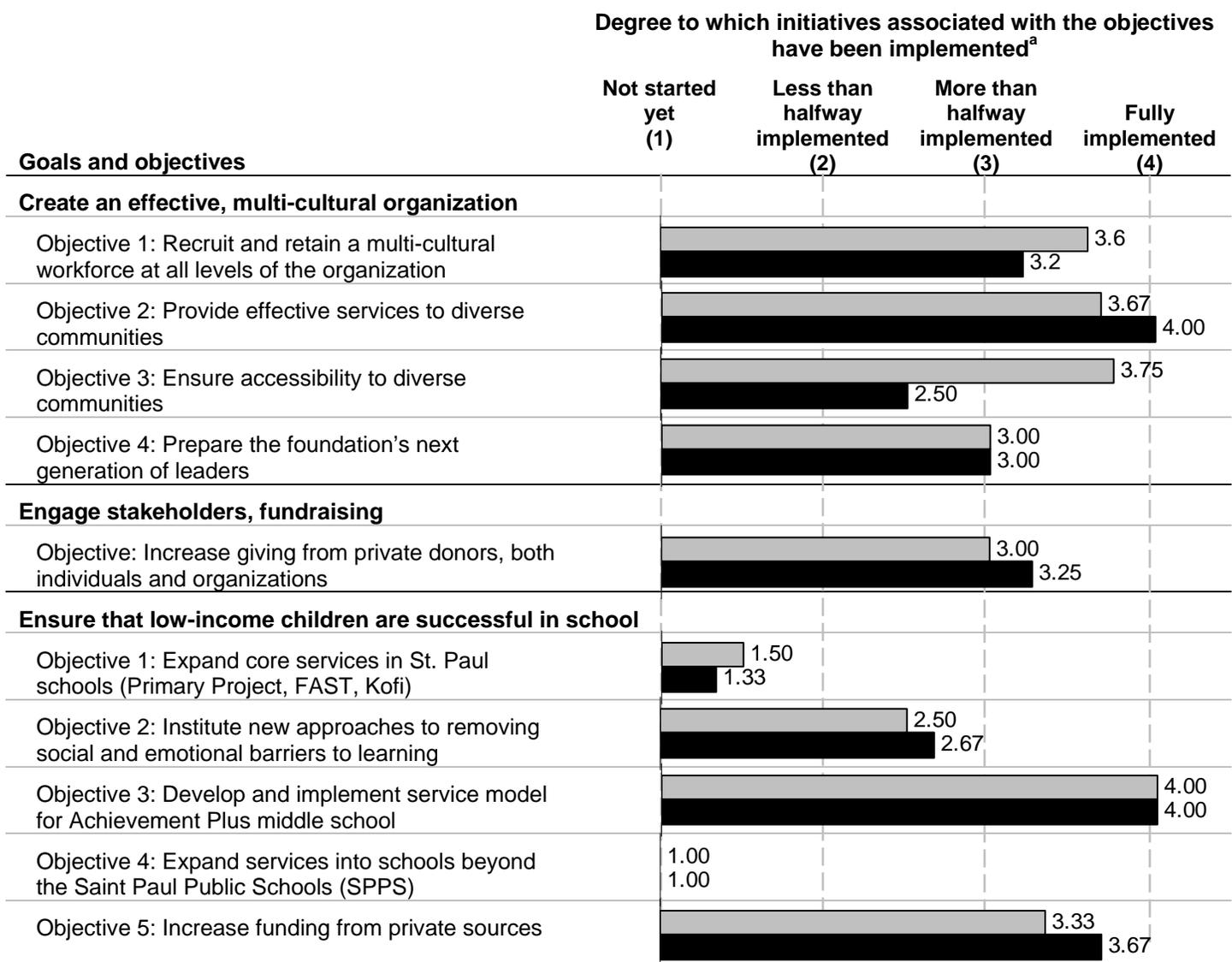
Objectives for this goal are: 1) expand and improve community services to older and disabled adults, 2) expand the role and define the structure of caregiver support services, 3) develop relationships with agencies serving multi-cultural older adults to improve services, 4) develop model and build elderly service center, and 5) increase funding from individual donors. Of the 19 initiatives associated with these objectives, five have been fully implemented (up from 2 in FY06). Progress was made on 6 of 17 initiatives not fully implemented in FY06. Of those measures with performance targets and data available, results indicated that performance targets were met in four of nine instances.

Two initiatives related to the caregiver support objective reached full implementation during FY07: 1) developing closer relationships with organizations to expand outreach and training/support services to caregivers, and 2) researching best practices in integrated services for caregivers. The initiative to provide access to linguistic and deaf/hard of hearing services for older adults was also fully implemented.

Progress in implementing initiatives for each objective

The chart below provides an overview of the progress made in FY06 and FY07 in implementing the initiatives associated with each objective. The “bar” 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 3.60, between “more than halfway implemented” and “fully implemented.”

Status of initiatives



^a Average rating for the initiatives associated with each objective

■ Fiscal year 07
■ Fiscal year 06

Status of initiatives, continued

Degree to which initiatives associated with the objectives have been implemented^a

Goals and objectives	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		1.75	2.33	
Objective 2: Increase size of core clinic medical team		2.00	2.00	
Objective 3: Increase community investment in and practice of evidence-based practices		2.50		4.00
Objective 4: Improve client completion rates in Intensive Supervision Program (ISP) and Violence Prevention and Intervention Services (VPIS) adolescent groups	1.00		3.00	
Objective 5: Increase program funding from private sources		2.33	3.00	
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)			3.00	4.00
Objective 2: Develop and manage 180 new units of affordable housing		2.00	2.00	
Objective 3: Restructure, enhance, and expand the delivery of support services to target groups		2.33	2.00	
Objective 4: Demonstrate and promote housing cost-reduction strategies		Dropped	2.33	
Objective 5: Support statewide initiative to end long-term homelessness			3.00	2.60
Improve the lives of low-income older adults				
Objective 1: Expand and improve Wilder community services to older and disabled adults		2.20	2.40	
Objective 2: Expand role and define structure of caregiver support services		2.75	1.75	
Objective 3: Develop relationships with agencies serving multi-cultural older adults to improve services for minority older adults		2.67	2.00	
Objective 4: Develop model and build new state-of-the-art memory loss center	1.17	1.33		
Objective 5: Increase funding from individual donors				4.00

^a Average rating for the initiatives associated with each objective

■ Fiscal year 07
 ■ Fiscal year 06