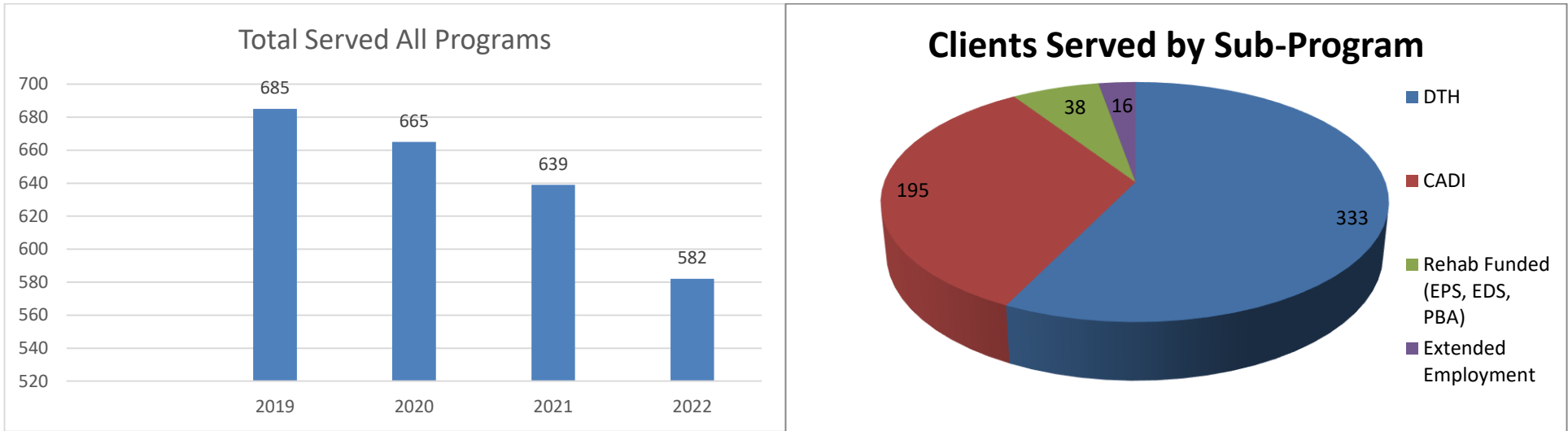


WACOSA – Outcomes Management Report
Year in Review –
(Numbers influenced heavily by 3rd year of COVID-19 pandemic)

Period Reported: 1/1/2022 – 12/31/2022

<u>Indicator:</u>	<u>Result</u>	<u>(+) or (-) from Previous Year</u>
Total Persons Served in 2022 –	582	(-9%)
Admissions in 2022 -	38	(+8%)
Discharges in 2022 -	68	(-1%)
Total Community crews 2022 -	28	(-8%)
New Community crews in 2022 -	0	(0%)
Total Individual Placements 2022 -	100	(+1%)
New Individual Placements 2022-	54	(+59%)
Total center-based contract hours -	38,740	(-1%)
Total DocuShred revenue -	\$320,819	(+13%)
Total DocuShred pounds collected –	802,737	(+2%)
Total ThriftWorks! Revenue -	\$439,609	(-3%)
Average hourly pay:		
Individual Placements (Extended Employment) -	\$13.01/hr.	(+1.01/hr.)
Community crews/enclaves -	\$7.74/hr.	(+.50/hr.)
Center-based employment -	\$5.18/hr.	(+.16/hr.)
Total Development income (including COVID Relief)	\$1,411,050	(+40%)
Total number of volunteers -	60	(+33%)
Volunteer Hours (approximate) -	1,968	(+12%)



Analysis/Trending of “Year in Review” Data:

The COVID-19 pandemic has again made additional analysis of many of 2022’s outcome numbers somewhat meaningless. From the time WACOSA was required to close March 2021, the organization experienced a complete disruption in services that continued off and on for the remainder of 2021 and all of 2022. 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 drop in numbers of persons served in 2022. The drop continues because of both the influences of COVID-19 and the corresponding restriction of services WACOSA provided throughout 2022, 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 582 individuals we were able to serve in 2022, 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.

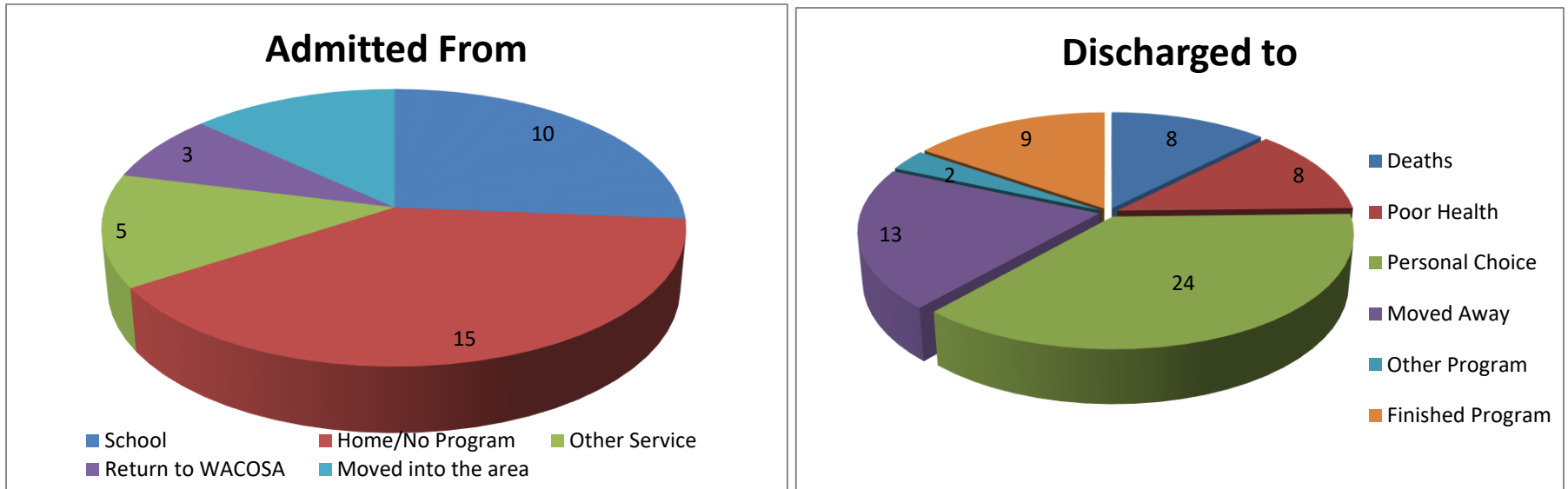
WACOSA has continued seeing persistent decreases in numbers of persons served in our center-based EE clientele over the past 10+ years. Regardless of this flattening, we continue to expect to see a continual decline in center-based workers in the years that follow. State and national pressures to reduce 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. 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 8% with new community crews remaining flat. Once again, in 2022, both were the result of losses directly related WACOSA’s inability to staff work crews if/when asked. In 2022, Total Placements improved by 1% from the preceding year, with New Placements growing by a substantial 59%. Both seem to reflect a business environment that is slowly rebounding as COVID-19 cases decline.

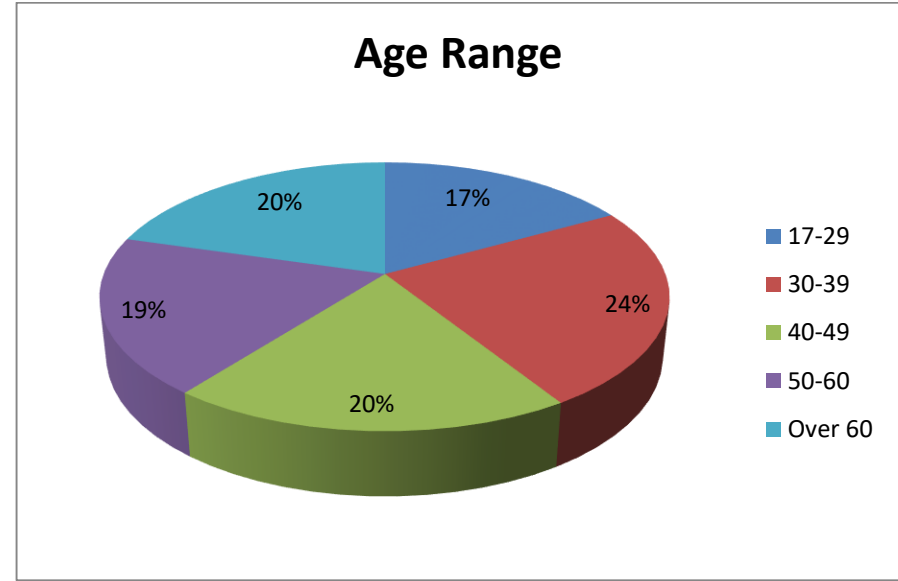
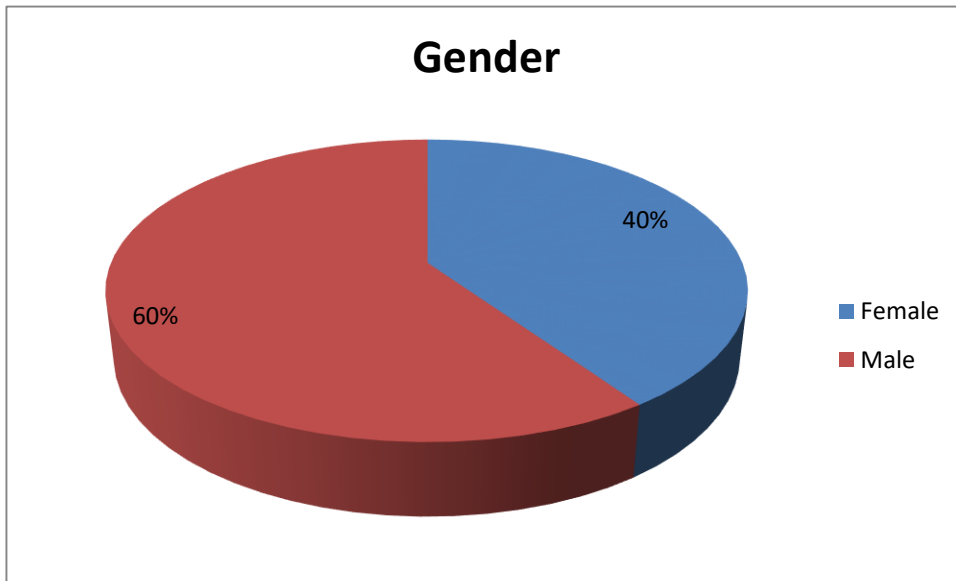
Finally, client wages in 2022 showed a growth of anywhere from .16/hr to 1.01/hr in Center-based Employment, Community Crews and Placement Services. All three of these work areas showing increases are likely the result of hiring difficulties throughout Minnesota and the efforts of employers/businesses 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.

2022 Admission and Discharge Analysis:

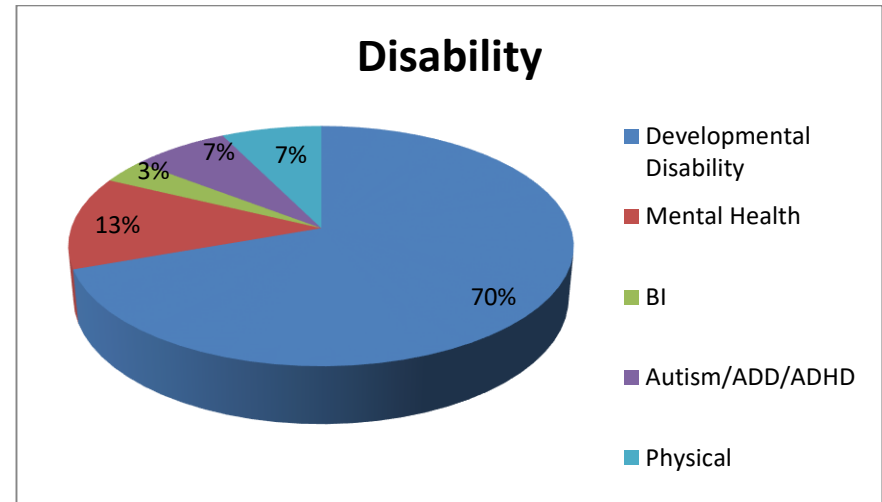
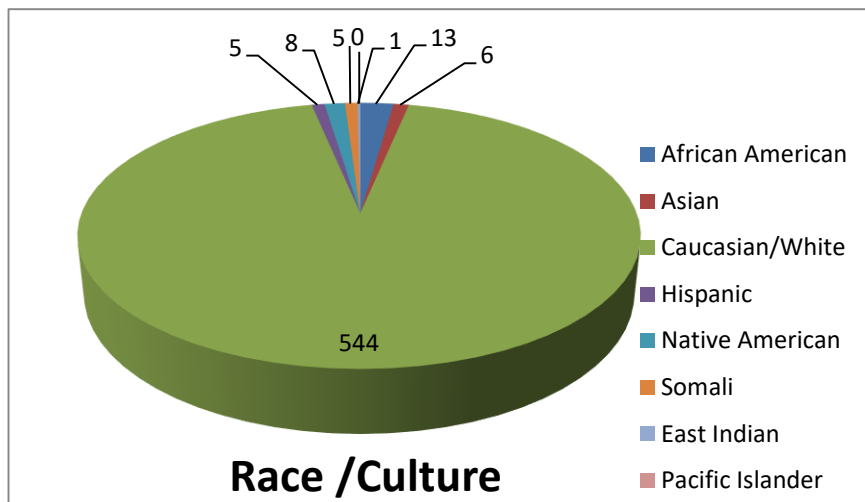


2022 saw overall admissions stabilizing with 8% increase in admissions, reflecting the waning of the pandemic. significant momentum. In most respects, COVID-19 was the main influence affecting the category of “Discharged to” this past year. All areas remained stable with the exception of “Deaths” and “Poor Health” increasing from 2021 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.

2022 Client Demographics:



An analysis of 2022 demographics shows relative stability of gender over the course of the year. 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 2021 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 2022, 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 2021 and 2022, 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	100	Met
	Work Crew Participants	Maintain average hourly wage	Client payroll	\$6.15/hr.	\$7.74/hr.	Met
	Participants in Placement Services	Maintain average hourly wage	Client payroll	\$10.56/hr.	\$13.01/hr.	Met
Efficiency	Participants referred for PBA's	Minimize time to achieve employment	Client placement records	69% within 90 days	69%	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) Now Known as Day Support Services (DSS):

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%	55%	Not Met
	Clients in the North program	Clients will meet community goals	Client records/data tracking	65%	69%	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	38,740	Not Met
Efficiency	DocuShred Services staff and clientele	Increase business efficiencies	DocuShred Records	Average of 56,546 pounds per month	66,895 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

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	100%	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	20%	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 (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 (No new ASD referrals)

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

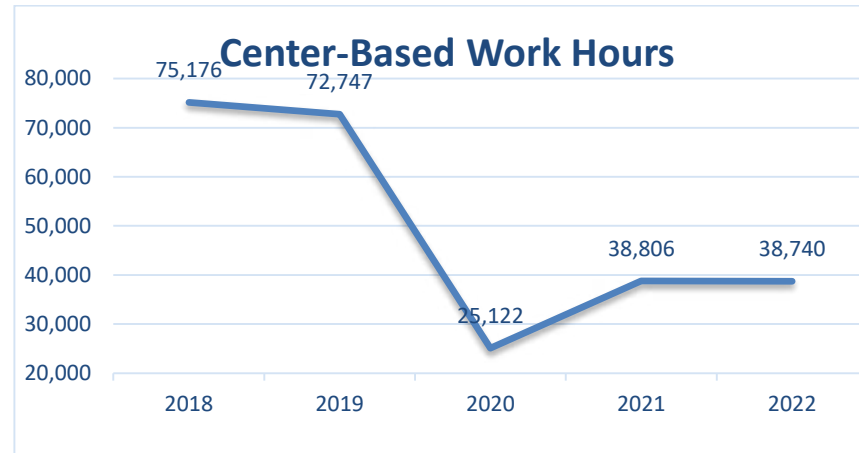
Objective	Goal	Result/s	Goal Met / Not Met
Maximize overall client satisfaction	95%	90%	Not Met
Maximize overall stakeholder (parents, guardians, residential staff and referral partners) satisfaction	95%	83%	Met
Maximize overall business customer satisfaction	98%	100%	Met

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

Analysis/Trending of Objectives/Results:

As with 2021, these poorer-than-expected outcomes were directly related to the pandemic that gripped 2022 for all 12 months of the year. Client wages were again a bright point of the year growing by .16/hr. for Center-based employment on the low end to 1.01/hr. for those participating in Placement on the high. Community Crews/Enclaves hit the middle of the range with growth of .50/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 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 2022. Notable, however, the method of survey by electronic email elicited more responses, which might be considered for a true synopsis of service delivery ratings. 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 remained flat 2022, rebounding significantly from 2020. We will be lowering the goal to maintain 35,000 a year to reflect the political influence of eliminating the 14C certificate in the coming years. The pandemic, again in 2022, prevented this. 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 2023.

In 2022, total in-house sales revenue was \$304,904. This represents an increase of approximately 41% from 2021's revenues. This rebound is likely the result of business improving at the close of 2022, as progress defeating the pandemic was made. Goal setting for 2022 continues to remain challenging, as the business community slowly transitions from the recent pandemic.

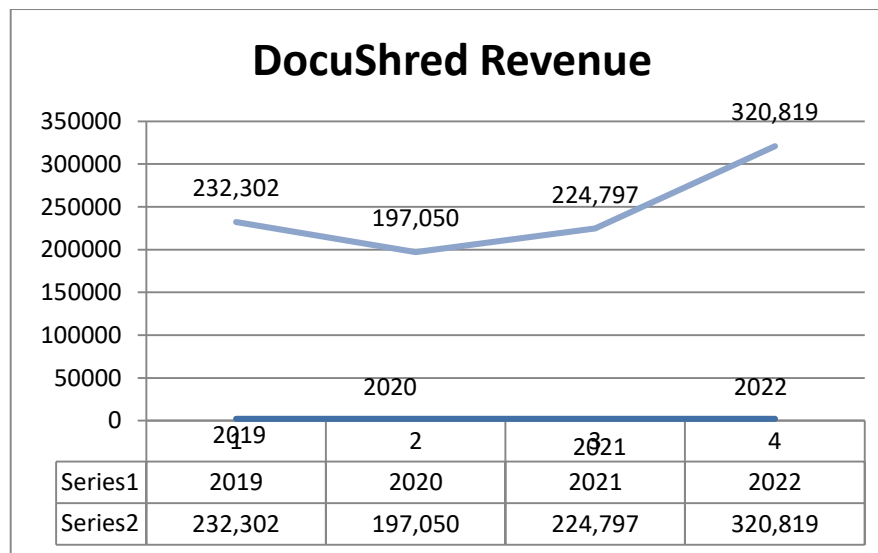
Cultural Competency Analysis:

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 2022 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 2022. This represents growth of 1% from 2021. 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. 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 2023 to see if this improves.

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 2022 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. 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 2021, Board meetings were reduced to four each year, with sub-committees being formalized and tasked with doing more governance work at the committee level.

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.

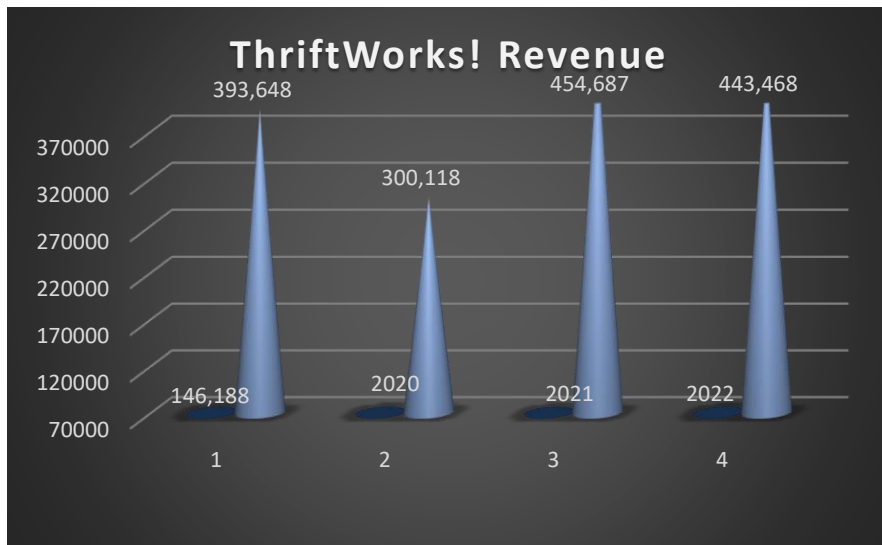


Analysis/Trending of DocuShred:

2022 saw gains in both DocuShred pounds destroyed, as well as revenues accrued as 2022 saw price increases to combat inflationary cost increases. At the close of 2022, a long-term view into 2023 looks to be more promising given our stable client base. In 2022, the average pounds destroyed per month was 65,332 surpassing goal by 8,786 pounds.

Noteworthy is the amount of sustained foot traffic that still managed to bump up storefront amounts to 270,084 lbs., with an average of 84 walk-in customers a week, which has remained steady in 2021 and 2022. Storefront numbers remain encouraging, as we proceed into what we hope will be a better 2023. Discussions will continue throughout 2023 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:

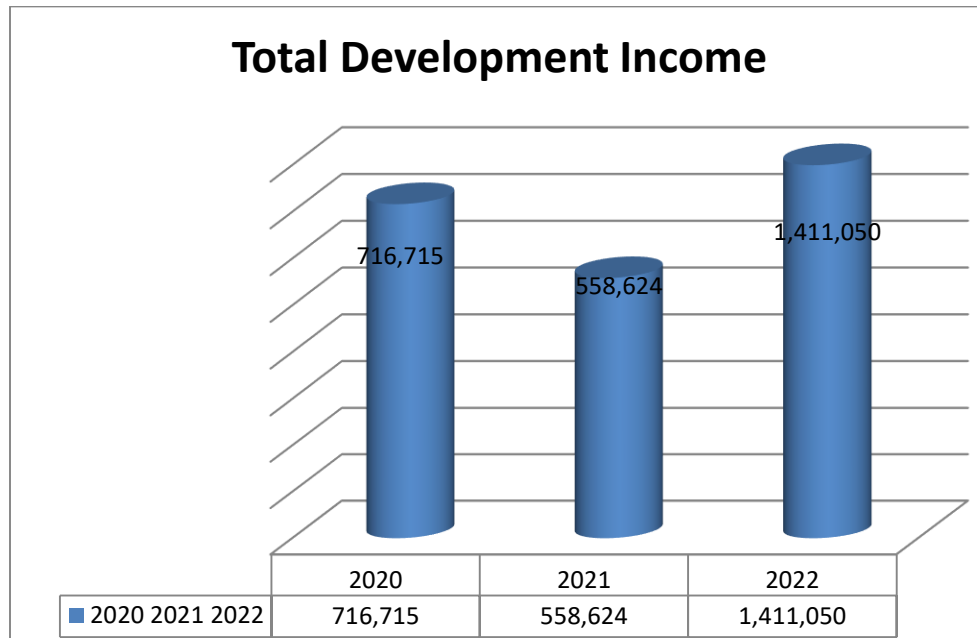


ThriftWorks! completed its ninth full year of operation on December 31, 2022. We continue to be pleased with the performance of the store since its opening in May 2013. However in 2022, with a year-end sales finish of \$443,468.00, or 10% below the preceding year we have begun to see the predicted flattening of revenues. This has been aided by the increase in inflation, causing expenses to increase as well. While donation numbers remain strong, the quality of items donated for resale has gone down as well, as people purged most of their goods in the 2020-2022 pandemic times. 2022 saw ThriftWorks hit its revenue targets 3 of 12 months, indicating a need to budget accordingly in 2023. The largest spike in donations occurred between the 1st and 2nd quarters of the year at 22%. We continue to store pallets of holiday goods and 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 2021, with two new trainees entering the training program and a total of 9 in training during 2022. Two of these individuals successfully finished training in 2022 and are currently seeking competitive employment. Sixty three 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 2022 were the result of pandemic concerns and will likely remain the case well into 2023. 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 2022, WACOSA received \$503,120 in donations and \$907,930 in grants for a total of \$1,411,050 development dollars agency-wide. This amount includes a Minnesota Department of Human Services grants totaling \$861,280. Also included, is a combined, restricted donation from Auto Parts Headquarters (APH) and the Bartlett Family of \$219,293 (actually received in 2022). 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.

Particularly noteworthy is the progress WACOSA has made in planned giving over the past year, with the account totaling to date over \$117,000. WACOSA started a spring appeal and that, together with the Annual Appeal was a solid part of the fundraising dollars, reaching \$44,327 by the close of 2022. 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 reaching out to current donors about planned giving.

WACOSA had 752 total donors in 2022, up approximately 10% 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 \$356,000. Additionally, \$32,4588 was raised at WACOSA's 1-5K Run/Walk fundraiser. We greatly appreciate the faithful support of our many contributors for supporting us during these unprecedented times. Our Fund Development Committee continues to brainstorm new fundraising formats and opportunities as 2023 unfolds.

2022 Volunteer Data:

Numbers of volunteers and volunteer hours rebounded slightly in 2022, with a total number of volunteers at 60 contributing 1968 hours of service. 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 2022.

Major Goal Areas for 2023 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.
- 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.
- 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 2022 – 2025 Strategic Plan.
- Keep DocuShred growing and discover new systems to help make it profitable, while negotiating increased area competition.
- 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.
- 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.