

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 overall, 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

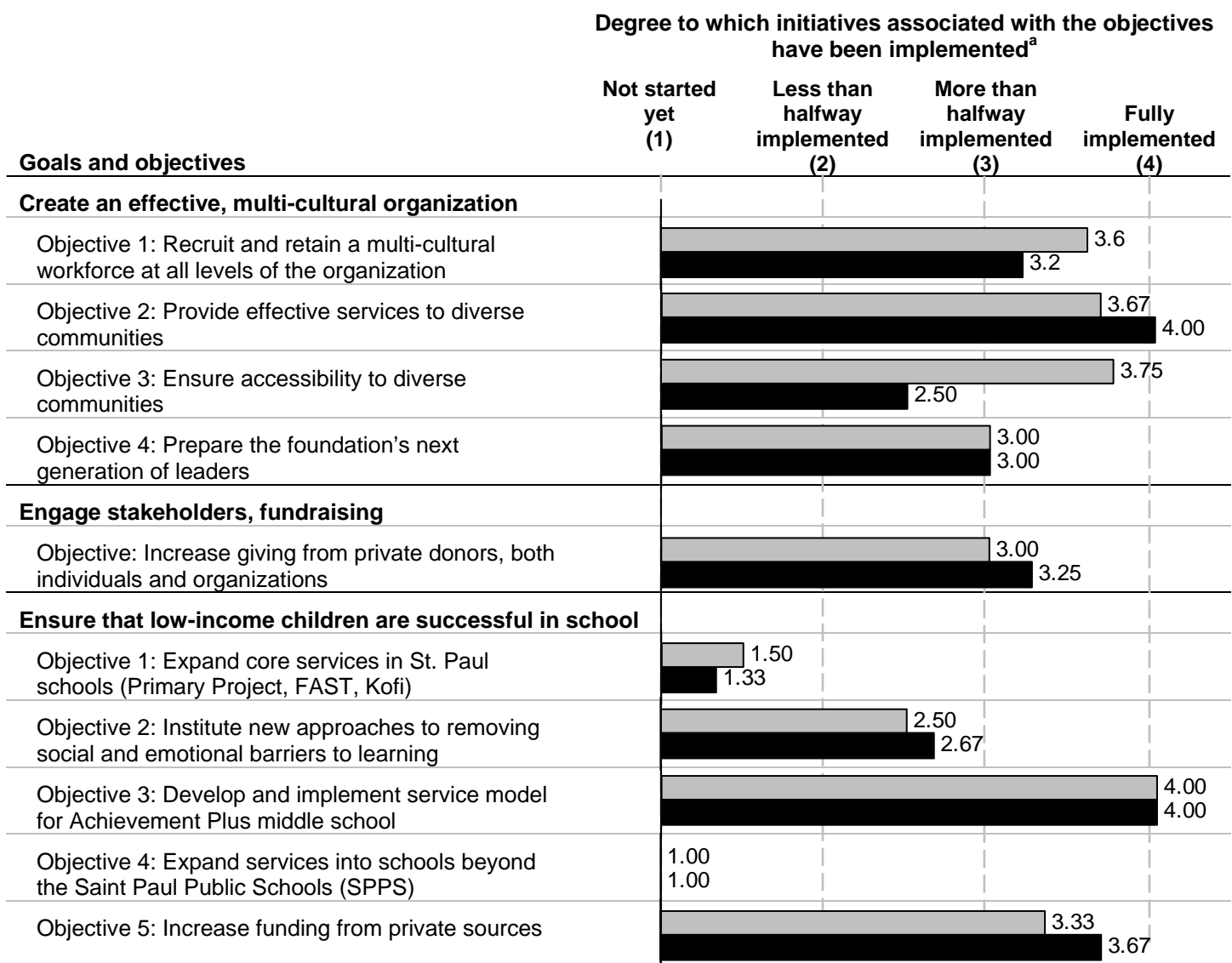
Objectives for this goal are: 1) expand and improve community services to older and disabled adults, 2) expand the role and define the structure of caregiver support services, 3) develop relationships with agencies serving multi-cultural older adults to improve services, 4) develop model and build elderly 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	Less than halfway implemented	More than halfway implemented	Fully implemented
	(1)	(2)	(3)	(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

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 2006-07 (FY07). 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: 4) Fully implemented
- Continue operation of Diversity & Cultural Competence Team (DCCT)
Status: 4) Fully implemented
- Include diversity accountability standards in each employee's job description
Status: 4) Fully implemented
- Provide diversity component as part of new employee orientation
Status: 4) Fully implemented
- Develop and implement a comprehensive strategy for recruitment of minority job applicants
Status: 2) Less than halfway implemented

Measures

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

	FY06 Actual	FY06 Target	FY07 Actual	FY07 Target^a	FY08 Target^a
All employees	29%	30%	30%	31%	33%
Directors and managers	8%	8%	11%	12%	14%
Professionals	27%	30%	26%	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

	FY06 Actual	FY07 Actual	Target
Minority employees	75%	71%	Retention rate for minority employees is as high as that for white employees
White employees	80%	81%	

c. Job satisfaction by racial/ethnic minority group

	FY03^a				FY06 – FY08
	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: 4) Fully implemented – two Cultural Competence Training Series, composed of five training topics each, were provided in FY07. In addition, four Clinical and Cultural Case Consultations were conducted for MH-Ed staff. A new initiative began this year, the Cultural Competence Brown Bag Lunches were offered quarterly. Training and consultation on specific cultural competence topics were also offered at program sites as requested.

- Develop resources to support staff's cultural competence

Status: 3) More than halfway implemented – the on-line Multicultural Resource Page has been formulated, designed and finalized with relevant resource sections such as Multicultural and Multilingual Library, Multicultural and Multilingual Providers Listing, Diversity and Cultural Competence Trainers and Consultants Listing, Training Calendar, etc. However, the Multicultural Resource Page had been delayed several times for reasons not under my control. Each division now has its own Culture Grams- World Edition to help staff learn about countries, cultures, traditions, history and geography. Resource materials continue to be developed upon request of programs/staff. The GLBT Affinity Group has provided a box of books on GLBTQ issues. They have been entered in the library database. Once the library of the new Wilder Center is open, there will be a more organized system for staff to have access to those resources. Internal staff who are known for their expertise in some cultural areas continue to be identified and invited to share their knowledge and skills with programs.

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

Status: 4) Fully implemented (ongoing monitoring) – client and staff demographic data have been collected in accordance with CLAS standards. ISD had done tremendous work in re-defining classifications, and in programming data collection. A new client face sheet has been designed to comply with CLAS (race/ethnicity, language, education, length of time in the US for non-US born, etc.). Vital and critical documents such as HIPAA notice and informed consent have been translated in several languages. Staff diversity to reflect target population diversity continues to be monitored.

Measures

a. Percentage of new employees completing required cultural competence training

	FY07 Actual	FY07 Target	FY08 Target
New employees	87%	90%	90%

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

Goal area	Year	Percentage favorable					FY06 – FY08 Target
		Asian/Pacific Islander	Black/African American	American Indian/Alaskan Native	White/Caucasian	Other	
School success ^b	FY06	-	97%	-	-	93%	90%
	FY07	-	90%	-	-	88%	
Troubled children (community based) ^b	FY06	88%	97%	-	95%	87%	90%
	FY07	94%	93%	-	91%	93%	
Troubled children (out-of-home placement) ^c	FY06	-	-	-	84%	91%	80%
	FY07	-	-	-	95%	82%	
Affordable housing ^d	FY06	70% ^e	82%	82%	83%	83%	80%
	FY07	-	72%	-	67%	50%	
Successful aging ^b	FY06	-	86%	-	91%	88%	91%
	FY07	-	91%	-	90%	97%	

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.

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

Goal area	Year	Percentage favorable					FY06 – FY08 Target
		Asian/ Pacific Islander	Black/ African American	American Indian/ Alaskan Native	White/ Caucasian	Other	
School success ^b	FY06	-	99%	-	-	100%	90%
	FY07	-	92%	-	-	100%	
Troubled children (community based) ^b	FY06	87%	90%	-	96%	92%	90%
	FY07	89%	88%	-	89%	89%	
Troubled children (out-of-home placements) ^c	FY06	-	-	-	96%	95%	90%
	FY07	-	-	-	97%	92%	
Affordable housing ^d	FY06	89%	86%	92%	96%	95%	90%
	FY07	-	78%	-	-	-	
Successful aging ^e	FY06	-	-	-	-	-	-
	FY07	-	-	-	-	-	

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 (FY06). Program staff were sensitive to cultural issues (FY07).

^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: 4) Fully implemented (ongoing) – Although this work was fully implemented, it needs to be an ongoing effort to address changes in the populations being served. The Welcoming Environment Team (now Public Environment Team) concentrates its effort on the new Wilder Center.

- Provide community space in new Wilder Service Center

Status: 4) Fully implemented – This had been incorporated in Wilder Center building plan.

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

Status: 4) Fully implemented (ongoing) – We have in place the Wilder Linguistic Access Guidelines for programs (phone interpretation, on site interpretation and translation) and a process to ensure the quality of interpretation services. An interpreter evaluation form was designed and used for each session with interpreters from interpretation services agencies contracted by Wilder (Letter of Agreement). These agencies were selected from the pool of Minnesota State licensed agencies. We will continue evaluating these services until the certification of interpreters in Minnesota.

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

Status: 3) More than halfway implemented with the Project ROOF Cultural Competence Programming initiative, through the Project ROOF Collaborative that involves three agencies: Wilder Project ROOF, East Metro Area Women Council, and Model Cities.

Measures

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

Goal area	FY06 Percentage minority served	FY07 Percentage minority served	Percentage minority in the population^b	FY06 – FY08 Target
School success	91%	92%	78%	Percentages of minority persons served match or exceed the percentages in the target population, within goal areas
Troubled children	59%	62%	79%	
Affordable housing	64% ^a	63% ^a	43%	
Successful aging	22%	22%	32%	
Total clients	55%	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	Year	Ratings of accessibility of services: Percentage favorable					FY06 – FY08 Target Overall service accessibility targets are met within racial/ethnic minority groups
		Asian/ Pacific Islander	Black/ African American	American Indian/ Alaskan Native	White/ Caucasian	Other	
School success ^b	FY06	-	94%	-	-	92%	85%
	FY07	-	98%	-	-	93%	
School success ^c	FY06	-	99%	-	-	100%	85%
	FY07	-	95%	-	-	82%	
Troubled children ^b	FY06	77%	92%	-	86%	92%	85%
	FY07	84%	90%	-	83%	89%	
Troubled children ^c	FY06	82%	90%	-	86%	92%	85%
	FY07	84%	92%	-	93%	96%	
Affordable housing ^d	FY06	95%	88%	90%	88%	90%	80%
	FY07	-	78%	-	62%	68%	
Successful aging ^e	FY06	-	90%	-	91%	74%	87%
	FY07	-	87%	-	85%	93%	

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: 3) More than halfway implemented

Measures

a. Internal candidates identified for talent pool

	FY06 Actual	FY06 Target	FY07 Actual	FY07 Target^a	FY08 Target^a
Total number	57	74	53	65	70
Number of racial/ethnic minorities	9	18	8	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

	FY06 Actual	FY06 Target	FY07 Actual	FY07 Target	FY08 Target
Total number	20	23	10	25	28
Number of racial/ethnic minorities	3	4	1	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: 4) Fully implemented
- “Building on the Legacy” breakfast
Status: 4) Fully implemented
- Second Century Capital Campaign
Status: 3) More than halfway implemented
- Fundraising for new elderly Service Center
Status: 1) Not started yet

Measures

a. Number of persons attending stakeholder events

Event	Number of persons attending				
	FY06 Actual	FY06 Target	FY07 Actual	FY07 Target	FY08 Target
“Get to Know Us” tours	272	200	131	210	210
“Building on the Legacy” breakfast	689	689	685	700	700
Legacy Builder donor event(s)	54	100	44	60	80
Heritage partner event	35	35	37	40	45

b. Number of donors

	FY06 Actual	FY06 Target	FY07 Actual	FY07 Target	FY08 Target
Individuals	800	650	947	700	770
Foundations and businesses	110	180	211	200	220
Heritage partners (cumulative number of pledges)	139	140	142	150	160

c. Total gifts given by category

Category	Total gifts (in million dollars)				
	FY06 Actual	FY06 Target	FY07 Actual	FY07 Target	FY08 Target
Operations – grants	1.63	2.3	1.86	2.1	2.2
Operations – gifts	0.76	0.9	0.39	1.2	1.2
Endowment	0.04	0.5	0.37	0.7	0.8
Capital (pledged)	3.70	5.0	5.40	5.4	1.3
Deferred (planned gifts) pledged	0.94	1.5	0.675	1.5	1.5
Other (Centennial Public Awareness Sponsorships)	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 two or more schools (total of four schools)

Status: 2) Less than halfway implemented (funding secured, implementation planned for fall 2007)
- Expand Families and Schools Together (FAST) to one elementary school (total of three schools)

Status: 1) Not started yet (funding not received, program will be discontinued next fiscal year)
- Expand Kofi to two more schools (total of seven schools)

Status: 1) Not started yet (looking for donors)
- Expand Incredible Years to eight additional Head Start or school sites (total of 19 sites)

Status: 2) Less than halfway implemented

Measures

Persons served by core programs

	FY06 Actual	FY06 Target	FY07 Actual	FY07 Target	FY08 Target
Number of persons served	211	230	220	393	433

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

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

Status: 4) Fully implemented (in FY06)

- Pilot truancy prevention/reduction at one school

Status: 1) Not started yet (literature review completed in FY06)

- Pilot group for preadolescent or adolescent girls

Status: 4) Fully implemented (in middle schools)

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

Status: 1) Not started yet (funding secured, implementation planned at Johnson Elementary in fall 2007)

Measures

New approaches piloted

	FY06 Actual	FY06 Target	FY07 Actual	FY07 Target	FY08 Target
Number of new approaches	2 ^a	1	2 ^b	2	4

^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.

^b Group services in school sites to reach aggressive teens and depressed females.

Objective 3: Develop and implement service model for Achievement Plus

Initiatives:

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

Status: 4) Fully implemented

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

Status: 4) Fully implemented

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

Status: 4) Fully implemented

Measures

Service model for Achievement Plus

Number of:	FY06 Actual	FY06 Target	FY07 Actual	FY07 Target	FY08 Target
Students served (junior high school) ^a	25	50	487 ^b	50	50
Persons trained (elementary schools)	0	300	5853 ^c	300	300
Consultation hours (elementary schools)	0	160	72 ^c	160	160

^a Groups based on adapted parts of the ART model were held at Cleveland Junior High School in FY06 and FY07.

^b This is a duplicated count.

^c Includes John A. Johnson and Dayton's Bluff Elementary Schools; based on information from the Child Guidance Clinic Achievement Plus Department.

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

Initiatives:

- Initiate service relationship with a charter school

Status: 1) Not started yet

Measures

Number of schools (besides SPPS) where services are provided

	FY06 Actual	FY06 Target	FY07 Actual	FY07 Target	FY08 Target
Number of schools	0	0	0	0	1

Objective 5: Increase funding from private sources

Initiatives:

- Greater efforts to capture private insurance reimbursement

Status: 3) More than halfway implemented (now billing for most reimbursable services)

- Conduct School Success tours

Status: 4) Fully implemented

- Hold Perspectives events and forums

Status: 3) More than halfway implemented (Incredible Years event with Carolyn Webster-Stratton in FY07)

Measures

a. Number of persons attending School Success tours

	FY06 Actual	FY06 Target	FY07 Actual	FY07 Target	FY08 Target
Persons attending	31	40	41	40	40

b. Amount of funding

Funding source	Funding (in thousand dollars)				
	FY06 Actual	FY06 Target	FY07 Actual	FY07 Target	FY08 Target
Private insurance	126	179	150	289	307
Individual donors	101	67	107	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: 3) More than halfway implemented

- Introduce Strengthening Multi-Ethnic Families and Communities in Bush Evening Treatment and expand it in the Child Guidance Clinic

Status: 1) Not started yet in the Child Guidance Clinic; 5) Dropped in Bush Evening Treatment

- Expand Functional Family Therapy in the Child Guidance Clinic

Status: 1) Not started yet

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

Status: 2) Less than halfway 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

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

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

↓

Program and practice^a	Number served
Child Guidance Clinic	
FFT	NA
SMEFC	NA
Southeast Asian Social Adjustment Program	
FFT	NA
SMEFC	NA
ACT	NA
Violence Prevention and Intervention Services	
ART	NA
Project Kofi	
SMEFC	NA
Hawaii Project	
Hawaii Model	NA
Project Quest	
SMEFC	NA

^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: 2) Less than halfway implemented

Measures

a. Cumulative number of new FTEs in core medical team

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

b. Persons served in Child Guidance Clinic

	FY06 Actual	FY06 Target	FY07 Actual	FY07 Target	FY08 Target
Number of persons served	854	1,595	891	1,995	1,995

c. Average wait before being seen for psychiatric services

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

Status: 3) More than halfway implemented

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

Status: 2) Less than halfway implemented

Measures

a. Active evidence-based practice projects with government

	FY06 Actual	FY06 Target	FY07 Actual	FY07 Target	FY08 Target
Number of projects	3 ^a	1	3 ^a	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 Actual	FY07 Target	FY08 Target
Number of trainers	1 ^a	1	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: 1) Not started yet

Measures

Percentage of clients completing treatment programs

Program	FY06 Actual	FY06 Target	FY07 Actual	FY07 Target	FY08 Target
ISP	58%	40%	41%	80%	80%
VPIS	43%	60%	54%	80%	80%

Objective 5: Increase program funding from private sources

Initiatives:

- Establish eligibility of evidence-based practices for insurance coverage

Status: 2) Less than halfway implemented

- Conduct “Hope for Children” tours

Status: 4) Fully implemented

- Hold Perspective Series event

Status: 1) Not started yet

Measures

a. Number of persons attending Hope for Children tours

	FY06 Actual	FY06 Target	FY07 Actual	FY07 Target	FY08 Target
Persons attending	68	40	37	40	40

b. Amount of funding

Funding source	Funding (in thousand dollars)				
	FY06 Actual	FY06 Target	FY07 Actual	FY07 Target	FY08 Target
Private insurance	2,384	2,538	2,050	2,816	2,931
Private grants	200	344	266	579	597
Individual donors	126	39	118	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: 3) More than halfway implemented (the CTC contract was terminated)

Measures

Number of additional units managed

	FY06 Actual	FY06 Target	FY07 Actual	FY07 Target	FY08 Target
Additional units managed	464	70	0	100	100

Note: Wilder began managing Commonwealth Terrace (February 2006 – March 2007). The Housing Division did not seek to manage additional units for others in FY07 as we revised our strategic focus.

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: 2) Less than halfway implemented

Measures

Number of new units created

	FY06 Actual	FY06 Target	FY07 Actual	FY07 Target	FY08 Target
Units created	1 ^a	0	24 ^b	40	140

^a *Project Quest added one family.*

^b *Project Quest expanded from 35 to 59 families.*

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: 2) Less than halfway implemented

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

Status: 3) More than halfway implemented

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

Status: 2) Less than halfway implemented (just conversation to date)

Measures

a. Number of managed housing residents served

	FY06 Actual	FY06 Target	FY07 Actual	FY07 Target	FY08 Target
Number served	836	800	832	880	1,000

b. Level of satisfaction with services

	FY06 Actual	FY06 Target	Percentage favorable		FY08 Target
			FY07 Actual	FY07 Target	
Service coordinator gives useful suggestions and recommendations	92%	90%	78%	90%	90%
Since moving to this facility my situation has gotten better	81%	80%	69%	80%	80%

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: 0) Dropped (these services were ended in January 2007)

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

Status: 0) Dropped (these services were ended in January 2007)

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

Status: 0) Dropped (these services were ended in January 2007)

Measures

a. Number of demonstration units completed by Wilder and partners

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

b. Number of organizations receiving outreach and consultation

	FY06 Actual	FY06 Target	FY07 Actual	FY07 Target	FY08 Target
Outreach	12	17	17	18	20
Consultation	12	7	2	10	12

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

	FY06 Actual	FY06 Target	FY07 Actual	FY07 Target	FY08 Target
Number of persons trained	109	150	0	175	200

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

Initiatives:

- Conduct statewide homeless survey in fall 2006 and disseminate results

Status: 4) Fully implemented

- Issue annual reports on trends in homeless service usage and characteristics of those served through HMIS

Status: 2) Less than halfway implemented

- Initiate statewide evaluation of transitional and permanent supportive housing for the homeless and recently homeless

Status: 2) Less than halfway implemented

- Work with Hearth Connection to disseminate research results, including those for Project Quest

Status: 3) More than halfway implemented

- Vice President chairs evaluation committee for statewide initiative to end long-term homelessness

Status: 4) Fully implemented (through FY07, but Vice President no longer chairs as of June 2007)

Measures

a. Public reports issued

	FY06 Actual	FY06 Target	FY07 Actual	FY07 Target	FY08 Target
Number of reports	2 ^a	2	6 ^b	4	5

^a (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 (1) "Counting on shelter", Emergency and transitional housing use in Ramsey County, 2004-2005, report September 2006; (2) "Trends and issues in low-income housing", discussion paper prepared for Wilder Foundation, November 2006; (3) "Hennepin County Project Connect Homelessness Connect", Summary of guests served on December 4, 2006, January 2007; (4) Overview of homelessness in Minnesota in 2006" key facts from the Wilder Research survey conducted in October 2006, March 2007; (5) "Tables of number of homeless people by state and region", a summary of the counts of homeless persons identified in October 2006 study, March 2007; and (6) Low-income housing needs in the East Metro through 2020, a presentation for CURA Housing Forum on May 18, 2007

b. Persons receiving education or training on homelessness

	FY06 Actual	FY06 Target	FY07 Actual	FY07 Target	FY08 Target
Number of persons trained	320 ^a	95	634 ^a	220	270

^a Duplicated count

c. Extent of media coverage on homeless studies

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

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

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

^c (1) "Fewer without roofs, more with illnesses", published on March 14, 2007, Minneapolis Star Tribune; (2) "Homeless suffering more ills", published on March 14, 2007, St. Paul Pioneer Press; (3) "Homeless and young in Minnesota", published July 5, 2007, Minneapolis Star Tribune; (4) "Our homeless: Part of a larger story – and community", Published April 12, 2007, St. Paul Pioneer Press

^d (1) "Homeless youth in Minnesota," Mid-Morning call-in radio show with Greg Owen on March 15, 2007; (2) Public service announcements, recorded on March 19, 2007, Minnesota News Network; (3) "Homeless veterans", by Mark Zedechlek on March 14, 2007, Minnesota Public Radio

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: 2) Less than halfway implemented

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

Status: 2) Less than halfway implemented

- Conduct feasibility study for expansion into suburbs

Status: 1) Not started yet

- Incorporate culturally competent and palliative principles into client care

Status: 2) Less than halfway implemented

- Participate in Stratis Health led quality improvement

Status: 4) Fully implemented

Measures

a. New service initiatives^a

	FY06 Actual	FY07 Actual	FY06 – FY08 Target
Number of new service initiatives	3 ^b	0	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

	FY06 Actual	FY06 Target	FY07 Actual	FY07 Target	FY08 Target
Number of persons served	1,895	2,380	1,864	2,497	2,934

c. Level of satisfaction with services provided

	Percentage favorable		FY06 – FY08 Target
	FY06 Actual	FY07 Actual	
Satisfaction ^a	90%	91%	91%

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

^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: 4) Fully implemented

- Research best practices in integrated services for caregivers

Status: 4) Fully implemented

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

Status: 2) Less than halfway implemented

- Develop stakeholder engagement strategies to strengthen caregiver support activities

Status: 1) Not started yet

Measures

a. Caregivers served

	FY06 Actual	FY06 Target	FY07 Actual	FY07 Target	FY08 Target
Number of caregivers served	124	72	105	80	100

b. Satisfaction of caregivers

	FY06 Actual	FY07 Actual	FY06 – FY08 Target
Satisfaction	NA ^a	NA ^a	Target to be determined after initial survey is completed in FY08

^a Data not available. Survey to be completed in FY08.

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: 2) Less than halfway implemented

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

Status: 4) Fully implemented

- Train staff about agencies serving multi-cultural older adults

Status: 2) Less than halfway implemented

Measures

a. Racial/cultural minority older adults served

	FY06 Actual	FY06 Target	FY07 Actual	FY07 Target	FY08 Target
Minority persons served	414	450	410	550	700

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

Satisfaction ^a	Percentage favorable			FY06 – FY08 Target
	Black/ African American	White/ Caucasian	Other	
FY06	86%	91%	88%	Overall satisfaction target of 91% is met within racial/ethnic minority groups
FY07	91%	90%	97%	

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

^a Overall satisfaction with services received

Objective 4: Develop model and build new state-of-the-art elderly service center

Initiatives:

- Conduct feasibility/market research for new center

Status: 2) Less than halfway implemented

- Conduct capital campaign for center

Status: 1) Not started yet

- Build the new center

Status: 1) Not started yet

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

Status: 1) Not started yet

- Arrange for services to be offered through center

Status: 1) Not started yet

- Recruit and train staff

Status: 1) Not started yet

Measures

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

	FY06 Actual	FY07 Actual	FY06 – FY08 Target
Number of steps successfully completed	0 ^a	0	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)				FY08 Target
	FY06 Actual	FY06 Target	FY07 Actual	FY07 Target	
Amount raised	0.5 ^a	-	0 ^b	4.0	-

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

^b The capital campaign has been delayed until the planning for the Center are complete.

c. Services offered by the new center

	FY06 Actual	FY07 Actual	FY06 – FY08 Target
Number of services offered	0	0	Targets will be determined after plan is developed

Objective 5: Increase funding from individual donors

Initiatives:

- Conduct Successful Aging tours

Status: 4) Fully implemented

Measures

a. Number of persons attending Successful Aging tours

	FY06 Actual	FY06 Target	FY07 Actual	FY07 Target	FY08 Target
Persons attending	17	40	19	40	40

b. Amount of funding received from individual donors

	Amount of funding (in thousand dollars)				
	FY06 Actual	FY06 Target	FY07 Actual	FY07 Target	FY08 Target
Amount of funding	30	10	79	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		
	Southeast Asian Functional Family Therapy		
	Violence Prevention and Intervention Services (Children)		
	Kofi	Family Consumer Survey	Overall, I am satisfied with the services my child received
	Kofi Expansion		
	Child Guidance Clinic		
	Home-Based Mental Health		
	Southeast Asian (Adult Services, Adult Case Management, Building Capacity, Hmong Odyssey, Assertive Community Treatment)	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?
	Southeast Asian Functional Family Therapy		
	Violence Prevention and Intervention Services (Men, Hmong Men, Women, Anger Management, Aggression Replacement Training, Voices and Choices)		
	Child Guidance Clinic Functional Family Therapy	Functional Family Therapy Parent Survey	How satisfied were you with the overall benefit of FFT services that you received?
		Functional Family Therapy Youth Survey	How satisfied were you with the overall benefit of FFT services that you received?

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	St. Phillips Garden	Wilder Housing Evaluation Survey: Family Housing	Do you think living at the housing facility has made your general living situation better or worse than before you moved here?
	Jackson Street Village		
	Wilder Square (Walkups)		
	Wilder Square (Town homes)		
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 Health Satisfaction Survey	How would you rate your overall satisfaction with this center?
	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		
	Southeast Asian Functional Family Therapy		
	Violence Prevention and Intervention Services (Children)		
	Kofi	Family Consumer Survey	Staff are sensitive to our family's cultural background.
	Kofi Expansion		
	Child Guidance Clinic		
	Home-Based Mental Health		
	Southeast Asian (Adult Services, Adult Case Management, Building Capacity, Hmong Odyssey, Assertive Community Treatment)	MHSIP	Staff were sensitive to my cultural background (race, religion, language, etc.).
	Family Service Providers	Client Satisfaction Survey	Program staff were sensitive to cultural issues.
	Southeast Asian Functional Family Therapy		
	Violence Prevention and Intervention Services (Men, Hmong Men, Women, Anger Management, Aggression Replacement Training, Voices and Choices)		
	Child Guidance Clinic Functional Family Therapy		
		Functional Family Therapy Parent Survey	The counselor was knowledgeable about and aware of my cultural values.
	Functional Family Therapy Youth Survey	The counselor was knowledgeable about and aware of my cultural values.	

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	St. Phillips Garden	Wilder Housing Evaluation Survey: Family Housing	[Name of service coordinator] is sensitive to cultural issues
	Jackson Street Village		
	Wilder Square (Walkups)		
	Wilder Square (Town homes)		
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. The times of the day were convenient.
	Kofi	Family Consumer Survey	Location of services is convenient.
	Kofi Expansion		Services are available at convenient times.
	Southeast Asian Youth		
Troubled children	Bush Evening	Parent Satisfaction Survey	The location of the program was convenient.
	Intensive Supervision Program		
	Southeast Asian Functional Family Therapy		
	Violence Prevention and Intervention Services (Children)		
	Kofi	Family Consumer Survey	Location of services is convenient.
	Kofi Expansion		
	Child Guidance Clinic		Services are available at convenient times.
	Home-Based Mental Health		
	Southeast Asian (Adult Services, Adult Case Management, Building Capacity, Hmong Odyssey, Assertive Community Treatment)	MHSIP	The location of services was convenient (parking, public transportation, distance, etc.)
	Family Service Providers	Client Satisfaction Survey	The location of the program was convenient.
	Southeast Asian Functional Family Therapy		The times of the day were convenient.
	Violence Prevention and Intervention Services (Men, Hmong Men, Women, Anger Management, Aggression Replacement Training, Voices and Choices)		
	Child Guidance Clinic Functional Family Therapy	Functional Family Therapy Parent Survey	The service location was convenient for me. Appointment times were convenient for me.
		Functional Family Therapy Youth Survey	The service location was convenient for me. Appointment times were convenient for me.

A3. Service accessibility (continued)

Goal area	Programs included	Surveys	Selected items
Affordable housing	St. Phillips Garden	Wilder Housing Evaluation Survey: Family Housing	The management's office hours are convenient.
	Jackson Street Village		
	Wilder Square (Walkups)		
	Wilder Square (Town homes)		
Successful aging	Assisted Living Program (Ravoux, Dunedin, Edgerton, Hamline)	Client Satisfaction Survey	How would you rate the responsiveness of staff?
	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 Delivered Meals	Community Services for the Elderly, Home-Delivered Meals Program: Client Satisfaction Survey	How would you rate the convenience of services?
	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