

# 2021 annual report



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# ABOUT WACOSA

WACOSA was incorporated in 1963 as a grassroots effort by a group of parents who were determined to have services for their children in the community in which they lived. Much has changed in the past 58 years. WACOSA now consists of six separate locations serving over 639 adults with disabilities by helping them to build skills and locate work opportunities. WACOSA is a valued community service offering a wide variety of opportunities for people to reach their full potential. Thanks to everyone who supports us, we are growing and reaching farther than ever. The following pages are an outline of our achievements, our services and our quality partnerships from January to December 2021.

## OUR VISION

To empower persons of all ability levels to reach their full potential.

## OUR MISSION

To provide individuals with disabilities the opportunity to work and live in their community.

## OUR BELIEFS

Each person has the right to be treated with dignity and respect. Each person is a valued member of the work force, when emphasis is placed on his or her capabilities and strengths.

## OUR COMMITMENT TO QUALITY

WACOSA is the premier outsource solution for each of our business customers. We consistently meet or exceed expectations by providing the highest quality service and on-time delivery at an exceptional value.

# CREATING POSSIBILITIES FOR ALL ABILITIES



# YEAR in REVIEW

## a message from the executive director



As with 2020, the year 2021 was the height of unpredictable. We relaxed to find our toilet paper stocks safe and secure and were, again, forced to keep both our enemies and friends at arm's length as social distancing was in place throughout most of the year. As a result, many aspects of service provision at WACOSA were much the same as the year before. So what's next? As many of us at WACOSA happily say goodbye to 2021, we remain convinced that, while we would not have preferred the many challenges and tragedies we faced during the year, we are nevertheless determined to embrace the lessons and even occasional positives learned during this time. Lessons that, if we look hard enough, can help inform, invigorate and ultimately direct the future of our services. In short, we remain excited about WACOSA and the future of our services to come.

In 2021, we sustained a continued connection with our residential partners, conference calling regularly with one another to ensure that each is doing OK and to brainstorm how we might continue to partner on behalf of those we serve. We were gratified late in the year to begin inviting small groups of individuals back to in-person services, yet frustrated to limit this number due to the sparsity of staff available for hire. For WACOSA, this shortage of qualified personnel hit an all-time low in 2021, marking one of the worst years since WACOSA's incorporation in 1963 for recruiting capable, competent professionals. Given the continued challenge to get everyone who wishes back for center-based services, WACOSA's Connect Academy continues as a practical alternative for individuals to receive remote services in the interim. This past year showed a commitment on the part of WACOSA stakeholders, staff and leadership that was nothing short of stellar. We witnessed many individuals venturing time and financial support on behalf of WACOSA's mission at a time when our organization desperately needed it. McDowell Companies worked in partnership with Benton Telecommunications to fund a new system of refuse management and removal for WACOSA's Thriftworks! Thrift Store that is efficient, environmentally friendly and provides a training program for WACOSA clientele. Once again, 2021 saw help for more than a decade of substantial support from Auto Parts Headquarters, led by the passionate efforts of the Bartlett family. The year 2021 was a year that reaffirmed the WACOSA team's dedication to the term "WACOSAstrong", as a mantra to continue the fight against COVID-19 and the many ways it continues to threaten to derail the lives of so many.

While the close of 2021 saw an uptick in the number of persons served for the year, we nevertheless remain substantially lower than our pre-COVID service numbers. That said, trending does appear to be heading in a positive direction. In the coming year, WACOSA's leadership and governance remain committed to bringing back as many individuals to services as wish to attend. Until that time, providing state-of-the-art services that are person-centered and choice-driven will be a top priority, along with attracting and retaining the quality of staff our clients and stakeholders deserve. An old Arabic Proverb reminds us that, "What is coming is better than what is gone." At WACOSA, we are convinced of this, hoping that 2022 will set us on a road to better times.



STEVE HOWARD  
*executive director*

# YEAR in REVIEW



PEOPLE SERVED: 639

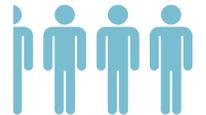
PEOPLE HIRED DIRECTLY IN THE COMMUNITY: 96



COMMUNITY CREWS: 34



PEOPLE VOLUNTEERED: 35



IN-HOUSE PRODUCTION TEAMS PROVIDE IMPRESSIVE RESULTS

HOURS OF WORK 38,806

PIECES PACKAGED OR ASSEMBLED 3,022,362



## CLIENT STORIES

### meet Eileen

Everyone wants to feel important, valued, needed and productive, and for 14 years Eileen B. has been doing just that through her work at WACOSA. Eileen started out doing contract cleaning and assembly jobs for a few years with great success and was eventually promoted to DocuShred, WACOSA's paper destruction company.

Eileen's mother, Geri, said that they were so glad when Eileen was able to go back to work after the COVID-related closure in 2020. Geri shared that what Eileen enjoys the most about her time working at WACOSA is her supervisor, Teri O'Connell. "She talks about Teri this and Teri that. And Teri knows exactly what to do with Eileen, even when she gets a little out-of-sorts. Eileen also likes the paycheck!"

People with disabilities want to work but sometimes require additional assistance and specialized services. This is where WACOSA excels in fulfilling its core mission by providing a wide range of life-enrichment activities and transformative work experiences that bridge the gap between a client's skills and the training needed to become employable.

Earning a paycheck is a life experience we should all have an opportunity to achieve. For many clients, it's not the amount of the check that makes them feel important but simply the fact that they work in a job that earned them a paycheck.



Eileen B. and Teri O.

# STAKEHOLDER SATISFACTION

**OBJECTIVE 1:** Maximize overall *client satisfaction.*



**OBJECTIVE 2:** Maximize overall *stakeholder satisfaction.*



**OBJECTIVE 3:** Maximize overall *business customer satisfaction.*



# WACOSA'S

## PROGRAMS FOR PERSONS WITH DISABILITIES

Employment continues to be the primary outcome for all of our clients, except for those participating in WACOSA's retirement services or for consumers who choose not to work. Employment options may be experienced in community work settings, within WACOSA's own facilities, or both, depending upon the abilities and interests of those we serve. Community work opportunities include persons being placed individually in competitive and supported employment settings, and persons working as team members on a supervised crew in the community. WACOSA's workers may follow a regular work schedule

or may be a part of work crews with either long- or short-term work potential. Work performed inside of WACOSA's physical facilities includes such options as working in our recycling operation, our DocuShred document destruction business, ThriftWorks! thrift store or other paid contract work opportunities including packaging, assembly, collating, quality checking and re-work opportunities. WACOSA has program services located in Waite Park, Saint Cloud and Sauk Centre, MN.

## WACOSA PROGRAMS:

### SCHOOL-TO-WORK TRANSITION DAY TRAINING & HABILITATION (DT&H)

Participants enjoy a variety of employment and program options. WACOSA's licensed DT&H services are provided at all four locations. Services include both community- and center-based paid work opportunities, in addition to a wide array of skill-building activities and classes, including expression using various mediums of art, theater, community activities, adaptive CPR/First Aid, and more. Individuals

enrolled in DT&H services must have a developmental disability or other developmental impairments. The WACOSA senior services program, located at the Whitney Senior Center in St. Cloud, Minnesota, is included under this umbrella of DT&H services. Service length for all individuals participating in DT&H services depends upon each person's unique needs and choices.

### COMMUNITY ALTERNATIVES FOR DISABLED INDIVIDUALS (CADI)

CADI and Brain Injury (BI) programs offer pre-vocational training and supported employment opportunities at all of our program locations. Persons served within CADI services are primarily challenged by issues pertaining to

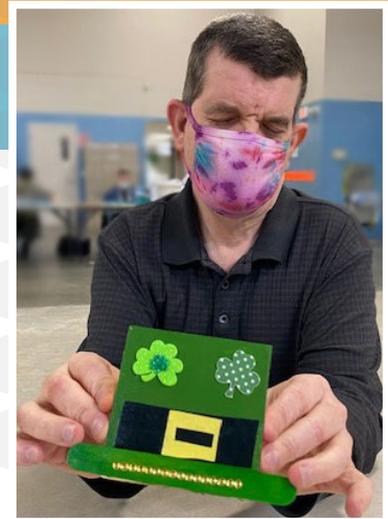
severe and persistent mental illness, while persons with BI challenges have acquired their disability at some point later in their lives. Some CADI clients have developmental disabilities as well.

### EMPLOYMENT PLANNING SERVICES (EPS)

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### EMPLOYEE DEVELOPMENT SERVICES (EDS)

EDS plans identify vocational goals and a plan of action with the client and his or her team. Individualized training is provided to develop the necessary skills and work behaviors to achieve the vocational goals and

promote successful employment. EDS services are approximately three months in length. The preferred employment outcome is either integrated competitive or supported employment.

### COMMUNITY EMPLOYMENT SERVICES (CES)

The two types of CES provided by WACOSA include community crews and supported employment. A crew generally consists of four to ten workers, with training and supervision provided by WACOSA staff. Supported employment is achieved when a worker is employed competitively in an integrated community setting. The worker receives

initial training and support to promote ongoing success on the job. After the initial training period has been completed, the worker will receive follow-along services several times a month. The length of service is on-going until competitive placement is accomplished.

### ORGANIZATIONAL EMPLOYMENT SERVICES (OES)

OES services are available for up to one year while the client is seeking community placement. Job coaching is provided to increase job skills and proficiency. The types of work most frequently offered in this program include packaging, collating, and simple assembly. If community

placement has not been secured after one year, the client may attend one day a week to work with staff on placement activities. Placement activities can include training and help with internet job searches, reviewing local postings, filling out applications, and interviews, when available.

### AUTISM SPECTRUM DISORDER SERVICES (ASD)

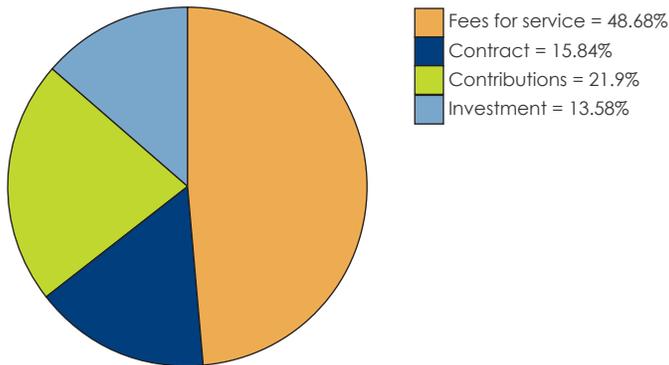
WACOSA's ASD services are available in all program areas at WACOSA. These services focus on the unique needs and characteristics of persons having a diagnosis of ASD or ASD-related tendencies. Program services re structured around the need for appropriate

transition, while at the same time teaching clients to adjust to changes in their lives, since change is an authentic expectation in real world social and vocational experiences.

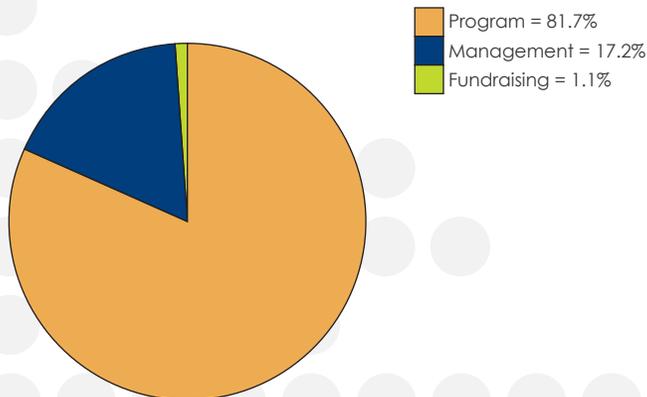
# FINANCIALS

WACOSA's audited financial statement for the year ending December 31, 2021

## REVENUE



## EXPENSES



## STATEMENT OF ACTIVITIES

<b>REVENUES AND SUPPORT:</b>	
Support:	
Fees for Services	4,426,959
Contributions	1,991,485
Revenue:	
Contract Revenue (- cost of sales)	1,440,657
Investment & Other Income	1,233,544
<b>TOTAL REVENUES &amp; SUPPORT</b>	<b>\$9,092,645</b>
Program Expenses:	
General Program and Transportation	4,369,336
Business Contracts	1,453,043
Management and General:	
General Program and Transportation	818,885
Vocational	407,618
Fundraising	79,023
<b>TOTAL EXPENSES</b>	<b>\$7,127,905</b>
<b>CHANGE IN NET ASSETS</b>	<b>\$1,967,740</b>
<b>NET ASSETS, Beginning of year</b>	<b>\$8,837,825</b>
<b>NET ASSETS, End of year</b>	<b>\$8,568,340</b>

## STATEMENT OF FINANCIAL POSITION

As of December 31, 2021

<b>ASSETS:</b>	
<b>CURRENT ASSETS:</b>	
Cash and Cash Equivalents	874,247
Investments	4,974,955
Accounts Receivable	597,205
Other Receivable	839,677
Inventory	121,493
Prepaid Expenses	55,901
<b>TOTAL CURRENT ASSETS</b>	<b>7,463,478</b>
<b>PROPERTY &amp; EQUIPMENT - NET</b>	<b>4,676,831</b>
<b>TOTAL ASSETS</b>	<b>\$12,140,309</b>
<b>LIABILITIES AND NET ASSETS:</b>	
<b>CURRENT LIABILITIES:</b>	
Current Maturities of Notes Payable	936,926
Current Maturities of Capital Lease Payable	13,572
Accounts Payable	105,931
Deferred Revenue	2,500
Accrued Expenses	26,841
Accrued Vacation	275,722
Salaries and Benefits Payable	228,825
<b>TOTAL CURRENT LIABILITIES</b>	<b>\$1,590,317</b>
<b>LONG-TERM DEBT:</b>	
Notes Payable, Net of Current Maturities	0
Capital Lease Payable, Net of Current Maturities	16,912
<b>TOTAL LIABILITIES</b>	<b>\$1,607,229</b>
<b>NET ASSETS:</b>	
Designated	5,354,871
Undesignated	4,077,300
Restricted	1,100,909
<b>TOTAL NET ASSETS</b>	<b>\$10,533,080</b>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$12,140,309</b>

The condensed statements presented above have been derived from audited financial statements. A complete audit report prepared by CliftonLarsonAllen, LLP is available upon request from WACOSA.

# BUSINESS PARTNERS

Alexandria Industries  
Amcon Concrete Products, Inc.  
Arctic Cold Storage  
Aubright, Inc.  
B&F Fastener Supply  
Barefoot Buttons  
Bayer Built Woodworks Inc.  
Bayer Interior Woods  
Bernick's Pepsi  
Blue Line South  
Blue Line Sports Grill & Bar  
Body Stars, Inc.  
Border States Electric  
Borgert Products, Inc.  
Boy Scouts of America  
Branding Iron Holdings  
Burlington  
Byerlys  
Camera Shop  
Cashwise Waite Park  
Catholic Charities  
CentraCare  
Central MN Area Sheet Metal  
Centre for Christ  
Chuck E Cheese  
CM Group Holdings, Inc.  
Coborn's  
Coborn's - Sartell  
Coborn's - Sauk Rapids  
Coborn's Melrose  
Coborn's on Cooper  
Coborn's Sauk Centre  
Coleman  
College of St. Benedict  
ConnectAbility  
Country Inn West  
Crafts Direct  
Culligan's  
Culver's St. Cloud  
Culver's Waite Park  
Dan Welle's Southtown, Inc.  
DAYTA Marketing  
DBL Labs  
Diamond Point Steakhouse  
Direct Fulfillment LLC  
Dollar Tree - St. Cloud  
Donnelly Custom Mfg.

Dubow Textiles  
FDC  
Fields Manufacturing  
Firesticks  
Fleet Farm  
Gas Light Design  
Gates Corp.  
Granite City Armored Car, Inc.  
HDL  
Hennen's Furniture  
Holiday Inn  
Home Depot  
Home Goods  
Independent Lifestyles, Inc.  
Interior Components Group, Inc.  
JC Penney  
Jimmy's Poor House  
Jules' Bistro  
Kimball Elementary - Tahar  
Kohl's  
Krothall Cleaning Services  
Kwik Trip #151  
Kwik Trip #154  
Kwik Trip #158  
LGC Genomics  
Lunds & Byerlys  
Lutheran Social Services  
M&H Appliance  
Macy's  
Malco Products, SBC  
Manea's Meats  
Marcus Theatres  
Mayo Clinic Ambulance  
McDonald's - McStop  
McDonald's - Sartell  
McDonald's - Waite Park 1  
McDonald's - St. Joseph  
Meis Outland  
Mexican Village  
Micheli Jones Granite  
Microbiologics  
Midway Packaging  
Midwest Coin  
Mongos  
Monumental Sales  
National Vision  
North Central Truck Equipment

O'Reilly Auto Parts  
Old Times LLC  
Paramount Center for the Arts  
Paynesville Health Center  
Paynesville Inn  
Peace United Church of Christ  
People Ready  
Plato's Closet  
Professional Office Services  
Purrfect Paws  
Roccori School District  
Sam's Club  
Sartell City Hall  
Sauk Centre CVB  
Schwieters  
Scope, LLC  
SCSU Garvey Hall  
St Cloud Area Planning Org  
St. Cloud Area Chamber of  
Commerce  
St. Cloud City Hall  
St. Cloud Hospital  
St. Cloud Orthopedics  
St. Cloud State University - Garvey  
St. John's University  
Stang Precision, Inc.  
Subway  
Summit Foods  
TC/American Crane Company  
The Center for Family Counseling  
The Gardens at Foley  
Tri-Cap  
United Methodist Church United  
Way of Central MN  
US Postal Service  
Village Gifts  
Visiting Angels  
Walmart - St. Cloud  
Watab Township  
Wendell's  
WestRock  
YES Network  
YMCA



PO Box 757  
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#### Policy Revision Notice

For updated 245D Policies, please visit [wacosa.org/client-services](http://wacosa.org/client-services) or contact us at 320-251-0087 to request a written copy.

# OUR DIRECTORS



**Steve Howard, Executive Director**

**Nancy Betts, Vice President**

Jon Archer – Chairman

LeRoy Northam – Vice Chairman

Ronald W. Brandenburg – Secretary

Jeff Benveniste – Treasurer

Matt DesJardins

Curt Gainsforth

Mollie Garden

Jennifer Johnson

Laura Krueger

Karla Myres

Jeff Murphy

Joe Perske

Lindsey Rennie

Herb Trenz

Sandie Westergren

WACOSA is an EEO/AA Employer.

WACOSA will not discriminate against or harass any employee or applicant for employment because of race, color, creed, religion, national origin, gender, gender identity, sexual orientation, age, disability, marital status, familial status, membership or activity in a local human rights commission, or status with regard to public assistance. We will take affirmative steps to ensure that all of our company's employment practices are free of discrimination.