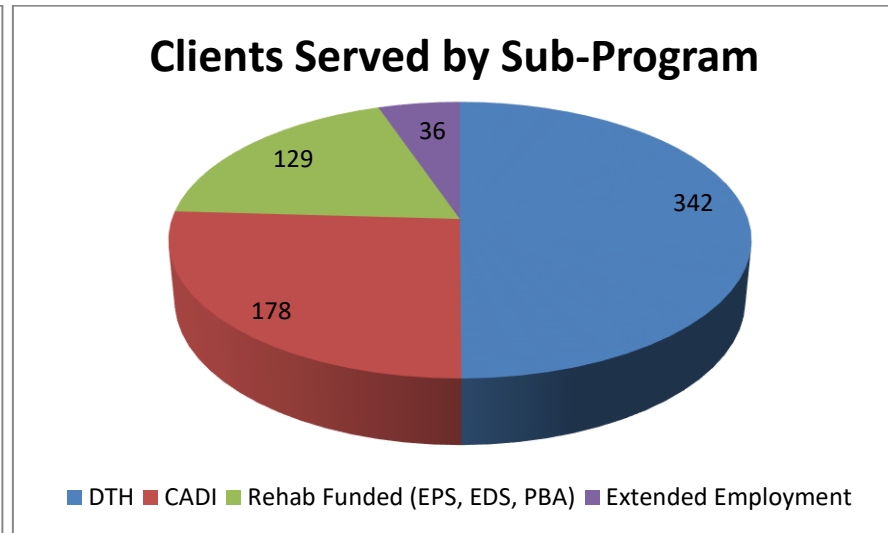
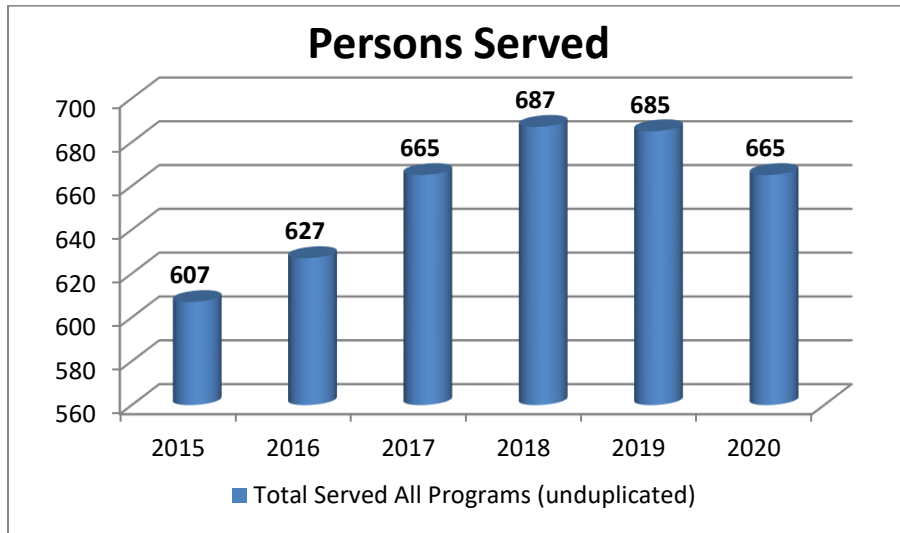


WACOSA – Outcomes Management Report
Year in Review –
(All numbers influenced heavily by COVID-19 pandemic)

Period Reported: 1/1/2020 – 12/31/2020

<u>Indicator:</u>	<u>Result</u>	<u>(+) or (-) from Previous Year</u>
Total Persons Served in 2020 –	665	(-3%)
Admissions in 2020 -	67	(-22%)
Discharges in 2020 -	57	(-11%)
Total Community crews 2020 -	40	(-13%)
New Community crews in 2020 -	1	(- 66%)
Total Individual Placements 2020 -	96	(-5%)
New Individual Placements 2020-	32	(0%)
Total center-based contract hours -	25,122	(-65%)
Total DocuShred revenue -	197,050	(-15%)
Total DocuShred pounds collected –	774,800	(-14.5%)
Total ThriftWorks! Revenue -	300,118	(-24%)
Average hourly pay:		
Individual Placements (Extended Employment) -	\$11.22/hr.	(+.01/hr.)
Community crews/enclaves -	\$7.82/hr.	(+.97/hr.)
Center-based employment -	\$4.61/hr.	(+.28/hr.)
Total Development income –	\$716,715	(+75%)
Total CARES Grants (COVID-19 assistance)	\$2,520,076	NA
Total number of volunteers -	34	(-86%)
Volunteer Hours (approximate) -	1,123	(-55%)



Analysis/Trending of “Year in Review” Data:

The COVID-19 pandemic has made additional analysis of many of 2020’s outcome numbers somewhat meaningless. From the time WACOSA was required to close in March 2020, the organization experienced a complete disruption in services that continued off and on for much of the remainder of 2020. As such, information in this outcomes report ranges on rare occasions from being comparable to other years, to being non-reportable on other occasions, given the inconsistency of services. Efforts will be made throughout this report to relay information as accurately as possible. In cases where services were discontinued or intermittently provided for extended periods, no attempt will be made to provide analysis, given the questionable nature of the results.

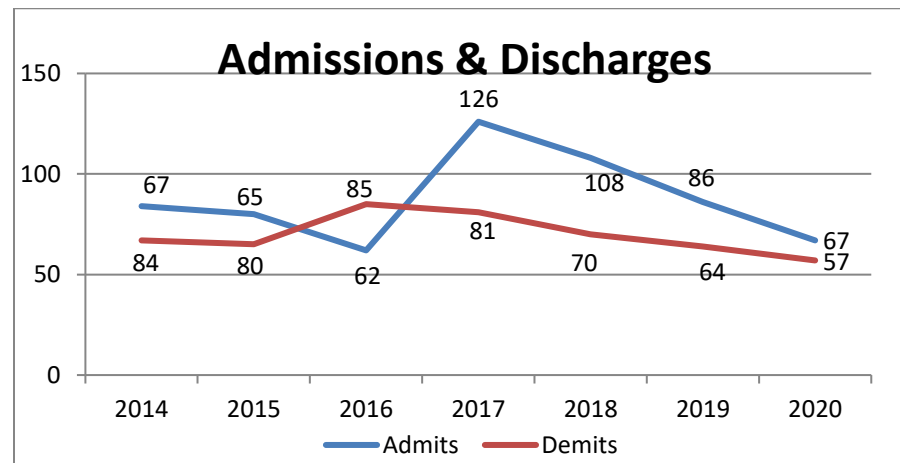
WACOSA saw a 3% drop in numbers of persons served in 2020. This drop was most certainly the result of the influence of COVID-19 and the restricted nature of services WACOSA provided throughout much of 2020. These restrictions included several months of imposed shut down by Minnesota Governor Tim Walz’s office, administrated through the Minnesota Department of Human Services (DHS). As the “dial”, as it was termed, was loosened and tightened, significant restrictions in total numbers of persons on site, along group cohort sizes permitted to be served, resulted in a large number of individuals being underserved throughout much of the year. It remains noteworthy that over 650 individuals were served in a year when services were shut down or heavily restricted for much of the second – fourth quarters. Since WACOSA began 2020 in a very strong service number position, total persons served for the year actually finished above expectation, in spite of the pandemic’s full influence.

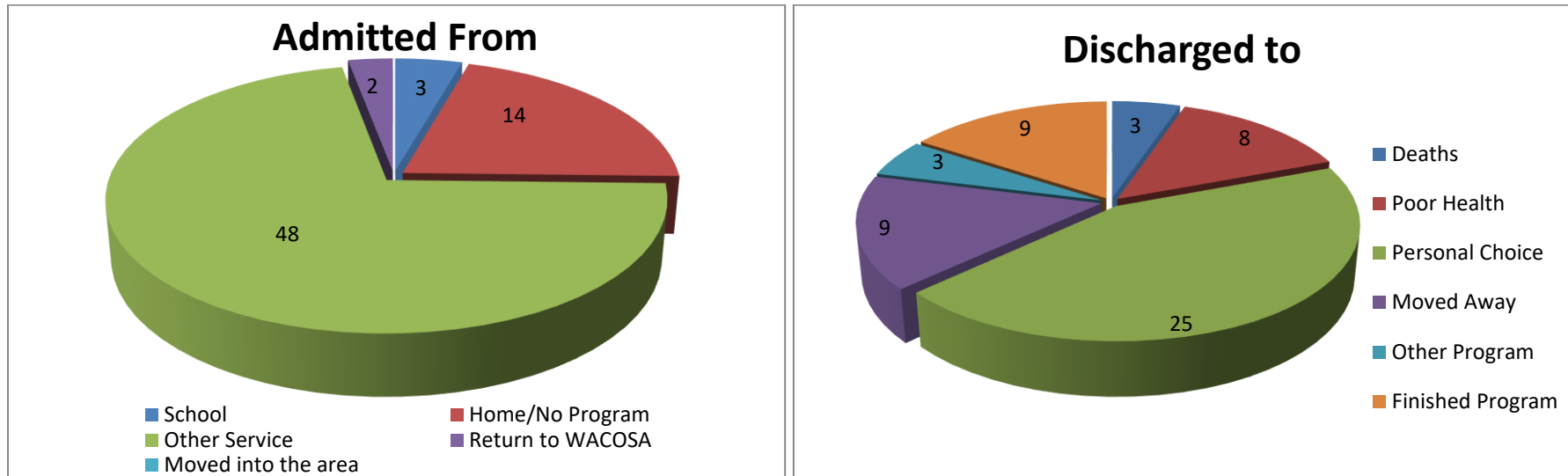
For the purposes of this report, it is important to note again in 2020 that WACOSA has continued seeing persistent decreases in numbers of persons served in our center-based EE clientele over the past 11 years. Regardless if 2020’s numbers being skewed because of COVID-19, we nevertheless expect to see a continual decline in center-based workers in the years that follow. State and national pressures to reduce center-based funding in favor of community- funded services shows no sign of slowing down. WACOSA will continue honoring the expressed choice of those we serve to participate in center-based employment/program services until such a time that funders make it impossible for us to do so.

The categories of Total and New Community Crews declined by 13% and 66% respectively in 2020. Both were the result of losses directly related to businesses being closed due to COVID-19. In 2020, Total Placements dropped by only 5%, with New Placements remaining constant, when compared to 2019. Both experienced better than expected results, given the current pandemic. This is likely due to the number of openings prompted by COVID, as the year progressed and businesses began the process of reopening, thus needing to rebuild staff numbers.

Finally, client wages in 2020 showed a growth of anywhere from .01/hr. in Placement Services to .97/hr. (14%) in Community Crews, with Center-Based wages posting a solid .28/hr. (6.4%) increase for the year. We believe this improvement, while positive, would likely have trended down a bit, had all of 2020 been as usual. The increase in Center-based was likely the result of better paying jobs throughout the time of the year when WACOSA was still in operation, prior to pandemic shutdowns. Additionally, it is probable that the state minimum wage increasing to \$10.00/hr. also played a part in this improvement, since client wages tend to escalate proportionate to the current minimum wage.

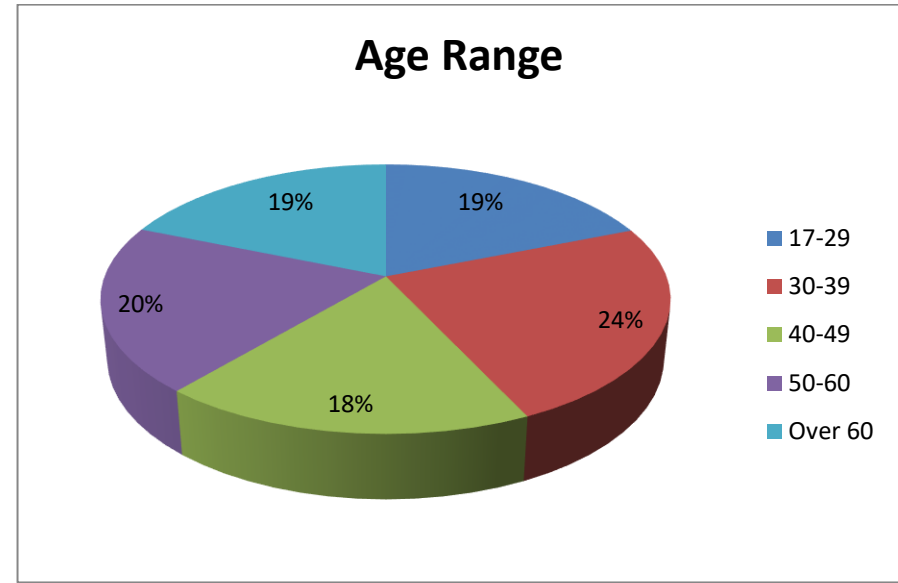
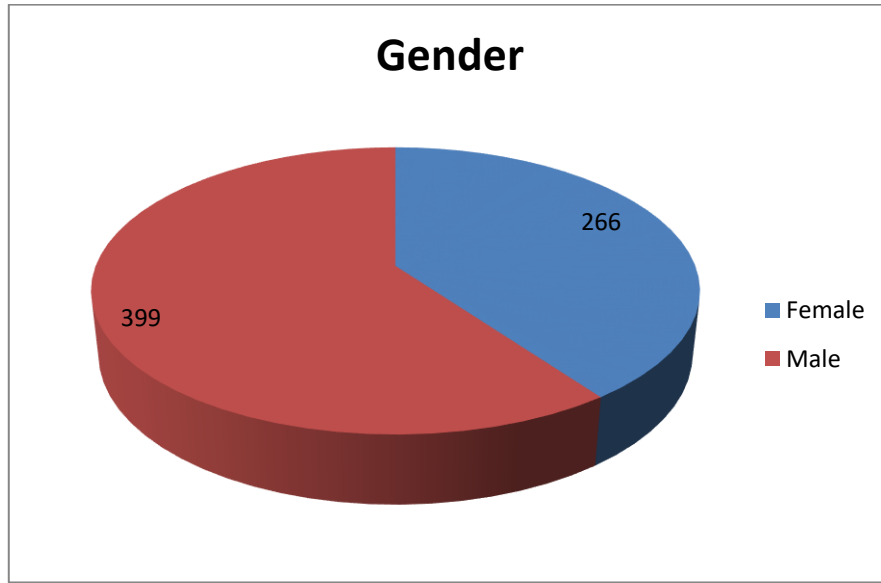
2020 Admission and Discharge Analysis:



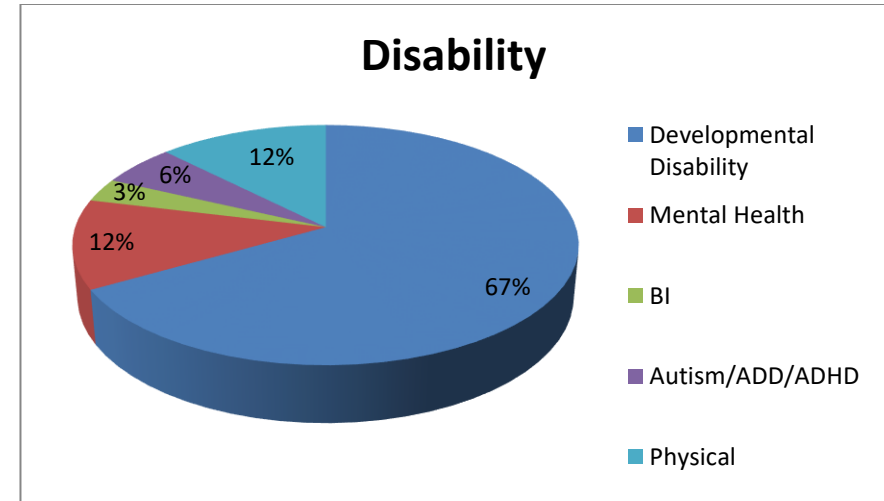
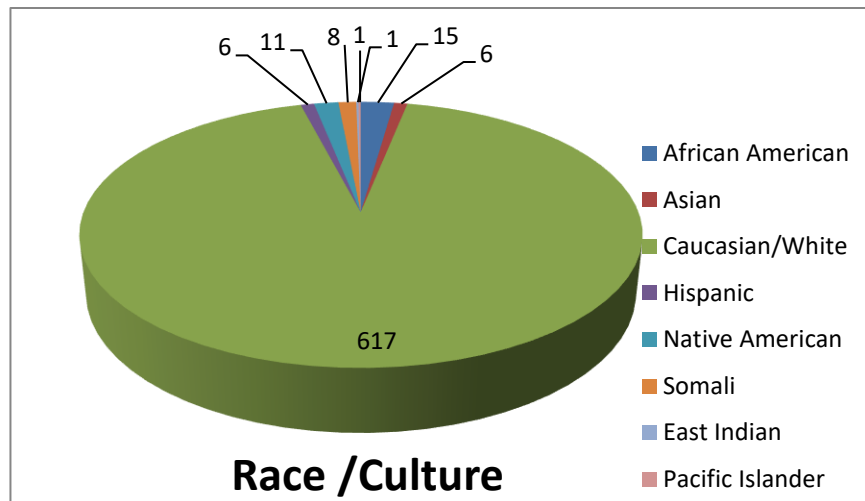


2020 saw overall admissions drop by 22%, with discharges also dropping by 11%. While admissions were lower than expected given pandemic related concerns, the 67 individuals that were referred nevertheless pleased us. Under the circumstances, referred numbers could have been significantly lower. The category of "Other Service" represented the number one area (23% increase) from which clients came in 2020. These individuals were primarily admitted from Minnesota's Department of Vocational Rehabilitation, choosing WACOSA over other local providers. Clients admitted from Home/No Program dropped by 48%, as did clients returning to WACOSA. Given pandemic dynamics, it is hard to speculate at this time why these changes occurred. School referrals remained low, given the COVID-19 pandemic was hitting full force at the time graduations would normally be occurring. In most respects, COVID-19 was the main influence affecting the category of "Discharged to" this past year. "Finished Program" did see a drop of approximately 47% from 2019. However, given the significant health related concerns in our community, along with the weeks of enforced closure, we were pleased WACOSA's programs were as successful as they were for 2020.

2020 Client Demographics:



An analysis of 2020 demographics shows a drop of 3% and 2%, respectively of both males and females, when compared to 2019. This data shows relative stability over the course of the year, with drops occurring due to the inability to admit clients for reasons due to COVID closure. In terms of age range, more WACOSA clients fall into the ranges of 30–39 and 50–60 than any other range. Age ranges remained relatively stable when comparing to 2019 to 2020, with no anomalies to report.



“Caucasian” continues to represent the largest ethnic category of persons served by WACOSA, though it dropped by approximately 3.5% between 2019 and 2020. This was primarily the result of WACOSA’s services being frozen for periods from March through the end of the year. All other groups experienced few, if any, change this past year. With regard to Disability, clients categorized as having a “Developmental Disability” (DD) continue to represent the largest and most common disability category served, though the 2% drop from 2019 specifically relates to the restriction on referrals during the year. Also noteworthy is the 19.5% reduction in individuals with Autism/ADD/ADHD and the 12.6% reduction in individuals having Physical disabilities as their primary diagnosis. Both of these were undoubtedly influenced heavily by the current pandemic. Finally, the 130% increase in numbers of individuals served categorized, as BI (Brain Injury) was an unexpected increase in referrals from the Minnesota Department of Vocational Rehabilitation (VR). While this was not expected, it was welcome in a year when so many other goals could not be accomplished and corresponding service numbers were down.

Program Objectives/Results

Note: For all goals, persons responsible for collecting and tracking data are Client Managers and Direct Support Professionals.

Community Employment Services (CES):

Measurement Category	To Whom Applied	Objective	Data Source	Goal	Result/s	Goal Met / Not Met
Effectiveness	Participants working in CES	Develop new community crews	Client work records	8	1	Not Met
	Participants working in CES/Placement	Develop individual placements	Client payroll	50	117	Met
	Work Crew Participants	Maintain average hourly wage	Client payroll	\$6.15/hr.	\$7.82/hr.	Met
	Participants in Placement Services	Maintain average hourly wage	Client payroll	\$8.40/hr.	\$11.22/hr.	Met
Efficiency	Participants referred for PBA's	Minimize time to achieve employment	Client placement records	69% within 90 days	10%	Not Met
Service Access	All participants in WACOSA's CES programs	Minimize wait time for services	Intake records	100% enter within 14 days of completed referral information	33%	Not Met

Day Training and Habilitation Services (DT&H):

Measurement Category	To Whom Applied	Objective	Data Source	Goal	Result/s	Goal Met / Not Met
Effectiveness	Clients in the Whitney Seniors Program	Clients will meet community goals	Client records/data tracking	75%	33%	Not Met
	Clients in the North program	Clients will meet community goals	Client records/data tracking	65%	67%	Met
Efficiency	Clients in DT&H services expressing interest in independent placement	Minimize time to complete employment assessment process	Client records/data tracking	90% within 90 days, following 45 day assessment	0%	Not Met
Service Access	Clients in DT&H services	Minimize wait time for services	Intake records	100% enter within 14 days of completed referral information	0%	Not Met

Organizational Employment Services (OES):

Measurement Category	To Whom Applied	Objective	Data Source	Goal	Result/s	Goal Met / Not Met
Effectiveness	Participants working on center-based work	Maintain/increase employment	Client production records	87,933 hours	25,122	Not Met
Efficiency	DocuShred Services staff and clientele	Increase business efficiencies	DocuShred Records	Average of 56,546 pounds per month	64,566 pounds per month	Met
Service Access	All participants in WACOSA's OES programs	Minimize wait time for services	Intake records	100% enter within 14 days of completed referral information	0%	Not Met

Work Adjustment (EDS):

Measurement Category	To Whom Applied	Objective	Data Source	Goal	Result/s	Goal Met / Not Met
Effectiveness	Individuals participating in EDS	Increase average hourly wage	Client payroll records	\$5.50/hr.	\$10.00	Met
Efficiency	Individuals participating in EDS	Minimize time spent in EDS	EDS attendance records	80% of clients will spend 90 days or less	50%	Not Met
Service Access	All participants in WACOSA's EDS program	Minimize wait time for services	Intake records	100% enter within 14 days of completed referral information	50%	Not Met

Situational Assessment (EPS):

Measurement Category	To Whom Applied	Objective	Data Source	Goal	Result/s	Goal Met / Not Met
Effectiveness	Individuals participating in EPS	Maximize days and clients participating in community-based EPS	EPS attendance records	75% participating 2+ days in community	100%	Met
Efficiency	Individuals participating in EPS	Minimize time to complete new placement assessment	EPS client records	100% complete assessment as contracted	33% (av.WP and SC)	Not Met
Service Access	All participants in WACOSA's EPS program	Minimize wait time for services	Intake records	100% enter within 14 days of completed referral information	75%	Not Met

Autism Spectrum Disorders (ASD):

Measurement Category	To Whom Applied	Objective	Data Source	Goal	Result/s	Goal Met / Not Met
Effectiveness	Participants in ASD In the North Program	Maximize persons served	Client records	11	12	Met
	Participants in ASD North Program	Complete 10 minutes of work without staff assistance	Client goal tracking data	80%	67%	Not Met
Efficiency	Participants in ASD	Improve transition ability between locations	Client goal tracking data	66%	0%	Not Met
Service Access	All participants in WACOSA's ASD services	Minimize wait time for services	Intake records	100% enter within 14 days of file comp.	0%	Not Met

Consumer Satisfaction (Scores of neutral or above rated as satisfied. Scores rounded up to the nearest whole number):

Objective	Goal	Result/s	Goal Met / Not Met
Maximize overall client satisfaction	95%	93%	Not Met
Maximize overall stakeholder (parents, guardians, residential staff and referral partners) satisfaction	95%	99%	Met
Maximize overall business customer satisfaction	98%	99%	Met

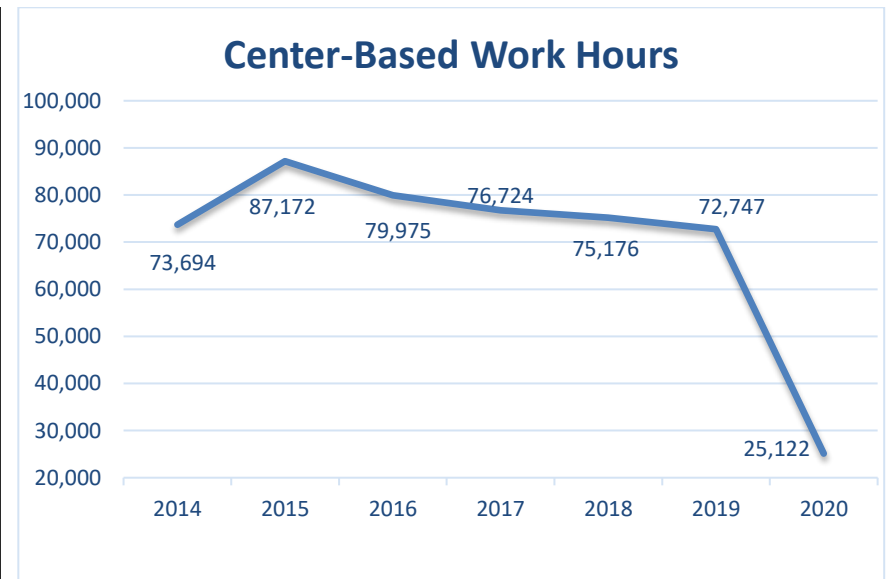
(Note: Also see Stakeholder/Client/Business Customer satisfaction analysis, trending and future recommendations on separate reports)

Analysis/Trending of Objectives/Results:

Categories accomplishing or surpassing objectives fell from 61% in 2019 to 35% in 2020. Again, this outcome was directly related to the pandemic of the 2nd – 4th quarters of the year. Client wages, however, were a bright point of the year growing by as little as .01/hr. in Individual Placement to as much as .97/hr. in Community Crews/Enclaves. If we have to see a drop in our goal numbers because of the COVID-19 pandemic, it is, nevertheless, gratifying to see that client pay has held its own and, in some cases, grew in the midst of the chaos and pain of 2020's community and business environment.

Analysis of Consumer Satisfaction Results: Consumer satisfaction scores saw overall consistency in 2020, with a slight drop of 7% in Maximizing Overall Client Satisfaction. This drop is not unanticipated, given the dissatisfaction of clients with having to remain home due to COVID, many of which were not able to understand why. Maximizing Stakeholder Satisfaction, as well as Maximizing Overall Business Customer Satisfaction remained relatively consistent at 99%, with Business Customer satisfaction growing by 1%. Still, the relatively high level of satisfaction in all categories is noteworthy given the significant challenges of 2020 and speaks well to WACOSA's efforts to cope with many hurdles occurring through no fault of our own.

Analysis/Trending of Center-Based Work:



Hours worked on center-based contract work dropped 65% in 2020, falling short of goal by 62,811 hours. This drop is directly related to WACOSA's closure due to COVID-19 and our inability to get our customer's work completed. 2020 was originally anticipated to be a year in which our sales team would work replacing the lost 2019 customers, Electrolux and West Rock. The pandemic prevented this. WACOSA's sales department expects to continue working to replace lost work hours once the pandemic abates. As of December 31, 2020, the end of the pandemic was not yet in sight. We remain hopeful the promise of vaccines in 2021 will help to get WACOSA's production operation back to some sense of normalcy by the middle of the year. Expecting this to occur sooner appears unrealistic at this time. Even so, furloughs and layoffs forced by the pandemic have created an environment that, even when the possibility of work ramps up, we will only be able to

rebuild our contract service output at a speed commensurate with our ability to hire qualified staff. At this time, it is difficult to predict how successful the process of rehiring will be given the number of businesses who will be seeking to rebuild their personnel pools, as well.

The Bids Lost chart above reflects our efforts to continue tracking why we fail to win bids. Throughout 2020, both early in the year, and sporadically throughout the year as WACOSA's services were permitted to open in a reduced manner, we continued to do our best submitting bids to win work to keep busy the meager number of clients we were permitted to serve. In 2020, we observed an increase in the percentage of bids lost when customers lost the bid they were bidding. Pricing, as in the previous year, continued to prove a major hurdle in winning bids. The number of bids lost resulting from work not being a fit for WACOSA dropped by 20%. This continues to demonstrate WACOSA's willingness to think broadly when analyzing bids in order to keep clients working, as much as possible. The customer keeping the work and loss of bids for unknown reasons remained somewhat unremarkable.

In 2020, total in-house sales revenue was \$216,917. This represents a decrease of approximately 52% from 2019's revenues. Again, this result was unavoidable given the restrictions placed on WACOSA forcing service closure. WACOSA submitted 110 total bids in 2020, 52 less than 2019. Sixty-six of these bids were successful or approximately 60%. This win ratio is consistent with 2019's numbers. Under normal circumstances (non-pandemic), WACOSA hopes to keep a ratio of bids won to bids submitted of 50 – 60%. In spite of COVID-19 concerns, 2020's win ratio continues to remain in the middle of our expectations. Goal setting for 2021 remains challenging, and ultimately unrealistic, given the persistent setbacks of the current pandemic. Assuming we can get free of the current health crisis, 2022 will likely be the next time we can re-evaluate our contract goals and set realistic objectives toward which we can strive.

Summary contract information for 2020 is as follows. All numbers significantly impacted by COVID-19 forced closure:

- 65 new jobs*
- 5 new customers*
- 2,015,046 pieces produced compared to 2019's pre-COVID number of 9,055,137 (77% drop from 2019)*
- Total contract sales revenue was \$216,917 compared to pre-COVID number of \$452,735 (52% drop from 2019)*
- Total hours worked was 25,122, compared to 72,747 in 2019 (drop of 67% from 2019)*

Cultural Competency Analysis:

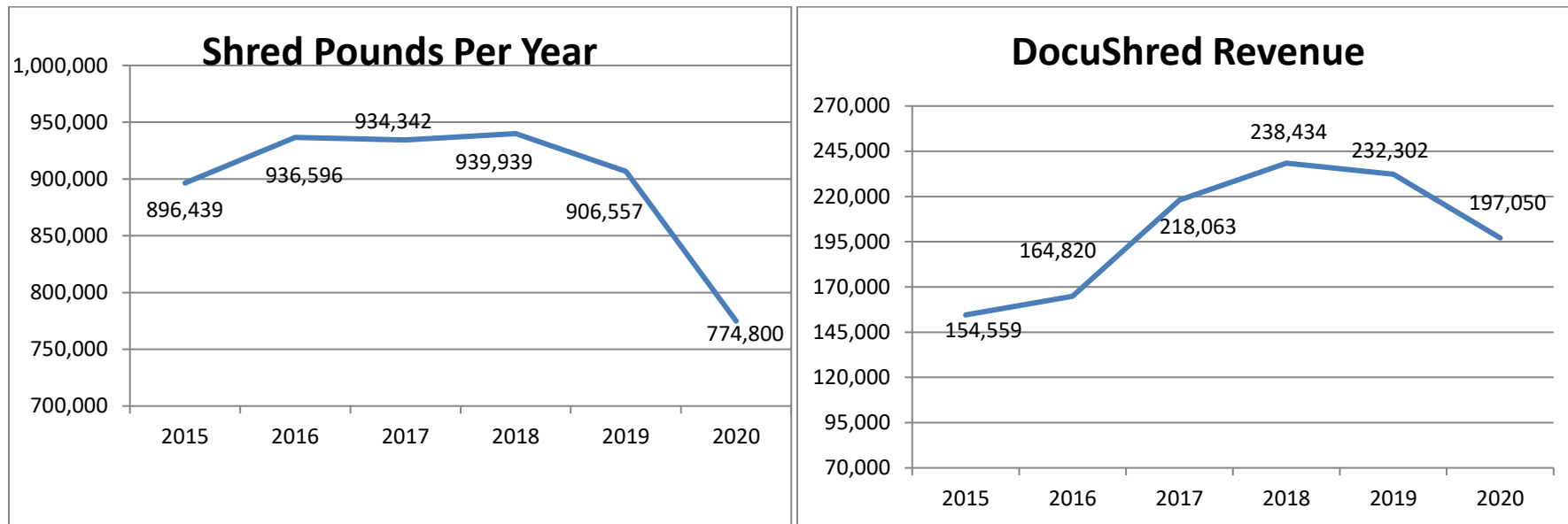
A Cultural Competency Plan was originally implemented at WACOSA in the spring of 2013. This plan outlines WACOSA's cultural competency objectives and directs that cultural competency be addressed annually. This plan is used to ensure that services are delivered to all persons in a culturally sensitive manner. The plan covers all levels of the organization including clients, governance, administration and staff. The following represent objectives, along with the status of these objectives, as reviewed by WACOSA's leadership:

Goal I: Ensure that clients receive from all staff effective, understandable, and respectful services that are provided in a manner compatible with their cultural beliefs and language – *Client satisfaction for 2020 was reported to be 93% when asked directly about satisfaction with the services they receive. 78% of WACOSA's clients reported specifically feeling culturally respected in 2020. Cultural respect relates to program service activities being integrated into each client's service needs, with annual review of the question of cultural respect discussed and documented by each person's interdisciplinary team during annual meetings. While this represents a drop of approximately 16%, frustration with COVID-19 is likely a factor in the disparity of satisfaction results between the past two years. The few meetings that were held throughout 2020 consistently revealed clients and their caregivers felt respected for their individual cultural beliefs and observances, making the 78% response somewhat inconsistent with previous years. We will continue to seek out new ways to ask for this information and monitor the percentage in 2021 to see if this number is legitimate as COVID-19 recedes.*

Goal II: Implement Strategies to recruit, retain and promote at all levels a diverse staff and leadership that is representative of the service area demographics – WACOSA is governed by an affirmative action plan required by the Department of Labor, our funding partners and CARF accreditation. This plan is reviewed annually to ensure that WACOSA maintains appropriately diverse, normed against national, state and regional statistics. Our 2020 review of this plan determined that, in general, WACOSA is properly positioned regarding staff diversity at most levels. Regarding Team Leaders and Case Management staff, we are currently under represented in the area of minorities. WACOSA's leadership will be examining this issue throughout the year and making efforts to broaden management and administrative diversity, as openings occur. Additionally, WACOSA promotes internally whenever possible and does so with a focus on diversifying our staff and leadership at that time also. WACOSA's Board of Directors recently lost one member with a disability, whose position the board is actively seeking to fill. The WACOSA Board of Directors is continuing to work, redefining itself, with the expectation to grow its numbers to 16 members from the earlier number of 12. In 2020, Board meetings were reduced to four each year, with sub-committees being formalized and tasked with doing more work at the committee level. However, given the influence of the COVID-19 pandemic, the board is currently holding steady membership of 11, but will be working to regain forward momentum in recruiting new members as the pandemic hopefully abates in 2021.

GOAL III: Ensure services are sensitive to linguistic needs of clients/stakeholders – WACOSA serves a variety of persons who require alternative communication systems with which to share their input and concerns. Upon beginning services, all persons are assessed regarding the system/s of communicating that best fit their needs. Depending upon each person served, communication programs may be written and maintained to aid with skill development, while helping each person improve in making their needs functionally known. Communication system examples that have been or are currently in place include Board maker, Bliss, American Sign (ASL) and the iPad based ProLoQuo2Go app. Additionally, WACOSA provides all written documentation in alternative formats, as requested, and provides interpreter services in sign and alternative languages, as may be required for team meetings. When needed interpreters are hired to be at team meetings depending upon the unique needs of a particular individual and their family. At times, WACOSA has asked staff who are bi-lingual and understand cultural issues to sit in on meetings to help facilitate understanding of information shared. Finally, WACOSA staff pays particular attention to the unique communication nuances of each stakeholder receiving services often resulting in specialized training to staff for a particular individual. Frequently, these individuals maintain communication systems unique only to themselves, requiring time and practice with particular clients to fully master and comprehend. Sometimes these individuals have developed self-taught systems that are combinations or hybrids of pre-existing systems. Regardless, WACOSA staff makes it a point to become fluent in every system that clients present.

Analysis/Trending of DocuShred:

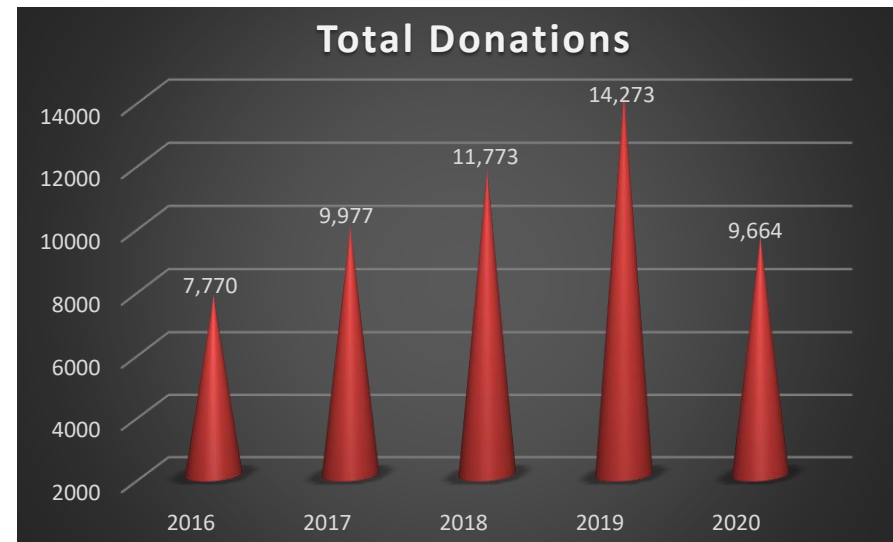
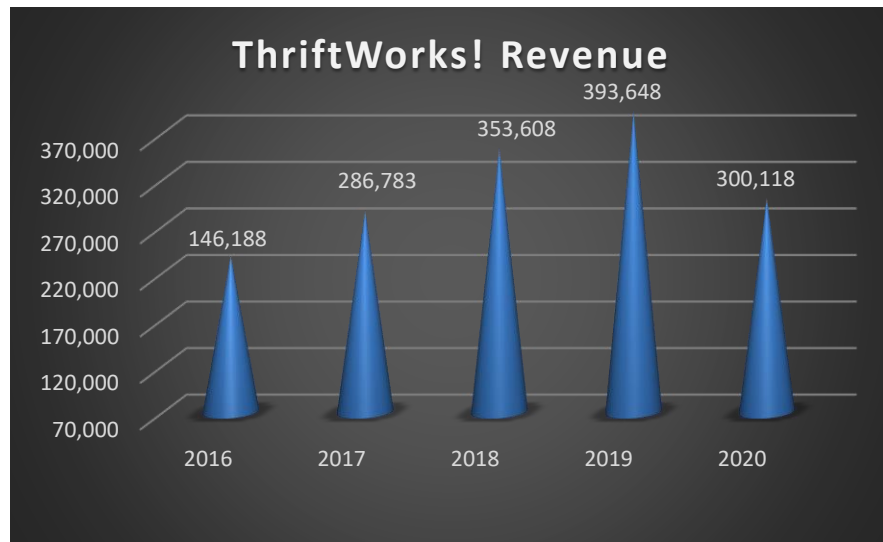


Consistent with all other WACOSA services, 2020 saw a drop in both DocuShred pounds destroyed, as well as revenues accrued. 2020 did not see price increases due to an abundance of caution as area competition has increased. Additionally, given the challenges experienced by our many shred customers, whether it be businesses closing or individuals laid off, exercising patience, flexibility and sensitivity to the financial, emotional and physical stress our community is currently experiencing is important in keeping our customer base during this time. Moreover, at the close of 2020, a long-term view into 2021 looks to be no better. As we move into 2021, it will be necessary for us to waive various fees (i.e. shred bin monthly rental expense) for businesses who are currently not open or who are experiencing financial distress through no fault of their own.

In 2020, the average pounds destroyed per month was 64,567 surpassing goal by 8,021 pounds, but falling short of 2019's shred level by 10,979 pounds. Again, these numbers were negatively influenced by the current pandemic. Even given the current COVID-19 concerns, we still managed to surpass our goal of 56,546 pounds per month or 14%. While we remain pleased with this showing, even in the midst of the current healthcare crisis, it may be necessary, once the pandemic recedes, to adjust this goal to be more ambitious going forward.

WACOSA gained 49 new shred contracts in 2020, up 8 (20%) from the previous year, which is impressive given the current health challenges. Many of these likely came in the first quarter of the year, before the influences of the pandemic hit in March. The DocuShred storefront received 267,811lbs. of shred in 2020, a decrease of 8% when compared to 2019. This decrease translated to a corresponding average of 6,228 pounds a week. The average number of walk-in customers per week in 2020 was 91, falling short of 2019's totals by 6. Storefront shredding accounted for almost 35% of the total pounds of documents destroyed for the year, 3% more than 2019. Given the extensive closures experienced by WACOSA throughout the last 3 quarters of 2020, storefront numbers remain encouraging, as we proceed into what is also expected to be a pandemic-influenced 2021. Discussions will continue throughout 2021 regarding ways to sustain DocuShred's influence during COVID-19, in addition to the best ways to serve our DocuShred customers as we emerge on the other side of the current health crisis.

Analysis of ThriftWorks! Store Operation:



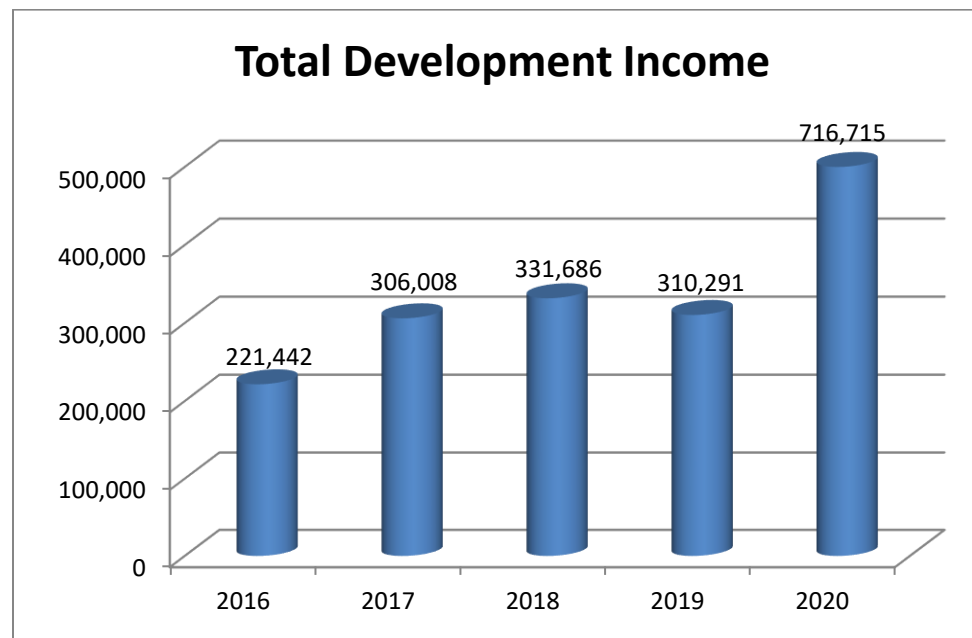
ThriftWorks! completed its seventh full year of operation on December 31, 2020. We continue to be very pleased with the performance of the store since its opening in May 2013. 2020's pandemic closure in March hit WACOSA hard by restricting ThriftWorks! sales potential for the year. As a result, the store experienced a drop of approximately \$93,500 or almost 24% when compared to 2019. By June, however, the month posted almost \$15,000 in revenues. Post COVID-19 revenue for the year continued to rebound, with December finishing at a respectable \$36,500 for the year, \$5,000 over budgeted expectations. This rebound speaks very well of WACOSA's relationship with our community and the wish of our public to begin shopping in earnest just as soon as pandemic restrictions allow. ThriftWorks! continues to make significant strides in sales and donations and is an important resource for helping WACOSA's name become better known in our community.

In 2020, the store generated \$300,118 in sales from community donations. October represented our highest sales month for the 4th year in a row, followed closely by December and September. November is historically one of our better months. However, a strong resurgence of COVID-19 cases around Thanksgiving, along with increased community restrictions around this time, likely led to this anomaly. As ThriftWorks! continues to mature as a store, these two months continue to represent the best sales months throughout the year. 2019's October finish of \$38,519 continues to represent a record month since the store opened in 2013. Further analysis of revenue per square foot of sales floor increase will again be examined in 2021's report, or at such a time as the pandemic is no longer an immediate factor in sales revenues.

Even with COVID closure, we continued to experience steady monthly sales growth with the average sale for the past 12 months being \$9.89 (.72 increase from 2019) per customer. 2020 saw 30,335 transactions (decrease of approximately 29% from 2019) for the year, the decline directly related to days closed for business. Donations for 2020 finished at 9,664 (a decrease of 32%) when compared to 2019, again due to pandemic closure, with our highest donation month remaining October for the past 5 years, with December finishing a close second. Experience continues to teach us that the last quarter of the year is often consistently the strongest in sales and donations. While we no longer maintain off-site storage space for overstock, we do store 27 pallets of holiday goods and 15 pallets of hard goods throughout our own Waite Park buildings. Continued success with our store can be attributed to a persistent marketing effort and significant word-of-mouth among organizational stakeholders, volunteers and loyal community members/shoppers.

We remain pleased by the continued successes we have experienced in training individuals with high functioning Autism, related conditions and other disabilities in our retail sales training program. Ten trainees were carried over from 2019, with two new trainees entering the training program and a total of 12 in training during 2020. Two of these individuals successfully finished training in 2020, none of which has accomplished competitive employment, likely the result of COVID-19 concerns/restrictions/business closures. Fifty-eight individuals have gone through or are currently in the program, with 17 employed competitively at some time following their training. Again, sluggish performance in Thriftworks! training numbers and program completions in 2020 were the result of pandemic concerns. This will likely remain the case well into 2021, given the current dominance of the pandemic across the United States. While in the program, trainees have or will take part in such retail tasks as accepting donations, sorting, pricing, operating the cash register, direct customer assistance, merchandising and cleaning, as well as other store preparation activities. While skills acquired are taught in a retail environment, it is important to note that graduates of the program are going on to work in areas other than retail, since the curriculum is designed to teach skills that can be generalized across a wide variety of employment settings.

Development Income:



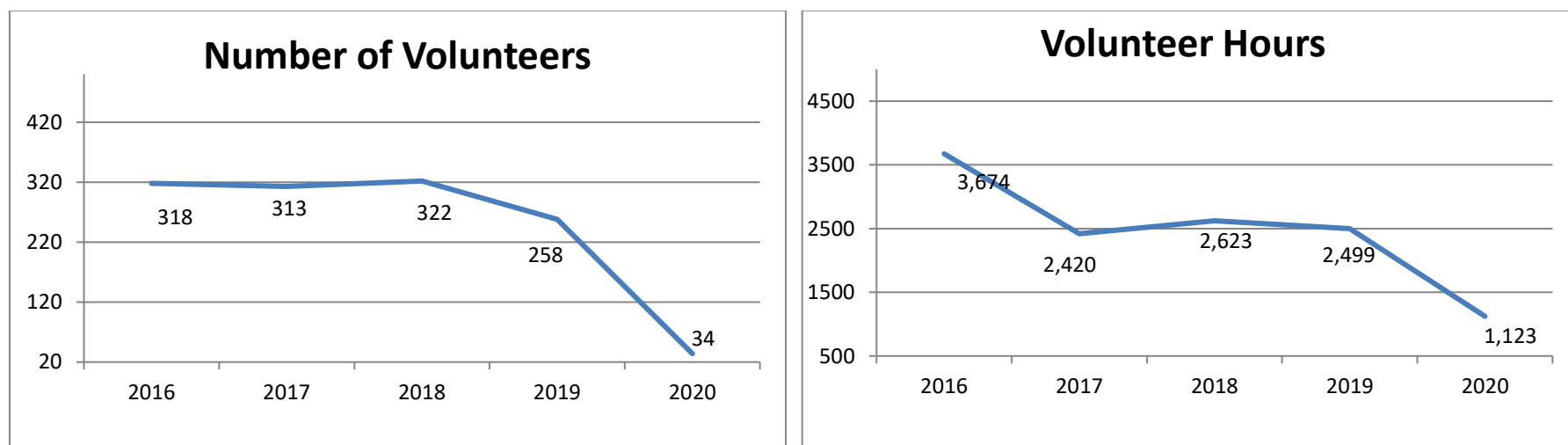
In 2020, WACOSA received \$402,792 in donations and \$313,923 in grants for a total of \$716,715 development dollars agency-wide. This high included a combined, restricted donation from Auto Parts Headquarters (APH) and the Bartlett Family of \$271,369 (actually received in 2020). It is important to note this money is given to WACOSA in increments throughout the year, with the amount being received in the current year often pledged in the year prior. WACOSA's accounting department records totals for the Development Department in the year donations are received, not pledged. Thus, fund development information related to totals is somewhat challenging from year-to-year. Consistent from year-to-year, the APH donation is restricted based upon the preferences the Bartlett's have for its use. This expected restriction has continued to work well for WACOSA, given the continuous number of projects and improvements needed to keep WACOSA's buildings, equipment and program opportunities attractive to our constituents.

For 2020, fundraised dollars, excluding the APH/Bartlett Family contribution, were \$445,346. This represents an increase of 75%, when compared to the same number (\$255,126) calculated in 2019. One reason for the significant growth between the two years lies in the increase in grant dollars alone totaling \$313,923. These grants included such dollars money donated as an appeal to repair vandalized WACOSA vehicles, an increase in the 1-5K fundraiser, improve annual appeal numbers and a \$200,000 Public Health Grant provided by the Minnesota Department of Human Services. Additionally, this figures includes a 5310 vehicle award given to WACOSA during the year. WACOSA was also honored to receive a gift of \$29,510 in 2019 that was placed as seed money in WACOSA's first Endowment Fund in the fourth quarter of 2020. Following extensive research, it was determined this fund would, hereafter be managed by the Central Minnesota Community Foundation (CMCF). Finally, WACOSA's Annual Appeal has continued to gain momentum, in spite of COVID-19's influence. Annual Appeal dollars have grown by 50% since 2018, reaching \$28,000 by the close of 2020. This continued growth is likely due to WACOSA's reaching new/more donors, in addition to focusing our requests for support more strategically, by conducting regular updates of our database and reducing the number of mailings sent to contacts that are inactive, no longer valid or are duplications.

WACOSA had 615 total donors in 2020, up approximately 47% from the preceding year. Primary revenue came from activity related to grants awarded and unrestricted giving, as well as the external fundraiser, mentioned earlier, hosted by Auto Parts Headquarters, which raised \$303,000. Additionally, \$41,000 was raised at WACOSA's first ever Drive-In Event, an increase of almost 41% over the preceding year's 1-5K Run/Walk fundraiser. The Drive-In Event evolved as a fundraising alternative to the earlier year's 1-5K Run/Walk event as a way of honoring social distancing, a necessity brought about by the COVID-19 pandemic. We greatly appreciate the faithful support of our many contributors for supporting this new fundraising venture. Our Fund Development Committee continues to brainstorm new fundraising formats and opportunities as 2021 unfolds. It is likely COVID-19 restrictions will remain well into the coming year, requiring a continual eye on creativity in developing fundraising strategies that respect the health and safety of our many supporters.

Finally, WACOSA proudly welcomed Ed Stracke, former Planned Giving Ambassador for True Friends, as a part-time consultant to the WACOSA Team. Ed has an extensive background in cultivating contacts and gifts related to planned giving and has been secured to help give WACOSA's planned giving effort the momentum it needs to be successful long into the future.

2020 Volunteer Data:



Numbers of volunteers in 2020 dropped by 86% and 55%, respectively. This drop is due to the reluctance of individuals to venture out from the safety of their homes to volunteer at organizations like WACOSA during the COVID-19 pandemic.

Major Goal Areas for 2021 and beyond (presented in no particular order):

- *Regroup as COVID-19 and its influence is brought under control. Rebuild parts of WACOSA in a post pandemic world.*
- *Reimagine WACOSA's services and pivot to meet the needs of our clients and stakeholders, as the current worldwide pandemic is defeated.*
- *Continue developing the WACOSA ThriftWorks! Thrift Store in order to train/place a progressively larger number of individuals seeking competitive community employment.*
- *Continue working to make WACOSA's ThriftWorks! Thrift Store as efficient and, ultimately, as profitable, as possible.*
- *Continue to generate funding to reduce dependence on state/federal funding.*
- *Work to improve board efficiency and overall board member engagement.*
- *Continue implementation of the comprehensive volunteer effort and grow volunteerism at WACOSA to meet the needs of the organization.*
- *Expand Connect Academy, as we develop a broader scope of remote services to meet the needs of those we serve.*
- *Broaden the scope of clientele participating in the "Arts Thru the Spectrum" program in collaboration with the Central Minnesota Arts Board and the Paramount Theater.*
- *Implement WACOSA's 2020 – 2025 Strategic Plan.*
- *Keep DocuShred growing and discover new systems to help make it profitable, while negotiating increased area competition.*
- *Continue WACOSA 1st Avenue improvements and expand services, as appropriate.*
- *Increase fund development efforts and continue building foundational support for planned giving efforts.*
- *Navigate a continually uncertain legislative environment that threatens funding reductions and that will require significant systems change.*
- *Throughout 2021, continue acquiring new information and systems to address the changing nature of individualized rate setting and integrate this information into WACOSA's current billing structure, as new information is learned.*
- *Stay abreast of pending state and federal initiatives.*
- *Continue advocating for the choices of those we serve, preserving the right to participate in center-based services/work, if desired.*
- *Continue finding ways to implement the WACOSA Way/Top 20 in very tangible and genuine ways across the organization, as a whole.*
- *Continue promoting knowledge of WACOSA's services throughout Central MN and work to develop ever-increasing brand recognition.*

