### AMPLIFY VISIBILITY FOR YOUR NONPROFIT THROUGH





- ▶ Use Guidestar to amplify your voice
- ▶ Share financial and impact data to drive donor management
- ► Reduce time spent completing grant applications
- ▶ Strengthen Diversity, Equity and Inclusion within your organization

#### SESSION OBJECTIVES



D/02:24Hel Form 990 OMB No. 1545-0047 Return of Organization Exempt From Income Tax 2018 Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations ▶ Do not enter social security numbers on this form as it may be made public. Open to Public Department of the Treasury Internal Revenue Service Inspection ► Go to www.irs.gov/Form990 for instructions and the latest information. For the 2018 calendar year, or tax year beginning , 20 C Name of organization Check if applicable: D Employer identification number NC 58-2149 Address change KetoRM E Telephone numbe Name change Initial return Amended return Application pending F Name and address of principal officer. H(a) Is this a group return for subordinates? Yes H(b) Are all subordinates included? Yes No If "No," attach a list, (see instructions) ) ◀ (insert no.) ☐ 4947(a)(1) or ☐ 527 Website: ►
Form of organization Corporation Trust Association Other ► H(c) Group exemption number ▶ M State of legal domicile Part I Summary Briefly describe the organization's mission or most significant activities: Check this box ▶ ☐ if the organization discontinued its operations or disposed of more than 25% of its net assets. Number of voting members of the governing body (Part VI, line 1a) . . . . . . . . . Number of independent voting members of the governing body (Part VI, line 1b) . . . . . Total number of individuals employed in calendar year 2018 (Part V, line 2a) . . . . . Total unrelated business revenue from Part VIII, column (C), line 12 b Net unrelated business taxable income from Form 990-T, line 38 Contributions and grants (Part VIII, line 1h) . Program service revenue (Part VIII, line 2g) Investment income (Part VIII, column (A), lines 3, 4, and 7d) Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) . . . Total revenue — add lines 8 through 11 /must equal Part VIII column (A) line 101

#### Weaknesses of Form 990 Data

- It does not have much data on nonprofit programs or impact
- The data tends to be at least 1.5 years old
- Is not specific to particular types of nonprofits



Form <b>990</b> Department of the Treasury		of the Treasury	Return of Organization Exempt Frounder section 501(c), 527, or 4947(a)(1) of the Internal Revenue Combined to the Internal Revenue C	de (exc t may b	cept private foundations) be made public.	Open to Public			
_		nue Service	Go to www.irs.gov/Form990 for instructions and the		Inspection				
				ng J	UN 30, 2018				
B	B Check if applicable: C Name of organization				D Employer identification	on number			
Address ME		S MEAT	S ON WHEELS OF SAN ANTONIO						
	Name		usiness as		74-194	0616			
Е	Initial	-		n/suite		0040			
F	Final		NW LOOP 410	ivsuite	E Telephone number 210-73	5_5115			
	termin		town, state or province, country, and ZIP or foreign postal code		G Gross receipts \$	8,293,453.			
	Amen		ANTONIO, TX 78229		H(a) Is this a group return				
	Application		e and address of principal officer; VINSEN FARIS		for subordinates? Yes X No				
	pendir	ng l	AS C ABOVE	H(b) Are all subordinates included? Yes No					
1	Tax-exe	empt status:		527	If "No," attach a list.				
			MOWSATX.ORG		H(c) Group exemption nu				
				L Year o	of formation: 1977 M Sta				
	art I	Summary				or logar dollinono, 221			
d)	1	Briefly describ	be the organization's mission or most significant activities: WE NOUF	RISH	LIVES, ENABLE				
20		INDEPEN	NDEPENDENCE, AND CARE FOR PEOPLE IN OUR COMMUNITY.						
Activities & Governance	2	Check this bo	eck this box  if the organization discontinued its operations or disposed of more than 25% of its net assets.						
	3	Number of vo	umber of voting members of the governing body (Part VI, line 1a)						
	4	Number of inc	dependent voting members of the governing body (Part VI, line 1b)		19				
es			of individuals employed in calendar year 2017 (Part V, line 2a)			136			
¥.	6	Total number	of volunteers (estimate if necessary)	6	2237				
cti	7 a	Total unrelate	otal unrelated business revenue from Part VIII, column (C), line 12						
4			business taxable income from Form 990-T. line 34		7a	0			

#### **Strengths of Form 990 Data**

- It is relatively comprehensive
- It is in a standardized format
- It has great baseline information on mission, staff, board and finances



## MOVING TOWARD RESULTS & COMPARATIVES



	MOW A 990	MOW B 990
Program Revenues	1,000,000	1,000,000
Contributions	200,000	200,000
Total Revenues	1,200,000	1,200,000
Expenses	1,200,000	1,200,000
Change in Net Assets	0	0



MOW A	MOW B
Serve 500 seniors	Serve 500 Seniors
Service Area is 50 square miles	Services area is 1 square mile
Uses frozen meals	Cooks all meals
25 employees	10 employees
50 volunteers	100 volunteers
75% have increased weight	50% have decreased weight



#### Repayer

"I give to my alma mater"

"I support organizations that had an impact on me or a loved one"

#### **Casual Giver**

"I primarily give to well known nonprofits through a payroll deduction at work"

"I donated \$1,000 so I could host a table at the event"

#### **High Impact**

"I give to the nonprofits that I feel are generating the greatest social good"

"I support causes that seem overlooked by others"

#### **Faith Based**

"We give to our church"

"We only give to organizations that fit with our religious beliefs"

#### See the Difference

"I think it's important to support local charities"

"I only give to small organizations where I feel I can make a difference"

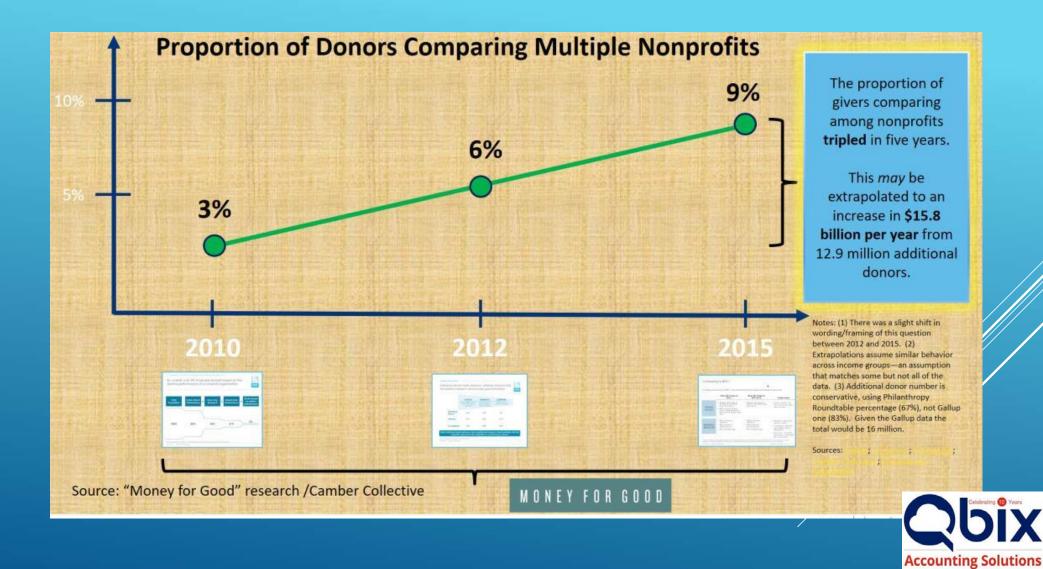
#### **Personal Ties**

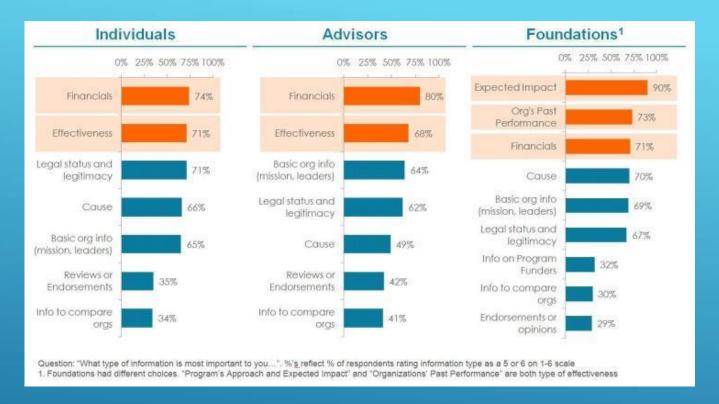
"I only give when I am familiar with the people who run an organization"

"A lot of my giving is in response to friends who ask me to support their causes"

DON'T BE A "BEST KEPT SECRET": WHAT TYPES OF DONORS CAN YOU INFLUENCE?







#### MONEY FOR GOOD II

GIVING INTELLIGENCE: DESPITE DIFFERENT MOTIVATIONS AND RESEARCH BEHAVIORS, EACH GROUP WANTS SIMILAR INFORMATION...



- ► High Performance is the ability to deliver
  - Over a prolonged period of time
  - Meaningful (to whom)
  - ► Measurable (by whom)
  - Sustainable results (for how long)

For the people or causes the organization is in existence to serve.

#### WHAT IS HIGH PERFORMANCE?



### Score Yourself...1-5 (no 3's!!!) for each item based on Corroborating Evidence

- 1) Courageous and adaptive board leadership
- 2) Disciplined, people-focused management
- 3) Well-designed, well-implemented programs
- 4) Financial health and sustainability
- 5) A culture that values learning
- 6) Internal monitoring for continuous improvement
- 7) External evaluation for evidence of effectiveness

### WHAT ARE THE CHARACTERISTICS OF A HIGH PERFORMING NONPROFIT?



Participation Org Count		
Number of Participating Organization	ons	6,801
Number of Published Organizations		5,156
Number of Metrics Submitted		36,778
Number of Metrics Published	20,833 56.64%	
Total Stock Metrics Published	15,052 72.25%	
Total Custom Metrics Published	5,781 27.75%	

#### PLATINUM RESULTS SHARE ON GUIDESTAR





Basic Information: So you can be found



Financial Information: So you can build trust



Program Information: So you can tell your story



Results: So you can show the difference you make

### SHARE YOUR STORY AND YOUR DATA WITH THE WORLD



#### **BRONZE**

Names & Contacts

Addresses

**Donation Info** 

Founding Info

Leadership & Staff

**Board Members** 

Brand

Mission

Programs & Map

Categorization





#### **SILVER**

**Financial Documents** 

Fiscal Year

Revenue

Expenses

Assets & Liabilities

**Funding Sources** 





#### GOLD

Issue
Goals
Strategies
Capabilities
Indicators
Progress



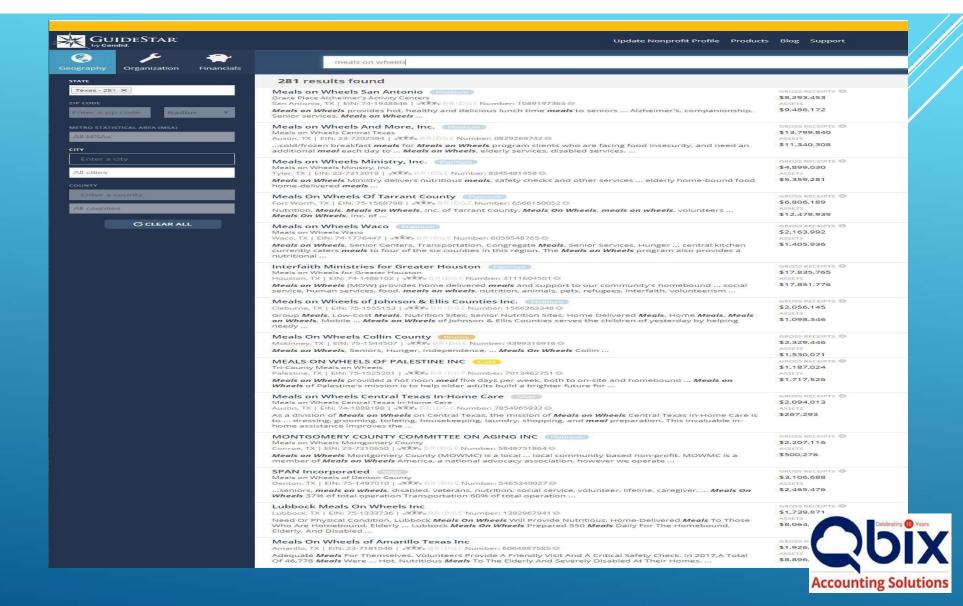


#### **PLATINUM**

Metrics
External Evaluations











#### PROGRAMS + RESULTS

#### What we aim to solve (lew)

Nearly nine million seniors (14%) face the threat of hunger and approximately 17 million seniors (24%) live alone, placing them at greater risk of the harmful health effects of social isolation. ... READ MORE

#### **REPORTS & DOCUMENTS**

■ Download Annual Reports →

Download Other Documents -

#### Our programs

What are the organization's current programs, how do they measure success, and who do the programs serve?

SOURCE: Self-reported by organization

#### Meals on Wheels San Antonio



Meals on Wheels provides hot, healthy and delicious lunch time meals to seniors who have difficulty leaving their homes and are unable to prepare a meal for themselves. Hundreds of dedicated volunteers travel across the city to deliver not only the hot meal, but to also provide daily safety checks. The AniMeals program delivers monthly pet food supplies to seniors who would otherwise risk their own health to share their meals with their animal companions. Receiving a fresh meal daily allows the seniors of Bexar County to continue a healthy and happy life in their own homes, rather than move prematurely into costly assisted living facilities

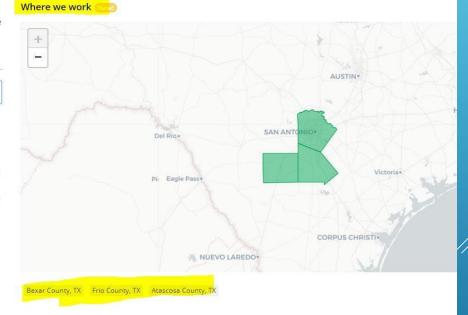
#### Population(s) Served

Aging, elderly, senior citizens People with disabilities

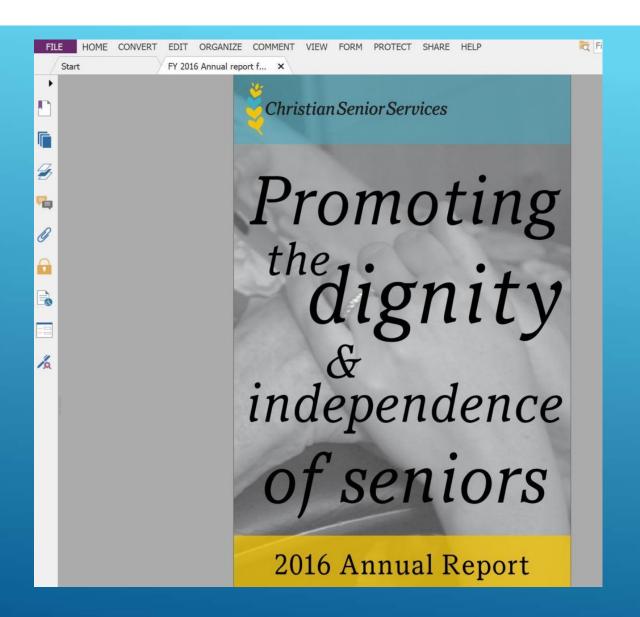
#### Budget

\$55,963

Grace Place Alzheimer's Activity Centers









MEALS ON WHEELS SAN ANTONIO
FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2018



#### Our programs

What are the organization's current programs, how do they measure success, and who do the programs serve?

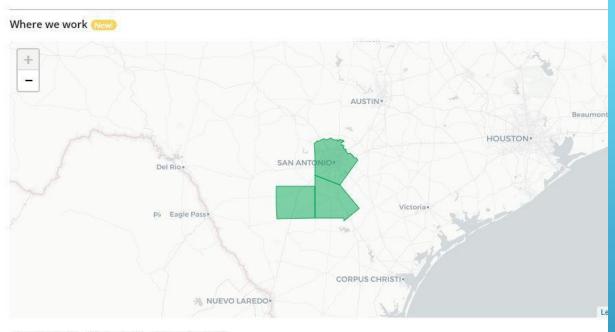
SOURCE: Self-reported by organization

Meals on Wheels San Antonio

Grace Place Alzheimer's Activity Centers



Grace Place is a licensed adult day care program that provides a warm, home-like environment for individuals suffering from Alzheimer's disease to spend the day. At our three Grace Place centers, they engage in supervised activities that emphasize their remaining abilities, rather than disabilities. Alzheimer's disease is the most common form of dementia and the sixth leading cause of death among older adults. In Bexar County alone, this irreversible, progressive brain disorder affects approximately 39,000 people. An estimated 70 percent live at home with a family caregiver. Often unable to afford outside care, there is an enormous strain on caretakers' finances, on their time, which can negatively affect their job security, and on their personal well-being. With funding from generous donors, we keep our day care costs to \$50 a day versus the \$160 to \$200 a day charged for home health or nursing home services. For those caregivers who cannot afford the daily rate, we seek stipends to cover those costs. Our Grace Place programs in 2015-2016 provided 18,560 full days and 7,534 half days of care and activities beneficial to seniors with Alzheimer's. The need for lowcost day programs will only increase in coming years. The number of people age 65 and older with Alzheimer's is expected to increase from 5.2 million today to 13.8 million in 2050.

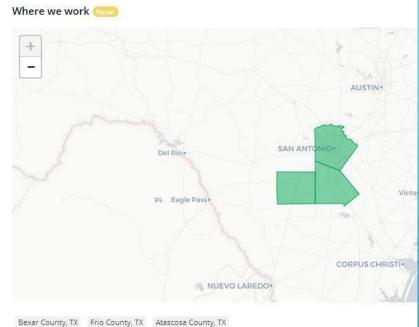






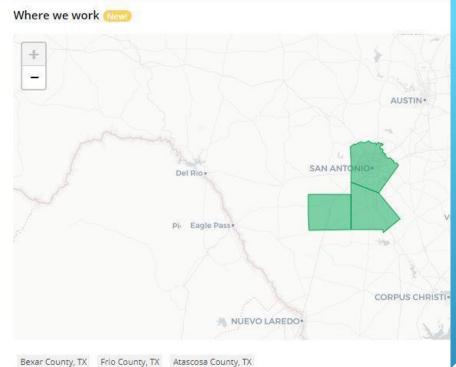
#### Our programs What are the organization's current programs, how do they measure success, and who do the programs serve? SOURCE: Self-reported by organization Meals on Wheels San Antonio Grace Place Alzheimer's Activity Centers Friendly Visitor Program The Friendly Visitor program provides companionship to disabled and homebound seniors in San Antonio and the surrounding areas. Volunteers spend time in the homes of lonely individuals helping support their health, mental well-being and ability to live independently in their own homes by providing companion and assistance with daily activities. This program helps isolated seniors alleviate feelings of loneliness by keeping them active and engaged with members of their community. It also provides numerous impactful civic engagement opportunities to the citizens of San Antonio. Population(s) Served Aging, elderly, senior citizens Budget \$54,000 AniMeals

Our Results





# Our programs What are the organization's current programs, how do they measure success, and who do the programs serve? SOURCE: Self-reported by organization Meals on Wheels San Antonio Grace Place Alzheimer's Activity Centers Friendly Visitor Program AniMeals The AniMeals program delivers monthly pet food supplies to seniors who would otherwise risk their own health to share a meals with their animal companions.



#### Population(s) Served

Aging, elderly, senior citizens People with disabilities

#### Budget

\$50,000



#### Our Results

How does this organization measure their results? It's a hard question but an important one. These quantitative program results are selfreported by the organization, illustrating their committment to transparency, learning, and interest in helping the whole sector learn and grow.

SOURCE: Self-reported by organization

#### Percentage of clients satisfied with Meals on Wheels San Antonio services

TOTALS BY YEAR

2017

2016

2015

POPULATION(S) SERVED Aging, elderly, senior citizens

RELATED PROGRAM

Meals on Wheels San Antonio

TYPE OF METRIC

Outcome - describing the effects on people or issues

DIRECTION OF SUCCESS

Increasing

Number of seniors who receive healthy, nutritious meals each week

TOTALS BY YEAR

2017 5,269

2016

2015 5,590

POPULATION(S) SERVED

Aging, elderly, senior citizens

RELATED PROGRAM

Meals on Wheels San Antonio

TYPE OF METRIC Output - describing our activities and

DIRECTION OF SUCCESS

increasing

reach

Percentage of seniors who report improved health as a result of regular meal deliveries and safety checks

TOTALS BY YEAR

2018

2016

2015

2017

POPULATION(S) SERVED

Aging, elderly, senior citizens

RELATED PROGRAM

Meals on Wheels San Antonio

TYPE OF METRIC

Outcome - describing the effects on people or issues

Increasing

DIRECTION OF SUCCESS

Percentage of clients living with Alzheimer's who achieve a stabilized routine as a result of day services

TOTALS BY YEAR

2018 81

POPULATION(S) SERVED Aging, elderly, senior citizens

RELATED PROGRAM

Grace Place Alzheimer's Activity Centers

TYPE OF METRIC

Outcome - describing the effects on people or issues

DIRECTION OF SUCCESS

Increasing CONTEXT NOTES

Annual survey of caretakers revealed. that 81% reported loved ones who attended Grace Place achieved a stabilized routine though mental and physical stimulation by participating in daily activities.



Percentage of caretakers who benefit from resources and support groups

TOTALS BY YEAR

2018

POPULATION(S) SERVED Aging, elderly, senior citizens

RELATED PROGRAM

Grace Place Alzheimer's Activity Centers

TYPE OF METRIC

Outcome - describing the effects on people or issues

**DIRECTION OF SUCCESS** 

Increasing

CONTEXT NOTES

Annual caregiver survey indicating the percentage of caregivers reporting ability to get needed rest, continue or return to work, and or/ found useful resources and information about

#### **Charting Impact**

Five powerful questions that require reflection about what really matters - results.

SOURCE: Self-reported by organization

What is the organization aiming to accomplish?	^
What are the organization's key strategies for making this happen?	~
What are the organization's capabilities for doing this?	~
How will they know if they are making progress?	~
What have they accomplished so far and what's next?	~

The goal of all services of Meals on Wheels San Antonio is to promote the dignity and independence of seniors and to support their ability to age in place. Specifically, seniors receiving Meals on Wheels will maintain/improve their health and autonomy by receiving one nutritionally-balanced meal daily along with a wellness check and personal visit. Seniors receiving meals report they are more confident in their personal safety, knowing that someone will visit them daily.

The goal of Grace Place is to offer Bexar County an affordable alternative to premature enrollment in costly nursing facilities. Grace Place will offer safe and ability-appropriate activities for seniors living with Alzheimer's and dementia. Additionally, the centers will offer support to caregivers by providing ongoing education about the disease and making available a time for respite.



# Charting Impact Five powerful questions that require reflection about what really matters - results. SOURCE: Self-reported by organization What is the organization aiming to accomplish? What are the organization's key strategies for making this happen? What are the organization's capabilities for doing this? How will they know if they are making progress?

next?

Before a senior can receive regular meal delivery from Meals on Wheels, Client Services Team Members conduct an initial in-home assessment. This first visit assesses the needs of the client and the ability of staff and volunteers to safely deliver meals. To address the immediate need, each team member carries boxes of shelf stable meals to each meeting with a potential client. Once on the program, clients are regularly assessed by a Client Services Team Member to ensure that their changing needs are adequately addressed.

At Grace Place, each staff member recognizes the need to preserve a clients' dignity and cares for each individual in the same manner as they would friends and family. Adults with Alzheimer's spend the day at Grace Place interacting with other seniors while engaging in activities that focus on their remaining abilities rather than disabilities. Because of this reprieve during the day caregivers can resume some of their normal activities.



# Charting Impact Five powerful questions that require reflection about what really matters - results. SOURCE: Self-reported by organization What is the organization aiming to accomplish? What are the organization's key strategies for making this happen? What are the organization's capabilities for doing this? How will they know if they are making progress? What have they accomplished so far and what's next?

Meals on Wheels San Antonio has over 42 years experience providing exceptional senior services through its two programs, Meals on Wheels and Grace Place Alzheimer's Activity Centers, which focus on nourishing lives, enabling independence and caring for the oldest residents in the San Antonio community. Through these two programs, the organization has made many partnerships in order to holistically meet the ever-changing needs of area seniors, helping them age in place and ultimately postpone premature relocation into expensive nursing care facilities.



Charting Impact				
Five powerful questions that require reflection about what really	matters - res	ults.		
SOURCE: Self-reported by organization				
What is the organization aiming to accomplish?	~	We measure progress by assessments. We measure client outcomes through Client Needs Evaluation (CNE) and Nutritional Risk Assessment (NRA) surveys conducted by trained caseworkers during an initial visit and then annually		
What are the organization's key strategies for making this happen?	~	for their time on the program. In 2017, 95 percent of elderly clients surveyed for the NRA reported positive nutritional outcomes, while 99 percent of the clients able to participate in the CNE reported feeling less isolated and more independent.		
What are the organization's capabilities for doing this?	~	At Grace Place, caregiver surveys produce positive findings each year. In 2017, for example, our surveys showed that: 81 percent of loved ones with Alzheimer's disease achieved a stabilized routine through mental and physical stimulation on a daily basis provided by trained staff. Our survey responses showed that 94 percent of caregivers were able to get needed rest, continue or return to work, and/or find useful resources and information about		
How will they know if they are making progress?	^	Alzheimer's through our free caregiver support groups.		
What have they accomplished so far and what's next?	~			
External Reviews	Pho	otos Video		

#### **Charting Impact**

next?

Five powerful questions that require reflection about what really matters - results.

SOURCE: Self-reported by organization

What is the organization aiming to accomplish?

What are the organization's key strategies for making this happen?

What are the organization's capabilities for doing this?

How will they know if they are making progress?

^

What have they accomplished so far and what's

In 2016, Meals on Wheels San Antonio reached a milestone, topping the 1 million mark in fresh, nutritious meals delivered to seniors in need. The organization has grown the AniMeals program, which delivers pet food to seniors who cannot afford to feed their pets. We are expanding our weekend lunch delivery services to include breakfast an weekend meal deliveries for seniors most in need.

In 2017, we began work on new goals to increase the number of homebound seniors served from 5,000 to 6,000 within the next two years. We must grow the number of Meals on Wheels volunteers from the current total of 2,700 to 3,000 within the next two years.

To accomplish this goal, we hired a client acquisition specialist to expand our reach to new clients, and hired two additional volunteer coordinators to increase our volunteer ranks. We also devoted a staff member specifically to oversee AniMeals. We also began a Friendly Visitor program to provide seniors with companionship to alleviate isolation and depression.

In 2018, due to the closing of rural nutrition programs, we began to serve Atascosa, Frio, and Medina counties to meet the needs of rural based seniors.

Because we are reaching capacity, the board is creating a new reserves fund for a planned capital campaign. Our next step is to initiate that campaign. We must open, equip and staff a massive new kitchen facility to serve larger numbers over a wider area. At the same time, we are working to repair and/or replace food preparation and storage equipment in our existing kitchen facility.

We must expand the number of Grace Place centers. We have renovated centers in need of repairs. Our next step for existing centers is to open sensory gardens that have been proven to help persons with Alzheimer's enjoy the advantages of seeing, smelling and touching plants in specially planted and maintained gardens. Our next step is to find suitable facilities for new Grace Place centers.

We are proactively responding to evolving changes occurring at local, state and national levels, and to changes in client needs. For example, many in the growing senior population are outliving their families and their personal resources, which will leave them without the traditional support of caregivers and adequate funds for their care.

To respond to these needs, we are strategically expanding our funding sources. Ultimately, we must grow the quantity and quality of our resources to ultimately double the numbers of clients served in a service area with a rapidly growing senior population. Based on the need for growth, we hired an additional donor relations specialist and went from contracting grant writing to a full time employee.

We have more than 42 years of experience and a solid foundation of success to inspire our efforts to secure more support to better serve increasing numbers of seniors in need.



# Charting Impact Five powerful questions that require reflection about what really matters - results. SOURCE: Self-reported by organization What is the organization aiming to accomplish? What are the organization's key strategies for making this happen? What are the organization's capabilities for doing this? How will they know if they are making progress? What have they accomplished so far and what's next?

#### External Reviews

Powered by GREAT Nonprofits

"One special lady who delivered meals to seniors was Eleanor Benke. Eleanor was a volunteer for many years and she was a senior citizen herself. She described her volunteer work as "Helping those o...

000

READ MORE >>

See All 47 Reviews

Write a Review

#### Photos













#### Meals on Wheels San Antonio

\* \* \* \* 47 reviews

Nonprofit Issues (NTEE): Alzheimers Disease, Food, Health, Human Services, Meals on

Wheels, Senior Centers, Seniors

Address: 4306 NW Loop 410 Ariana Barbour, San Antonio, TX 78229 USA

Mission: Meals on Wheels San Antonio was founded in 1977, as part of Christian Senior Services, to deliver meals to seniors who have difficulty leaving their homes and preparing

their own meals. We also provide specialized care for adults with Alzheimer's or of 'Read more...





Reviews for Meals on Wheels San Antonio



Writer Role: Donor

Writer

Role: Donor

\*\*\*\* October 3, 2018

One special lady who delivered meals to seniors was Eleanor Benke. Eleanor was a volunteer for many years and she was a senior citizen herself. She described her volunteer work as "Helping those old people." Eleanor is proof all ages can volunteer to this wonderful organization. RIP dear lady. Eleanor died at the ... Read more

Was this review helpful? Yes

Share this review: 🖂 💆 🚮



Flag review

October 3, 2018









This is one of the best 'person to person' organizations I've had the pleasure to help support. Without this organization, many seniors would go hungry and in America that would be a disgrace.

Was this review helpful? Yes

Share this review: 🖂 🎳 🚮

Flag review

Claim this organization







#### **FINANCIALS**

#### Meals on Wheels San Antonio

#### Revenue & Expenses **Balance Sheet** Revenue and Expenses Fiscal Year 2018 Source: Self-reported by organization Revenue Contributions, Grants, Gifts \$2,457,055 Program Services \$4,481,565 Membership Dues \$0 Special Events \$168,980 Other Revenue \$203,000 **Total Revenue** \$7,107,600 Expenses Program Services \$7,118,055 Administration \$362,235 Fundraising \$597,666 Payments to Affiliates \$0 Other Expenses \$0 **Total Expenses** \$8,077,956



#### **FINANCIALS**

Meals on Wheels San Antonio

Revenue & Expenses

Balance Sheet

#### **Balance Sheet**

Fiscal Year 2018

Source: Self-reported by organization

#### Assets

Total Assets	\$9,486,172

#### Liabilities

Total Liabilities	\$438,595
-------------------	-----------

#### Fund Balance (EOY)

Net Assets	\$9,047,577
Net Assets	\$9,047,577



Board Leadership Practices	BOARD ORIENTATION & EDUCATION	
GuideStar worked with BoardSource, the national leader in nonprofit board leadership and governance, to create this section, which enables organizations and donors to transparently share information	Does the board conduct a formal orientation for new board members and require all board members to sign a written agreement regarding their roles, responsibilities, and expectations?	Yes
about essential board leadership practices.	CEO OVERSIGHT	
SOURCE: Self-reported by organization	Has the board conducted a formal, written assessment of the chief executive within the past year?	Yes
	ETHICS & TRANSPARENCY	
	Have the board and senior staff reviewed the conflict-of-interest policy and completed and signed disclosure statements in the past year?	Yes
	BOARD COMPOSITION	
	Does the board ensure an inclusive board member recruitment process that results in diversity of thought and leadership?	Yes
	BOARD PERFORMANCE	
	Has the board conducted a formal, written self-assessment of its performance within the past three years?	Yes



#### Organizational Demographics

In order to support nonprofits and gain valuable insight for the sector, GuideStar worked with D5—a five-year initiative to advance diversity, equity, and inclusion in philanthropy—in creating a questionnaire. This section is a voluntary questionnaire that empowers organizations to share information on the demographics of who works in and leads organizations. To protect the identity of individuals, we do not display sexual orientation or disability information for organizations with fewer than 15 staff. Any values displayed in this section are percentages of the total number of individuals in each category (e.g. 20% of all Board members for X organization are female).

SOURCE: Self-reported by organization

# GENDER Board Members Senior Staff Female Male Transgender or unspecified nonconforming Unknown or decline to state SEXUAL ORIENTATION This organization reports that it does not collect this information for Board Members, Senior Staff, Full-Time Staff and Part-Time Staff. DISABILITY

This organization reports that it does not collect this information for Board Members, Senior

#### DIVERSITY STRATEGIES

Staff, Full-Time Staff and Part-Time Staff.

0	We track retention of staff, board, and volunteers across demographic categories
	We track income levels of staff, senior staff, and board across demographic categories
	We track the age of staff, senior staff, and board
	We track the diversity of vendors (e.g., consultants, professional service firms)
	We have a diversity committee in place
<b>Ø</b>	We have a diversity manager in place
	We have a diversity plan
	We use other methods to support diversity





Thank you!
CL Davidson, CPA
cl@qbixas.com
478-787-0532