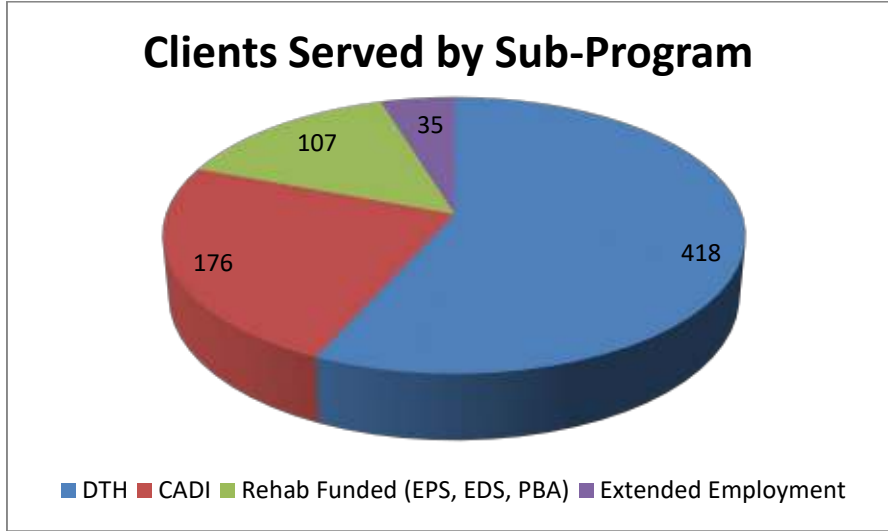
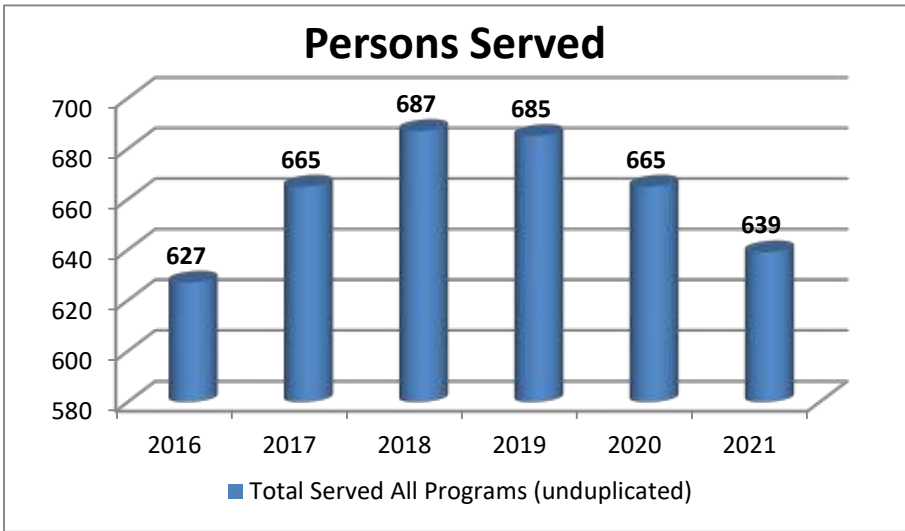


**WACOSA – Outcomes Management Report**  
**Year in Review –**  
**(Numbers influenced heavily by 2<sup>nd</sup> year of COVID-19 pandemic)**

**Period Reported: 1/1/2021 – 12/31/2021**

| <b><u>Indicator:</u></b>                      | <b><u>Result</u></b> | <b><u>(+) or (-) from Previous Year</u></b> |
|---|----------------------|---|
| Total Persons Served in 2021 –                | 639                  | (-4%)                                       |
| Admissions in 2021 -                          | 32                   | (-52%)                                      |
| Discharges in 2021 -                          | 69                   | (+21%)                                      |
| Total Community crews 2021 -                  | 34                   | (-15%)                                      |
| New Community crews in 2021 -                 | 0                    | (0%)  |
| Total Individual Placements 2021 -            | 99                   | (+3%)                                       |
| New Individual Placements 2021-               | 32                   | (+56%)                                      |
| Total center-based contract hours -           | 38,806               | (+54%)                                      |
| Total DocuShred revenue -                     | \$224,797            | (+14%)                                      |
| Total DocuShred pounds collected –            | 783,986              | (+1%)                                       |
| Total ThriftWorks! Revenue -                  | \$454,687            | (+52%)                                      |
| Average hourly pay:                           |                      |   |
| Individual Placements (Extended Employment) - | \$12.00/hr.          | (+.78/hr.)                                  |
| Community crews/enclaves -                    | \$7.24/hr.           | (+.58/hr.)                                  |
| Center-based employment -                     | \$5.02/hr.           | (+.45/hr.)                                  |
| Total Development income –                    | \$558,624            | (-22%)                                      |
| Total Grants (COVID-19 assistance)            | \$2,631,060          | NA  |
| Total number of volunteers -                  | 35                   | (+3%)                                       |
| Volunteer Hours (approximate) -               | 1,726                | (+54%)                                      |



**Analysis/Trending of “Year in Review” Data:**

The COVID-19 pandemic has again made additional analysis of many of 2021’s outcome numbers somewhat meaningless. From the time WACOSA was required to close March 2020, the organization experienced a complete disruption in services that continued off and on for the remainder of 2020 and all of 2021. 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 4% drop in numbers of persons served in 2021. The drop continues because of both the influences of COVID-19 and the corresponding restriction of services WACOSA provided throughout 2021, as well as the inability of WACOSA to reduce waiting lists due to staffing shortages. While we work hard to attract and retain good employees, progress is limited and often impossible, as WACOSA loses staff to employers who are often able to pay more in this very competitive work environment. While we are pleased with the 639 individuals we were able to serve in 2021, we remain guarded as to our ability to grow this number substantially, given the limited number of prospective employees we continue to see. While we continue to be as creative as possible in finding new, hiring techniques, the fact remains that many employers have already employed many of these strategies and, as previously stated, are often willing to inflate starting wages, benefits, bonuses and various other perks, that attract employees away from WACOSA.

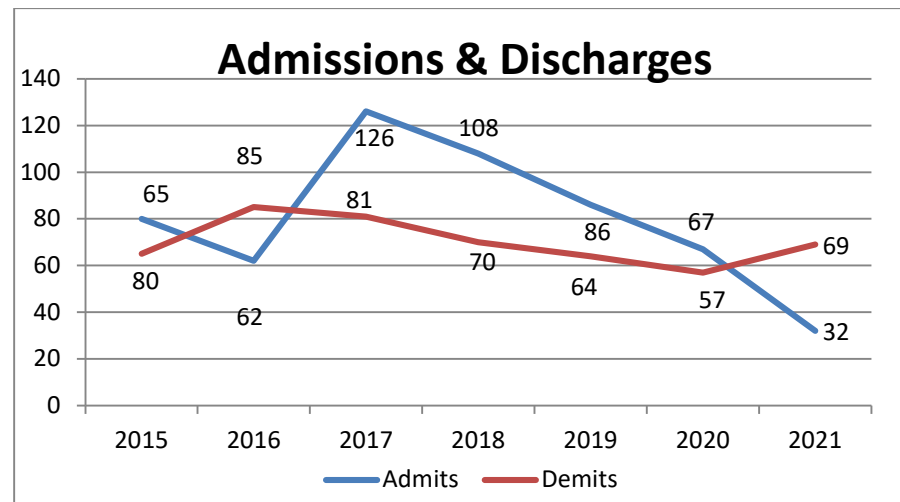
While WACOSA has continued seeing persistent decreases in numbers of persons served in our center-based EE clientele over the past 11 years, 2021 saw a leveling of this number, dropping by only one individual when compared to 2020. Regardless of this flattening, we continue to expect to see a continual 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. Minor reductions in CADI and Rehab Funded clients served were the direct result of reduced referrals due to COVID-19. DT&H numbers grew by approximately 22% when compared to 2020. This resulted for two primary reasons. First, as COVID-19 governmental restrictions relaxed throughout the year, clients were slowly moved from the waiting list back into active WACOSA services, bumping this number up. Second, counties remain

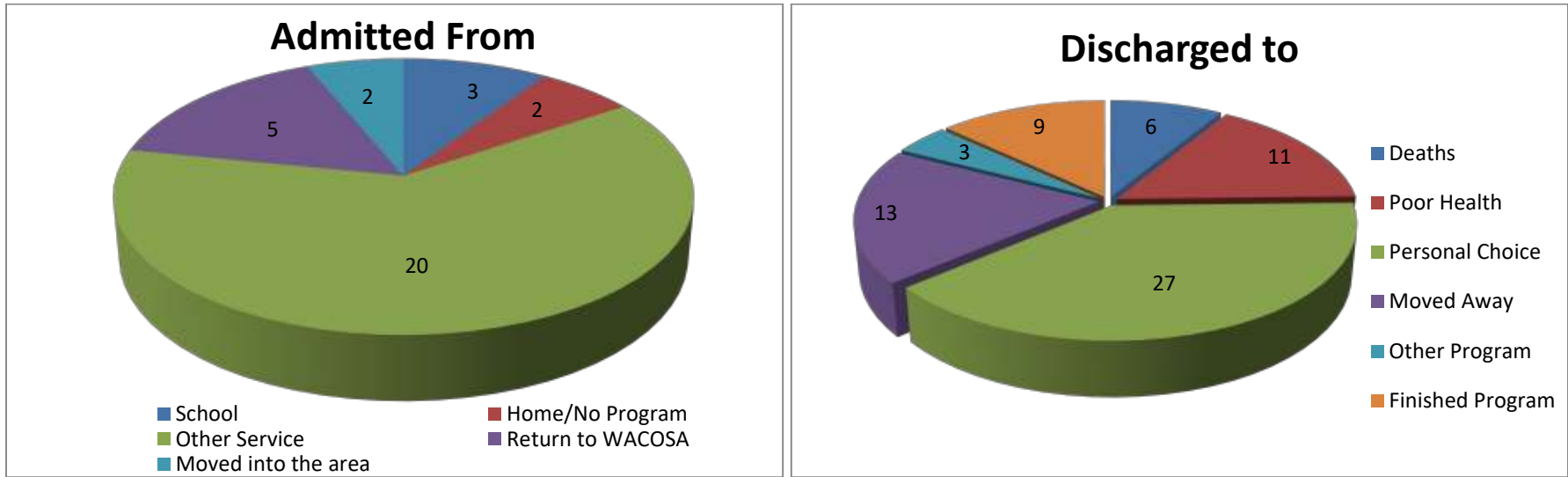
eager to move clientele off their EE funding roles (for which the county is financially responsible) to Waiver (State/Federal funding responsibility) funding, thus freeing up more county dollars to be used for other county projects and services.

The category of Total Community Crews declined by 15% with new community crews remaining flat. Once again, in 2021, both were the result of losses directly related to businesses being closed due to COVID-19 or WACOSA's inability to staff work crews if/when asked. In 2021, Total Placements improved by 3% from the preceding year, with New Placements growing by a substantial 56%. Both seem to reflect a business environment that is slowly rebounding as COVID-19 cases decline.

Finally, client wages in 2021 showed a growth of anywhere from .45/hr. (10%) in Center-based Employment to .78/hr. (7%) in Placement Services. Community crews came in at .58/hr. (7%). All three of these work areas showing increases of 7-10% are likely the result of hiring difficulties throughout Minnesota and the efforts of employers/businesses to get and keep good workers. While there are few upsides to the current pandemic and staffing crisis, higher wages for the individuals WACOSA serves seems to be a possible positive aspect of the current situation.

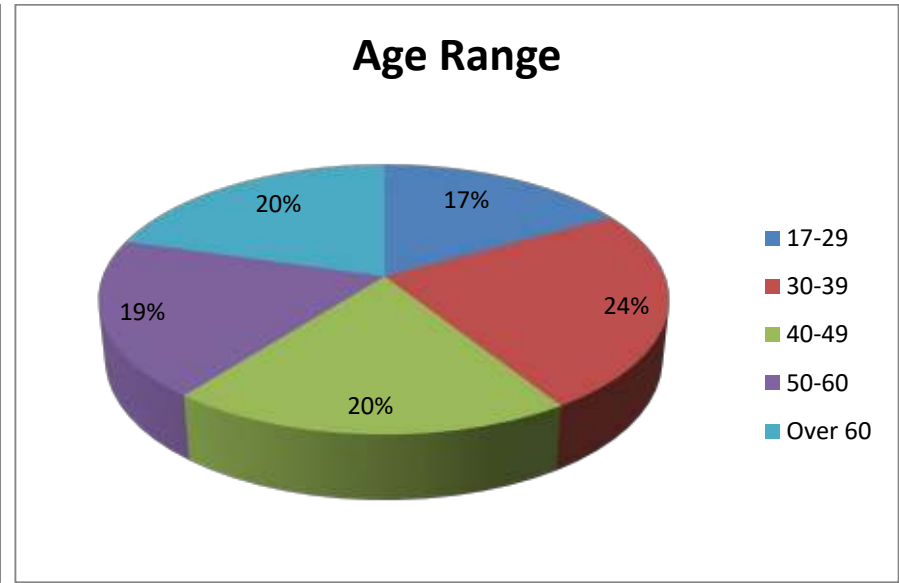
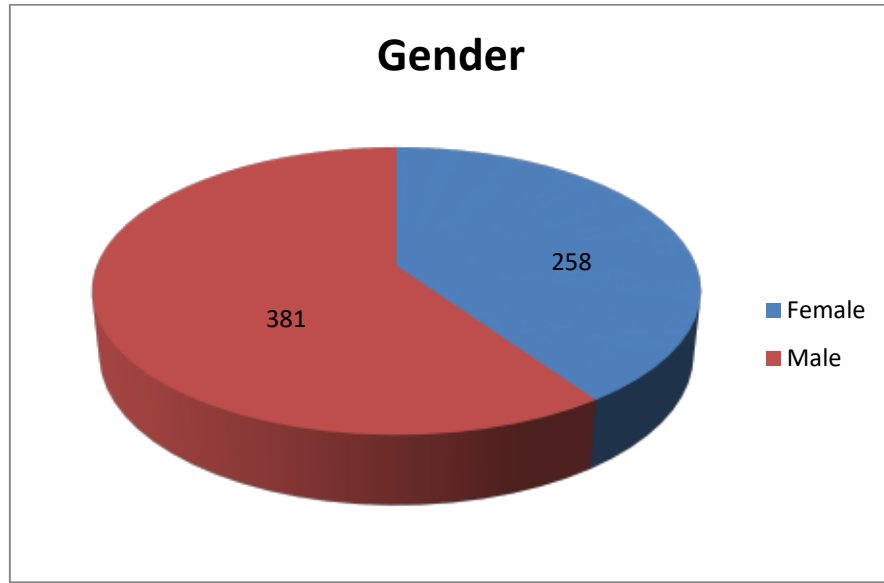
### **2021 Admission and Discharge Analysis:**



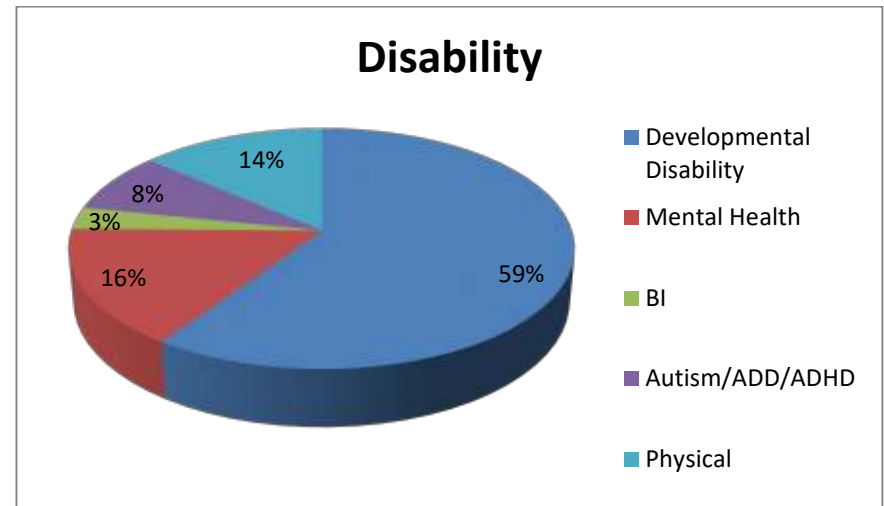
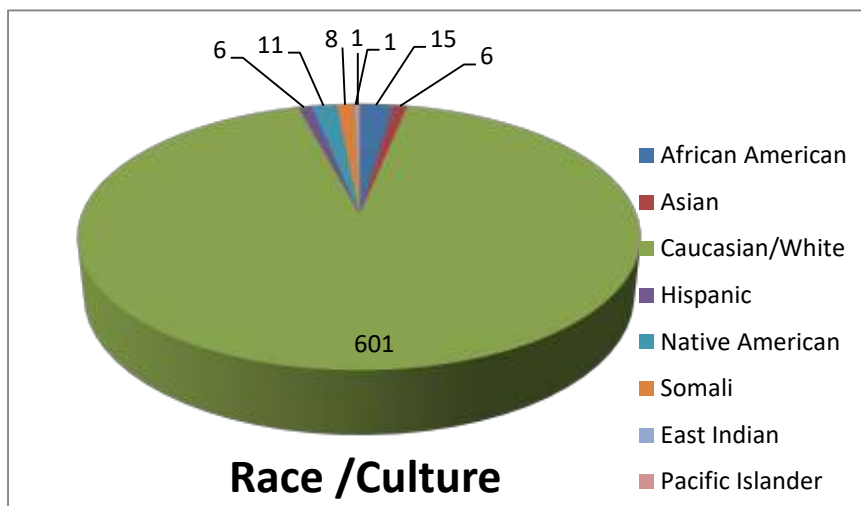


2021 saw overall admissions drop by 52%, with discharges increasing by 21%. Under the existing pandemic circumstances, admission and discharge numbers were both heavily influenced. The category of “Other Service” again represented the number one area (63%) from which clients came in 2021. While this category represented the largest category from which individuals were admitted, it is also worth noting this category had 28 fewer admissions in 2021 than one year earlier. Again, this reduction of admissions was directly related to the influence of the current COVID-19 pandemic. Clients admitted from the category “Return to WACOSA” increased by 3 (66%) demonstrating that, even with the influence of the pandemic, clients continue to find their way back to WACOSA after having previously left to pursue other services. Home/No Program dropped 86% (12 clients), which is significant, though the reason for this drop is difficult to say. The category of “Moved into the area” remained constant from 2020, which is not surprising, since much of the decision-making around client living arrangements likely involved clients being advised to stay put/remain stable. Finally, admissions from area school districts remained stable, also likely due to many of the same dynamics surrounding COVID-19 restrictions. It is also likely that graduating students were encouraged to remain home until such a time as the pandemic receded or lost significant momentum. In most respects, COVID-19 was the main influence affecting the category of “Discharged to” this past year. All areas remained stable with the exception of “Deaths” and “Poor Health” increasing from 2020 by 50% and 38% respectively. Though we were fortunate not to lose any clients to death due to COVID-19, the data, nevertheless, affirms the tentative nature of health for so many of the individuals we serve.

**2021 Client Demographics:**



An analysis of 2021 demographics shows a drop of 5% and 3%, respectively of both males and females, when compared to 2020. 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-19. In terms of age range, WACOSA clients fell into the ranges of 30–39 and 40–49 more than any other range. This is slightly different from 2020 with the range 50–60 falling out of the top two by a narrow margin. Otherwise, age ranges remained relatively stable when comparing 2019 to 2021, with no anomalies to report.



*“Caucasian” continues to represent the largest ethnic category of persons served by WACOSA. Once again, COVID-19’s impact skewed most numbers significantly, with little to no variances noted between 2020 and 2021, when viewed respectively to non-COVID times. With regard to the chart on “Disability”, clients categorized as having a “Developmental Disability” (DD) continue to represent the largest and most common disability type served, with the category of “Mental Health” being the second most common category. This is not surprising, since services for individuals having mental health challenges continue to grow, both for individuals who exhibit this as a primary diagnosis, as well as for individuals experiencing mental health as a co-occurring disorder linked with other disabling concerns.*

### 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   | 0           | Not Met            |
|                      | Participants working in CES/Placement     | Develop individual placements       | Client payroll           | 50  | 99          | Met                |
|                      | Work Crew Participants                    | Maintain average hourly wage        | Client payroll           | \$6.15/hr.  | \$7.24/hr.  | Met                |
|                      | Participants in Placement Services        | Maintain average hourly wage        | Client payroll           | \$8.40/hr.  | \$12.00/hr. | Met                |
| Efficiency           | Participants referred for PBA's           | Minimize time to achieve employment | Client placement records | 69% within 90 days  | 17%         | 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%   | 50%      | Not Met            |
|                      | Clients in the North program  | Clients will meet community goals                       | Client records/data tracking | 65%   | 75%      | 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             | 10%      | 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 Me |
|----------------------|---|---------------------------------|---------------------------|---|-------------------------|-------------------|
| Effectiveness        | Participants working on center-based work | Maintain/increase employment    | Client production records | 87,933 hours  | 38,806                  | Not Met           |
| Efficiency           | DocuShred Services staff and clientele    | Increase business efficiencies  | DocuShred Records         | Average of 56,546 pounds per month                          | 65,332 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.  | \$10.08  | Met  |
| Efficiency           | Individuals participating in EDS         | Minimize time spent in EDS      | EDS attendance records | 80% of clients will spend 90 days or less                   | 67%      | 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 | 0%       | Not Met<br>(No new EDS clients admitted in 2021) |

*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                      | 67%<br>(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 | 67%                   | 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%                                     | 88%      | Met   |
| Efficiency           | Participants in ASD                       | Improve transition ability between locations         | Client goal tracking data | 66%                                     | 0%       | Not Met<br>(COVID prevented groups from rotating) |
| 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<br>(No new ASD referrals)                 |

*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%  | 94%      | Not Met            |
| Maximize overall stakeholder (parents, guardians, residential staff and referral partners) satisfaction | 95%  | 100%     | Met                |
| Maximize overall business customer satisfaction   | 98%  | 100%     | Met                |

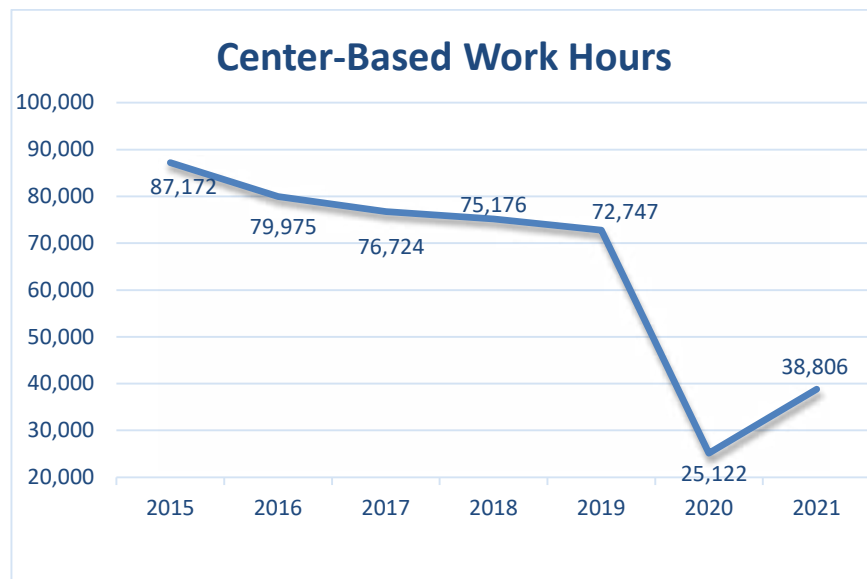
*(Note: Also see Stakeholder/Client/Business Customer satisfaction analysis, trending and future recommendations on separate reports)*

**Analysis/Trending of Objectives/Results:**

Categories accomplishing or surpassing objectives grew slightly from 35% in 2020 to 39% in 2021. As with 2020, these poorer-than-expected outcomes were directly related to the pandemic that gripped 2021 for all 12 months of the year. Client wages were again a bright point of the year growing by .45/hr. for Center-based employment on the low end to .78/hr. for those participating in Placement on the high. Community Crews/Enclaves hit the middle of the range with growth of .52/hr. While we have witnessed a somewhat frustrating drop in progress made on many goals over the past 2 years due to COVID-19, it remains gratifying to see that client pay grew between 7% and 9% for that same period, confirming again the value of WACOSA workers to both our contracted customers, as well as community businesses.

**Analysis of Consumer Satisfaction Results:** Consumer satisfaction scores saw relative consistency in 2021. Notable, however, is the growth of 1% seen in all satisfaction categories in 2021. While this may not seem significant, it moved two of three of our satisfaction categories from 99% to 100%, and pushed the third category to within 1% of accomplishing our goal. We see this as significant, most specifically in a year in which the pandemic threw so many lives into complete disarray for so long. Rational or not, WACOSA can occasionally be blamed by families and stakeholders for legislative cuts, governmental requirements/changes etc. through no fault of our own. It is gratifying to see that, generally, this has not been a concern these past two years of the pandemic.

**Analysis/Trending of Center-Based Work:**



Hours worked on center-based contract work grew by 54% in 2021, rebounding significantly from 2020, though falling short of goal by 49,127 hours. This drop is directly related to the continued influence of the COVID-19 pandemic, though the 11% improvement from last year's numbers tends to indicate that businesses are, once again, attempting to reach some degree of normal function. 2020 was originally anticipated to be a year in which our sales team would work replacing the customers lost in 2019 due to the closure of Electrolux and the subsequent loss of business from West Rock, a closely affiliated associate of Electrolux. The pandemic, again in 2021, prevented this. WACOSA's sales department expects to continue working to replace lost work hours once the pandemic abates but have

been unable to do so to date. At the close of 2021, numbers of individuals infected with COVID appeared to be improving, as vaccines were introduced to the public sometime around the middle of the year. Even so, the furloughs and layoffs of 2020 forced by the pandemic have created an environment that, even when additional work becomes available, we may not be able to accept the work. We will only be able to rebuild our contract service output commensurate with our ability to hire qualified staff. Presently, the staffing crisis continues to remain the key challenge faced by both the non-profit and the business communities alike, as we enter into 2022.

The Bids Lost chart above reflects our efforts to continue tracking why we fail to win bids. For 2021, we experienced an increase in four of the five categories as to why bids were lost, with Pricing as a reason dropping by 16%. This is significant, since Pricing has historically remained a major reason for why bids are not acceptable to prospective customers. It remains likely that worker shortages for many businesses throughout the year has resulted in pricing submitted by WACOSA being less objectionable, since failure to accept pricing means the work will not be completed. Moreover, workers that businesses do hire are commanding wages that are approximately 20% higher than they were a year ago. The trend of staff shortages is expected to continue for years to come, requiring businesses, including WACOSA, to be as creative as possible in how we attract and retain new talent.

In 2021, total in-house sales revenue was \$304,904. This represents an increase of approximately 41% from 2020's revenues. This gradual rebound is likely the result of business improving at the close of 2021, as progress defeating the pandemic was made. WACOSA submitted 178 total bids in 2021, 62% more than 2020. One hundred thirty-one of these bids were successful or 74%. This win ratio represents a significant improvement from 2020's numbers. Under normal circumstances (non-pandemic), WACOSA hopes to keep a ratio of bids won to bids submitted of 50 – 60%. 2021's win ratio surpassed normally expectations by about 14%, which was gratifying for our sales team to see. Goal setting for 2021 continues to remain challenging, as the business community slowly transitions from the recent 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 2021 is as follows. All numbers significantly impacted by COVID-19 forced closure:

- 31 new jobs (65 in 2020)
- 3 new customers (5 in 2020)
- 3,022,362 pieces produced (49% increase from 2020) (last pre-COVID number of pieces produced was 9,055,137)
- Total contract sales revenue was \$304,904 (41% rebound from 2020)
- Total hours worked was 38,806 (increase of 54% from 2020)

### **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, stakeholders, governance, administration and staff. The following represent objectives, along with the status of these objectives, as reviewed by WACOSA's leadership:

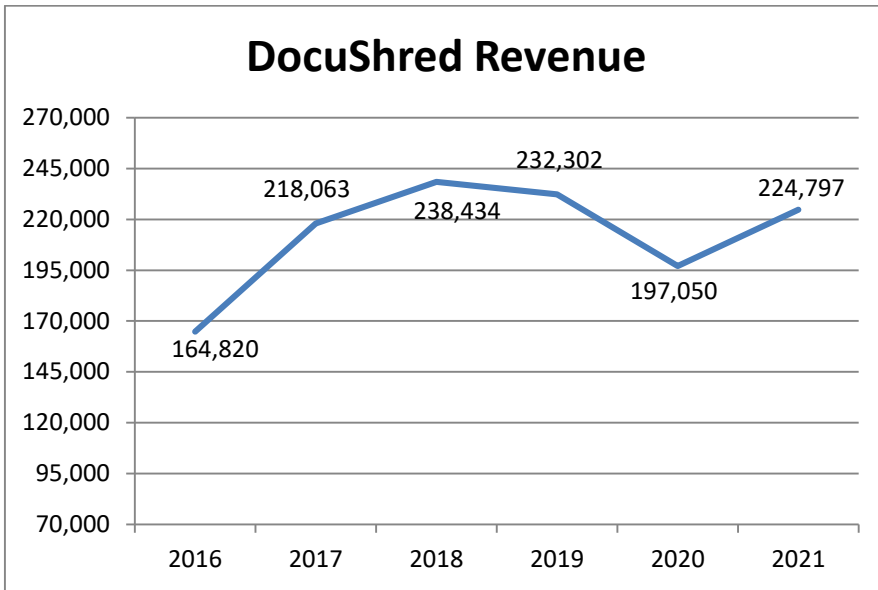
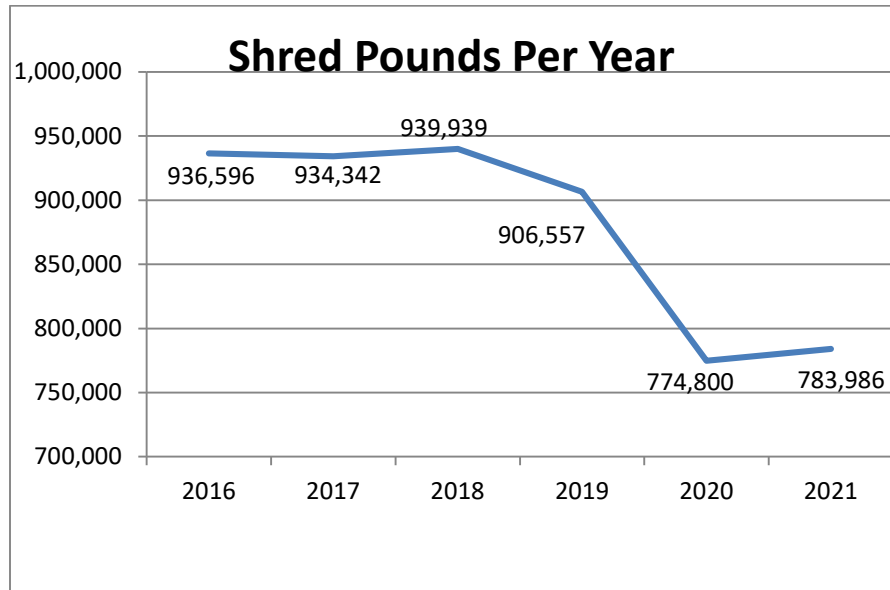
**Goal I: Ensure that clients receive from all staff effective, understandable, and respectful services that are provided in a manner compatible with their cultural beliefs and language** – Client satisfaction for 2021 was reported to be 94% when asked directly about satisfaction with the services they receive. 80% of WACOSA's clients reported specifically feeling culturally respected in 2021. This represents growth of 1% from 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 normally discussed and documented by each person's interdisciplinary team during annual meetings. At this time, meetings remain virtual, though cultural perspectives are still addressed. While we

*continue to work to move this number higher, it is noteworthy this category not only did not drop but also improved by 1% over the last year, impressive given the continued presence of COVID-19 and its subsequent restrictions. We will continue to seek out new ways to ask for this information and monitor the percentage in 2022 to see if this improves 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 2021 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. In 2020, WACOSA’s Board of Directors lost one member with a disability. As a result, the board is actively seeking to fill this position. However, it is important to point out the board wishes to locate a board candidate with a disability that is interested and can contribute to strategically governing the organization. Finding an individual with a disability to serve as a “token” board member is, to the board, disrespectful. 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 governance work at the committee level. Also at the close of 2021, the board was holding at 15 members. With losses of three members completing their terms in 2022, the board will be aggressively working to regain forward momentum in recruiting new members as the pandemic, hopefully, continues to abate in 2022.*

**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:**

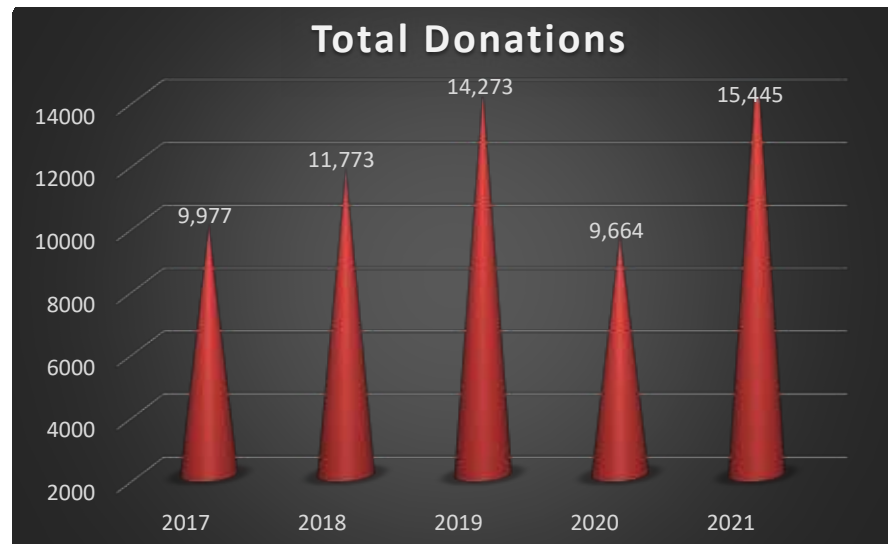
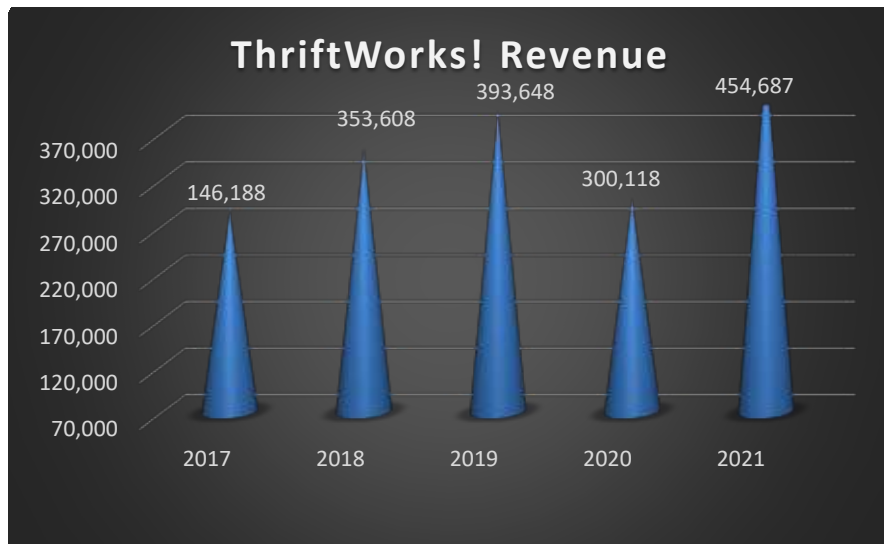


2021 saw slight gains in both DocuShred pounds destroyed, as well as revenues accrued. 2021 did not see price increases. Given the challenges experienced by our many shred customers due to the pandemic, whether it be businesses closing or individuals laid off, exercising patience, flexibility and sensitivity for the financial, emotional and physical stress our community continues to experience with COVID restrictions continues to be critical in keeping our customer base during this time. At the close of 2021, a long-term view into 2022 looks to be more promising given the influx of vaccinations and the declining virility of the coronavirus. As we move into 2022, it may still 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 2021, the average pounds destroyed per month was 65,332 surpassing goal by 8,786 pounds. However, better than 2020, these numbers were still 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 by 1% over the previous year. 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 41 new shred contracts in 2021, down 16% from the previous year. This drop is unremarkable given pandemic related concerns keeping individuals inside their homes and businesses fighting to stay afloat. Noteworthy is the amount of sustained foot traffic that still managed to bump up storefront amounts to 270,084 lbs., an increase of approximately 8% when compared to 2020. This increase translated to a corresponding average of 22,507 lbs. per month or 5,194 lbs. per week. The average number of walk-in customers per week in 2021 was 84, falling short of 2020's totals by seven. Storefront shredding accounted for almost 34% of the total pounds of documents destroyed for the year, about the same as 2020. Given the continued challenges brought on by the COVID pandemic, storefront numbers remain encouraging, as we proceed into what we hope will be a better 2022. Discussions will continue throughout 2022 regarding ways to sustain DocuShred's influence during COVID-19, in addition to the best ways to serve our DocuShred customers as the pandemic, hopefully, abates.

## Analysis of ThriftWorks! Store Operation:



*ThriftWorks! completed its eighth full year of operation on December 31, 2021. We continue to be very pleased with the performance of the store since its opening in May 2013. March 2020's pandemic closure resulted in business disruption and revenue losses for the year. The 2020 revenue drop of \$93,500 for the year was quickly eclipsed in 2021, with a year-end sales finish of \$454,687 or 58% higher than the preceding year. To provide a pre-COVID-19 perspective, 2021's revenue finish bounced back to surpass 2019's year-end revenue by \$61,039 or approximately 16%. Once again, such a quick rebound continues to affirm WACOSA's solid relationship with our community and the wish of our public to continue shopping in earnest just as soon as pandemic restrictions/public comfort will 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.*

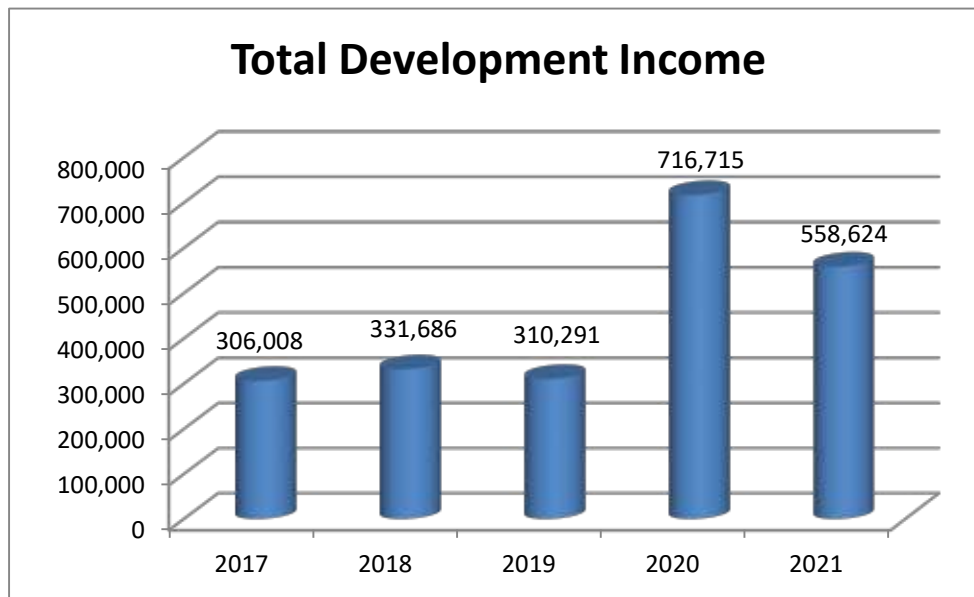
*In 2021, October again represented our highest sales month for the 5<sup>th</sup> year in a row, followed closely by November and March. March's entrance into the top three sales months occurred for the first time in 2021. While it can be difficult to say for certain, store managers feel the store's better-than-usual finish occurred for multiple reasons. First, the weather remained milder than normal for March 2021, prompting more individuals to be out shopping. Additionally, this month WACOSA put out many of its higher priced, spring and summer fashions, which sold well. Finally, and likely the most influential reason for March's performance likely had to do with the third stimulus check being released by the federal government to help aid citizens with pandemic related expenses and stimulate the economy. October's 2021 finish of \$43,029 represents yet another break of the monthly sales record, previously set in October of 2019. In fact, 2021 saw six individual months that surpassed the previous record set in October 2019. Subsequent analysis of revenue per square foot of sales floor increased from 2019's pre-COVID number of \$87s.f. to 2021's number of \$101s.f. or by 16%. We believe these are extraordinary increases over a 2-year period, given the presence of a pandemic that shut down much of our economy for one of those years.*

*Even with COVID closure, we continued to experience steady monthly sales growth with the average sale for the past 12 months being \$10.50 (.61 increase from 2020) per customer. 2021 saw 43,304 transactions (43% increase from 2020) for the year, the increase directly related to the community returning to normal shopping practices as pandemic restrictions relaxed. Donations for 2021 finished at 15,445 (an increase of 60%) when compared to 2020, demonstrating a remarkable comeback after last year's sluggish showing. Prior to this year, October had consistently remained the best donation month for the preceding 5-year period. However,*

2021 marked the first time throughout this period that November became the number one donation month, finishing 5.5% above October, which ended as the second best month. Also noteworthy is June's performance in 2021, ending with 1,432 donations, managing for the first time to crack the top four donation months since the store's inception. We are uncertain as to what caused this dynamic but will be monitoring it in the coming years to determine what, if any, trends might be developing. Experience continues to teach us that the last quarter of the year is often consistently the strongest in sales and donations. 2021 was no exception. The largest spike in donations occurred between the 1<sup>st</sup> and 2<sup>nd</sup> quarters of the year at 22%. While we no longer maintain off-site storage space for overstock, we do store 32 pallets of holiday goods and 11 pallets of hard goods throughout our own Waite Park buildings. Continued success with our store can be attributed to a persistent marketing effort, significant word-of-mouth within our community and stakeholder base, and our stellar Thriftworks team of staff.

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. Seven trainees were carried over from 2020, with two new trainees entering the training program and a total of 9 in training during 2021. Two of these individuals successfully finished training in 2021 and are currently seeking competitive employment. Sixty 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 2021 were the result of pandemic concerns. This will likely remain the case well into 2022, though pandemic infections were improving at the close of 2021. While in the program, trainees 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 2021, WACOSA received \$505,724 in donations and \$52,900 in grants for a total of \$558,624 development dollars agency-wide. This amount included a combined, restricted donation from Auto Parts Headquarters (APH) and the Bartlett Family of \$307,757 (actually received in 2021). 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.*

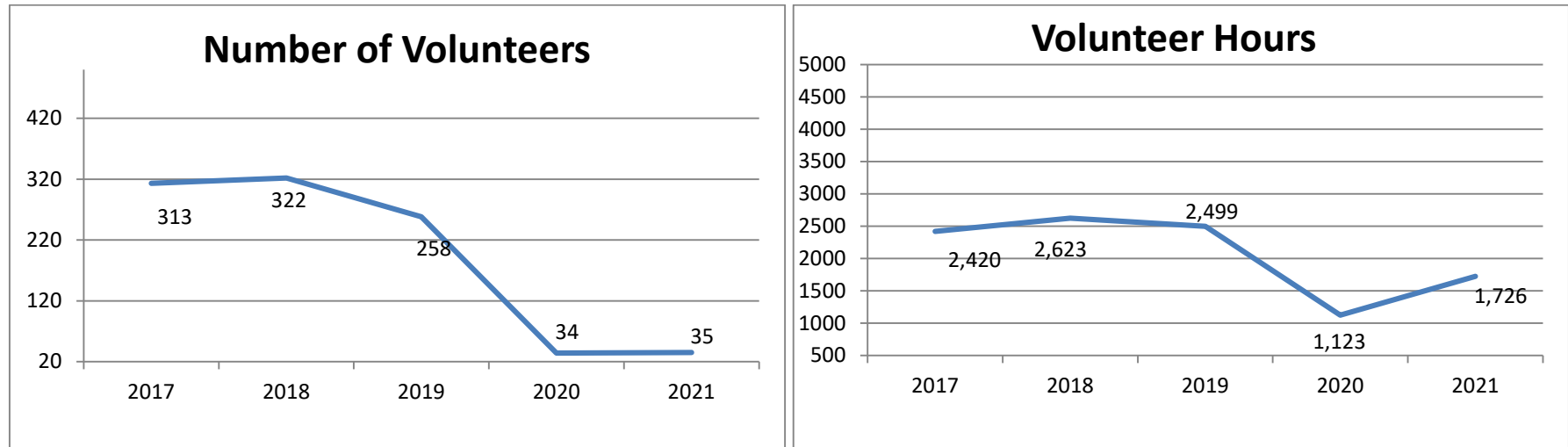
*For 2021, fundraised dollars, excluding the APH/Bartlett Family contribution, were \$250,867. This represents a decrease of 44% when compared to the same number (\$445,346) calculated in 2020. The year 2020 appears to have been somewhat of an anomaly, given an increase in grant dollars alone totaling \$313,923. These grants included dollars donated following an appeal to repair vandalized WACOSA vehicles and a \$200,000 one-time Public Health Grant provided by the Minnesota Department of Human Services. Such donations were one-time donations that skewed the data. Additionally, this figure includes a 5310 vehicle award given to WACOSA during the year.*

*Particularly noteworthy is the progress WACOSA has made in planned giving over the past year, with the account totaling to date over \$150,000. WACOSA's relationship with the Central Minnesota Community Foundation (CMCF) was formalized in 2021, with Gift Acceptance Policies being revised to meet WACOSA's current needs. Much of this momentum can be attributed to increased enthusiasm on the part of WACOSA staff and our community to help see this fund develop into a something of substance. This effort, led by WACOSA's new Fund Development Manager, along with the hiring of Ed Strake of Legacy Consulting in 2020, were critical in these successes. Finally, WACOSA's Annual Appeal has continued to gain momentum, in spite of COVID-19's influence. Annual Appeal dollars have grown by 45%, reaching \$34,950 by the close of 2021. 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 684 total donors in 2021, up approximately 11% 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 \$307,757. Additionally, \$43,650 was raised at WACOSA's 1-5K Run/Walk fundraiser. 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 2022 unfolds.*



## 2021 Volunteer Data:



Numbers of volunteers and volunteer hours rebounded slightly in 2021, when compared to 2020. While these numbers demonstrate slightly improving volunteer involvement with WACOSA, they still reflect the continued, significant impact of the COVID-19 pandemic once again in 2021. As with 2020, continued, lower-than-expected volunteer involvement at WACOSA is the result of the reluctance of individuals to venture out from the safety of their homes to volunteer.

### 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 2021 – 2025 Strategic Plan.
- Keep DocuShred growing and discover new systems to help make it profitable, while negotiating increased area competition.
- Continue WACOSA 1<sup>st</sup> 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 2022, 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.*