

WACOSA Board of Directors Meeting
May 17, 2021
5:30 PM

Members Present:

Jon Archer
Jennifer Johnson
Joe Perske
Lindsey Rennie
Laura Krueger
Herb Trenz
Ron Brandenburg
Jeffrey Benveniste
Karla Myres
Leroy Northam

Members Absent:

Jeff Murphy
Mollie Garden

Staff Present:

Steve Howard
Nancy Betts
Traci McKinnon
Julie Haag
Maggie Dilks

1. APPROVAL OF CONSENT AGENDA

Jon A. mentioned there were items from the consent agenda that did not get uploaded to the portal until just today, including re-approval of the COVID-19 Policy and the Risk Management Plan. These will be moved to Steve and Nancy's report under the Executive Director Report. The meeting minutes for the board's most recent emergency meeting were added late today also. Approval of these minutes we will table until the next board meeting. Karla mentioned that edits to the current ED Succession Plan were also not posted. Maggie D. shared there were two small changes that included adjustment of position titles. Otherwise, nothing else in the plan has changed. Ron B. moved to approve the consent agenda with items pulled out that Jon A. mentioned. Leroy N. second. Motion passed.

2. FINANCE COMMITTEE REPORT

Jon A. stated that normally financials are included in the consent agenda. The finance committee reviewed them just prior to this meeting. As a result, they were not a part of the consent agenda. Jon A. explained more time should be taken for the board to review these minutes prior to approval, given the recent influence of the COVID-19 pandemic and how it has impacted the organization.

Traci M. reported the March financials are on the portal for review.

Program Revenue: For 1st quarter of 2021 was about \$475,000 over what we expected in the agenda, so we are doing really well there. The reason for this is there are more clients returning for a little bit longer amount of time.

Vocational Revenue: Up about \$60,000 compared to what we expected in our budget. Some of the reasons for this are the increase in revenue from a number of community crews and production income being up about \$52,000. Additionally, Thriftworks was up approximately \$6,200.

Donation Revenue: Was down for the 1st quarter of this year. The reason for this is we usually get a big donation from the Bartlett's at the beginning of the year that we have not yet received.

Investments: Down a little bit, about \$14,000. This is due to lower than expected performance in the market.

Staff Wages and Costs: Up approximately \$95,000 over expected. This is due to increased salaries as we hire more individuals to handle clients coming back to services.

Client Wages: Up approximately \$61,000 over expectation. This is due to more clients doing the actual contract work staff had been doing during COVID closures.

Supplies: Down about \$21,000, since we have not had as many clients coming in, we have required fewer supplies.

Transportation Costs: Down about \$35,000 from expectation, since we have fewer routes, in addition to the fact that, during the pandemic, much of the time Tri-cap did not charge for some rides.

Jon A. pointed out that, when current performance is compared to what we expected in the wake of the pandemic, we are actually performing much better than we had anticipated.

Finally, the financial audit is in progress right now. We are tentatively planning on meeting with the auditors for their exit meeting on June 16.

Motion to approve finance committee report. Leroy N. motioned, Jeff B. second. Motion passed.

3. FUND DEVELOPMENT REPORT

Karla M. provided an update. Our contributions are in line with last year's with the exception of the Bartlett contribution, which has not yet come in. Our big push right now for development is Carrie and WACOSA's leadership team launching this year's 1-5K fundraising event. The 1-5K will be on Saturday, August 7th from 9-10:30 a.m. It is the WACOSA Workin' It 1-5K. WACOSA's website has additional information should anyone wish to access it. Sponsorship letters have gone out. There are four levels of sponsorship for the event. Karla encouraged board members to recruit a team for the event and to do some peer recruiting. WACOSA needs names of people with whom board members are affiliated that Carrie can contact to participate in the event, both personally and financially. The event is being structured so that it can be virtual or in-person.

Carrie A. and Ed S. shared with Karla and the Development Committee work that Ed has been doing related to assessing WACOSA's potential related to planned giving. The process has been going very well and the actual assessment document is exceptional. Ed S. presented he has been at WACOSA for about five months. There are five higher priority recommendations that Ed has determined as a part of this recent assessment.

The five areas include:

1. The importance of the Board of Directors in fundraising.
2. Ranking donors
3. Conducting a donor survey to see which individuals would be willing to include WACOSA in their estate plan.
4. Developing a strategy around solicitation, cultivation, and stewardship efforts in reference to our donor base.
5. The need to develop a case statement in order to educate our donors why WACOSA needs their current and future support.

Over the course of the last five months, we have been conducting significant donor research in order to prioritize our efforts. We recently sent out donor surveys to our top 250 prospects. Ed was very pleased with the responses. Carrie has been working on drafting a number of donor profiles, which will be used as a starting point in conversations with donors. Additionally, we have created documents around the WACOSA Legacy Society. It has been a busy five months. Ed feels WACOSA has done a great job of positioning itself to establish a planned giving program. Jennifer asked if there had been any follow up with the Bartlett donation, as that has been pretty consistent over the years. At this time, we are not certain what sort of fundraiser will be done this year, if any. WACOSA staff will keep the board posted if we learn more.

4. PROGRAM REPORT

Jennifer Johnson reported the committee met on March 8, 2021. Nancy reported WACOSA, and programs like us, are still operating under the governor's executive order, with limited cohorts and implementation of at least six feet of spacing between individuals. Steve shared an update on the legislative state right now and that the session is set to end on May 17, 2021. Our contacts at the capitol report that negotiations between legislators are very tense right now. There will likely be additional special sessions in the coming months, since one will also be required to renew the governor's emergency powers. Steve has a region 10 meeting tomorrow and is staying very close to all the goings on. Joe Perske stated that he is not too optimistic and do not like it being contentious like it currently is.

Nancy B. shared that, at the close of April, 377 clients are being served, either in a full or part time capacity. Nancy and her team have been meeting regularly to develop a detailed plan regarding how to bring clients back and in what order. As the dial turns to be less restrictive, we will implement portions of the plan

Nancy also presented a 5310 vehicle grant update. To recap, the 5310 grant is a grant process that allows providers like WACOSA to receive 80 percent of the capital costs of

vehicles through MNDOT. Steve just finished signing the 2020 contract and insurance certifications and so forth, and MNDOT let us know last week that the actual ordering of the bus process will begin in July of this year. Once an estimate on the new bus is received, a draft resolution will require a vote from the WACOSA Board to approve the new vehicle. If the timing of the need for this resolution does not fall close to an actual board meeting, an electronic vote of approval by the WACOSA Board of Directors may be needed, in order to accommodate timeframes etc.

Jon A. asked Steve and Nancy to discuss the impact of a potential shutdown, should the legislature not be able to reach agreement on a state budget this session. Steve shared that, in the past when such threats loomed, we were always considered to be an essential service, thus preventing our services from being interrupted in any way. We have no reason to believe this would not again be the case should a shutdown occur this session.

5. HR COMMITTEE REPORT

Maggie D. presented on the impact of the recent staff salary increase. Maggie reported that WACOSA leadership has been meeting with all WACOSA staff at the beginning of May to discuss pay changes. Overall, Maggie stated that staff have been very appreciative of the payroll adjustments. Steve shared that he has seen a marked degree of improvement in the quality of staff being hired of late.

Joe P. shared that the school districts are very short of paras and are having difficulty filling those spots. Jennifer Johnson shared from the residential side, this has been their worst staff shortage. Just last week they had 8 no call/no show interviews.

6. MARKETING COMMITTEE REPORT

Laura Krueger reported the Marketing Committee really has two main focuses right now: recruitment and the 1-5K. In terms of recruitment efforts, Laura worked with internal staff and helped develop an incentive program for employees to participate in the campaign. If an employee submits a video sharing what they like about working at WACOSA, they are entered in a drawing to get a block of time off.

The 1-5K is the other focus. Laura and Ann met with Karla and Carrie to discuss event plans. Ann pulled together a basic outline of the event and the marketing committee is going to meet next week and create a more comprehensive marketing campaign around the 1-5K. There are three main areas of focus: recruit additional sponsors, peer to peer fundraising and having board members and committee members engage to create a fundraising page. Interested board members can access the WACOSA web site to see a good video related to these issues. Just go to the website, click on 1-5K and scroll down. The video is well done and walks you through how to create a page.

7. STRATEGIC PLAN UPDATE

Steve reported we continue to need some direction how to proceed with the current draft of the WACOSA Strategic Plan. Completion of this document has stretched on at least 18 months longer than it should have gone. Steve and Nancy on the WACOSA staff and

Laura K. on the board are all set to be on the committee. Steve reminded board members that completing this task will take one, perhaps two meetings, but requires board involvement according to CARF requirements. Jon stated if anyone on the board is interested in helping out with this, send Jon or Steve an email and let us know you're interested. Steve will reach out to Jon tomorrow via phone to discuss the issue further outside of the board meeting.

8. EXECUTIVE DIRECTOR REPORT

Steve explained he feels the overall morale of the organization is high and continues to progress in the right direction. There is some pent up frustration for clients wanting to come back by family members and guardians. We are doing everything possible to bring back as many as wish to return to services as quickly as possible. Lack of hiring has created difficulty fulfilling requests for contract work, as well as work crews.

Steve also reminded the board that our Special Minimum Wage (subminimum wage) will be going away sooner than later. The main threat continues to loom large at the federal level more than the local level. While WACOSA has been (and continues to be) a strong supporter of subminimum wage, Steve's contacts in MOHR reveal that subminimum wage work will be going away sooner than later and that staff, clients, stakeholders and board members should begin accepting this outcome within the next 3 years or so.

Nancy commented on recent updates to the COVID-19 Preparedness Plan. As changes happen, we must make changes to the document based upon the Governor's executive orders. Nancy and Maggie continue to work on keeping the document updated with the most recent changes reported to us. The most recent changes to the plan involve the CDC's position on travel requirements, how we react to positive cases and protocols to be followed around staff who are vaccinated or not vaccinated.

Steve shared the key takeaways from the recently completed 2020 Outcomes Measurement Report. This information is summarized on the front cover of the report in a dashboard format. For those wanting to know more on any topic shared on the dashboard, further information is available in the various sections throughout the full document. This report is on the board portal and on the WACOSA website for our stakeholders to access. Overall, it was a difficult year, primarily due to the influences of the pandemic. Joe Perske shared his great appreciation to Steve and Nancy for the progress WACOSA made this past year during the pandemic and in keeping a positive attitude throughout everything that has happened.

9. ADJOURN THE BOARD MEETING at 6:51 p.m. prior to the start of the Executive Session.

Next Meeting: August 23, 2021

Ron Brandenburg, Board Secretary

Date