

**WACOSA Board of Directors Meeting**  
**August 21, 2023**  
**5:30 PM**

Members Present:

Jeff Benveniste  
Peggy Bayer  
Ron Brandenburg  
Matthew DesJardins  
Curt Gainsforth  
Mollie Garden  
Laura Krueger  
Thad Olsen  
Joe Perske  
Lindsey Rennie  
Herb Trenz  
Sandie Westergren

Staff Present:

Nancy Betts  
Maggie Dilks  
Pat Flicker  
Julie Haag  
Ann Kennedy  
Traci McKinnon  
Mary Rothstein  
Stephanie Schaefer  
Lynn Welle

Members Absent:

Jennifer Johnson

**1. APPROVAL OF AGENDA:**

Amendment to the agenda—Presentation by Sandie Westergren. Motion by Thad O., seconded by Mollie G. to approve the change to the agenda. Motion passed.

Recognition of Nancy Betts – 31 years at WACOSA by Sandie W.

**2. TRAINING: PERSON CENTERED PRINCIPLES**

Stephanie Schaefer presented the required training for 245D on Person Centered Principles. She focused on what person centered thinking is, treating individuals with dignity, passion, and respect. WACOSA staff and volunteers seek out and understand what is important to the people we serve. Finding out what is important to him/her, what keeps them satisfied, content, comfortable, and happy. It is also important to balance those things with what keeps them healthy, alive, and an accepted person in society.

**3. APPROVAL OF CONSENT AGENDA**

Motion to approve consent agenda as presented by Thad Olsen, seconded by Ron Brandenburg. Motion passed. The consent agenda included the 5-8-23 board minutes.

#### **4. FINANCE COMMITTEE**

A. June 2023 Financial Report presented by Traci M.

##### *Revenue*

- Program revenue in our EE program is less due to the county transferring clients into different funding streams. This results in WACOSA not earning our full EE grant amount per client. Most clients are being transferred to DD waiver programs and those rates differ.
- Community crews and shred income are over budget through June due to price increases in both areas.
- ThriftWorks' income did not meet budget goals due to lower valued donated goods. To offset this the team has increased prices, eliminated the lower price points, and continued to strategize ways to increase revenues. We had predicted a point of revenue stagnation, and we believe we are there.
- Investments are overbudget at \$82K, however we did not budget much due to the ongoing downturn in the investment markets.

##### *Expenses*

- We are under budget for staff wages due to open positions and Maggie continues to work on hiring.
- Healthcare expenses were over budget by about \$72K. Last year we increased our stop loss from \$40K to \$50K and a couple of accounts are nearing that new threshold.
- Equipment under \$1K is over budget and we expect to see more of this in the future as equipment ages and needs to be replaced. This is a result of the COVID shutdown and past year's budget constraints.

Our change in net assets right now at a positive \$290K for the Jan-June period. When we take into account our designated donations, cash, and endowment funds, we would be at a negative \$22K at this point. If compared to last year at this time we were \$514K in the negative. We are doing well, better than expected, but keeping tight reigns on cash.

Motion to approve June financial reports: Motion Jeff B., seconded by Matt D. Motion passed.

#### **B. Cost Report Update**

WACOSA's report is due at the end of the month for DHS's DWRS cost reporting report. All providers are required to report cost reporting and it is very detailed as to the costs to provide services to our clients. Accuracy is key, as the state uses the aggregated data to help establish reimbursement service rates.

#### **5. FUND DEVELOPMENT**

Pat Flicker presented the fund development report.

- The annual APH Lobster feed raised \$406K in designated funds; compared to last year's \$352K. The APH business partners with owners John and Nancy Bartlett to fundraise

throughout the year with their suppliers. Donations are matched by APH and matched again by John and Nancy Bartlett personally.

- Our 60<sup>th</sup> Anniversary Bash was a success with approximately 375 people in attendance. The event grossed \$64K, including \$ 44K in sponsorships. We plan to have another similar event next year.
- Regular KPI's include a 2<sup>nd</sup> quarter total of \$85K from 270 donor gifts. We are at 50% of fundraising goal of \$706K.
- Planned giving added two WACOSA Legacy Society members for a total of 18. Our 2023 YTD endowment fund value is \$228K, combined with our flexible endowment fund value of \$30,500K, for a grand total \$258K.
- Our Annual appeal and Give to the Max Day are approaching. Pat requested a donation from each of the board members to help motivate others. The matching funds from the board made a big difference last year.
- Ed Stracke will be here until the end of the year, and we are transitioning to all internal staff to complete the tasks needed to maintain our planned giving program.

## **6. PROGRAM COMMITTEE**

Lynn Welle presented the program committee report.

KPI's

- As of 8/3/23 we have served 517 clients, 3 employment exploration, 1 employment development, about 84 individual placements, and about 110 on community contracts.

14C Certificate

- Our 14C certificate was renewed in July, extending us for two years. The leadership team and program committee are starting to look at what program changes will be made for our programs. The senior leadership team is working on how we can educate our stakeholders and help them adapt to new and different program opportunities. Joe P. commented on the importance of the dignity of work that our clients feel when they are productive and contributing to their communities. We will continue to work on implementing the best solutions that serve the most people.

## **7. HR COMMITTEE**

Herb T. reported on one of the goals was to reduce worker's comp mod factor from 1.00 to .94; it went down to a .69. The Admin Team implemented strategies to reduce this and it was successful and will continue to be monitored.

Maggie D. presented the HR Dashboard.

- Currently 8 DSP openings, primarily Waite Park across various programs.
- Hired 27 new staff.
- Time from application to offer right around 23 days. Still working on reducing that point.
- Date of offer to scheduled start date about 15 days.
- Work comp mod rating 1.0 to .69.

- The employee satisfaction survey will be put out for completion soon. There was discussion on the various ways we can motivate our staff to give us honest feedback and increase our response rate. Lindsey R. shared ideas that her workplace uses, and we will implement as many as possible to increase participation at all sites.
- The current turnover rate of 48% for new hires within first year; with the average length of tenure being 3 ½ months. Year to date turn over 14.39% and is below average for this industry.

## **8. SALES & MARKETING COMMITTEE**

Ann K. presented the sales and marketing report.

KPI's

- DocuShred 77 quotes, resulted in 33 new ongoing agreements.
- In-house 147, resulting in 23 new quotes, 16 new jobs, 1 new customer.

Marketing Updates

- The marketing department is supporting the 60<sup>th</sup> Anniversary bash preparation.
- 3 staff members recently did a presentation at Stearns History Museum on the history of WACOSA as well as people with disabilities in our state and country.

## **9. EXECUTIVE DIRECTOR**

Nancy B. reported.

Outcomes Measurement Report

- This CARF required report is a picture of how we're doing as an organization. It condenses everything that happened at WACOSA in the last year.
- We supported 532 clients in the last year, gradually increasing these numbers as we recover from COVID damage. Our Vocation Rehab program experienced to greatest increase in new clients due to the short-term support they typically require.
- Crews and jobs in-center were very stable and continue to produce revenue and work opportunities for clients.
- As noted in the financial report, ThriftWorks revenue trend has flattened out.
- DocuShred is doing well, and we reestablished new pull tab pricing after working with Rohn Industries (our shredding recycling partner). We will continue this service to our customers.
- Volunteers are stable, with several people helping in the ThriftWorks store on a regular basis.

Media Projects and Collaborations

- Cow Tipping Press, a non-profit, received a grant to work with the St. Cloud library and WACOSA was the beneficiary of the grant. We've held two cohort classes at the library learning about becoming writers. Their work is then collected, edited, and published by Cow Tipping Press. We then had 2 book reading and signing events at the library for the

author's family, friends, and general public. Books are available on Amazon, at the public library system and at all WACOSA sites. We will be doing one in Sauk Centre eventually and one with Whitney seniors next. This is an example of something we will do when clients don't have work.

- The Paramount Center received a grant to help with some of their marketing and are collaborating with our clients. The clients have been learning how to interview and record people and take photographs of events and got to participate in the last art crawl. They interviewed artists and guests, filming it all. That film may be used in Paramount's marketing materials. The participating clients were paid for their work with those grant dollars.
- Program Directors, Mary and Lynn, along with their program managers, have been working on the WACOSA Go project. We are hiring a staff person to look at our waiting list of clients, take them out on activities and bring them home. This is a way to get services for some that are on the waiting list and gets us revenue.
- We are also working with MN Diversified Industries to provide client advocacy classes both online and in-person at our various sites. Many different clients have chosen to take part and this ongoing effort.
- One of the program managers, Mike, who helps with IT and all our media projects was just appointed to Governor Walz's Council of Developmental Disabilities and will be representing WACOSA.
- HR committee has talked about the St. Cloud Tech College and how to create a pipeline of new individuals that want to come into this type of work. About six months ago we invited the President and her cabinet to come in and tour and will be keeping in touch with ways to help facilitate a pipeline of potential new staff members in our field. Update on Legislative Outcomes Affecting Programs
- Our legislature did increase our funding rates with DWRS; however final numbers will not be available until later in the year when they are published online.
- New employee benefit statutes passed legislatively will affect both staff and client workers. We will be learning to navigate these new programs and have them ready to implement in 2024.

## **10. OTHER BOARD BUSINESS**

The board discussed the end of terms for Matt, Curt, Jennifer, and Sandie. Sandie informed Nancy that she will be extending. Sandie will be reaching out to individuals to see if they are interested in another term. Nancy was approached by a couple of people interested in becoming board members or committee members. Sandie and Nancy will reach out to them and have a conversation with them and bring that back to the board and the Executive Committee. There was a suggestion by Jeff to revisit having a client or someone with disability on board and will be part of ongoing discussions.

Joe P. asked about the change in Medical Assistance applications and the possible need to reapply for our clients. We are aware of this COVID change and can offer assistance to anyone requesting it, if needed.

**11. ADJOURN THE BOARD MEETING.**

Motion by Lindsey R., seconded by Mollie G. to adjourn the meeting. Motion passed.

**Next Meeting: October 9, 2023**

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Ron Brandenburg, Board Secretary

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Date