

2019 IMPACT REPORT

**BOLD LEADERS.
BOLD PARTNERS.
BOLD FRIENDS.**

WE ARE CALLED TO BE BOLD

Last year, Mosaic publicly announced our *Called to be Bold* comprehensive campaign. It is a five-year campaign we began in 2016, but we used the first three years to quietly build momentum through major and planned gifts. By July of last year, we had raised more than 60% of our \$63 million goal. That fundraising success is reflected in the financial statements of this impact report.

The campaign seeks to engage people as **Bold Leaders**, **Bold Partners** and **Bold Friends** to advance the mission of Mosaic.

The pages of this report are filled with stories about people and programs that demonstrate our campaign progress:

BOLD LEADERS 6

Mosaic will expand our offerings of personalized services to people with diverse needs.

BOLD PARTNERS ... 10

Mosaic will create additional partnerships with churches and others to create new opportunities for people.

BOLD FRIENDS 14

Mosaic will procure the resources necessary to meet people's immediate needs.

The ***Called to be Bold*** campaign is part of Mosaic’s long-term strategic planning. Another component of that planning is growth. For the past several years, we’ve been acquiring other service providers in places where it made good sense; expanding our service locations and offerings is part of our plan as Bold Leaders. The growth and success following our acquisition of Soreo in-home support services in Arizona in FY2019 affirmed the wisdom of that direction.

Knowing that, it may sound counterintuitive, but Mosaic made the strategic decision to transition our services in Texas to a different provider, which happened in February of 2020. The unique funding and regulatory situation in Texas made it impossible for Mosaic to maintain services in that state and continue to thrive elsewhere. As you review this report, know that the financial statements reflect FY2019, while the other data and demographics reflect Mosaic after leaving Texas.

From both business and services perspectives, you’ll see in the following pages that Mosaic is on sound footing. Through diligent planning, combined with the faithfulness and grit of our employees, contractors and partners, we know the organization will thrive in the future.



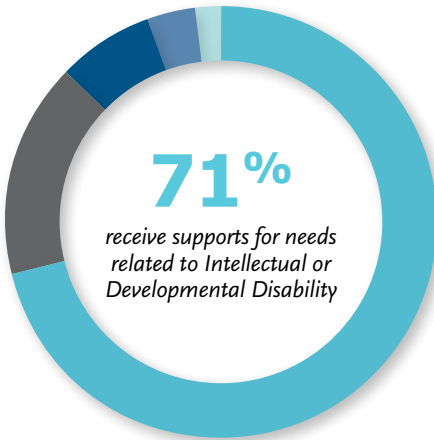
Thank you for being a partner and sharing in our mission,

A handwritten signature in black ink that reads "Linda Timmons". The signature is written in a cursive, flowing style.

Linda Timmons
President and Chief Executive Officer

WHO WE SERVE

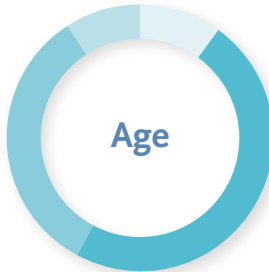
Mosaic partners with more than 3,930 people with diverse needs, providing individualized, whole-person services.



Mosaic's services meet diverse needs related to:

- Intellectual or Developmental Disability.....71%
- Aging16%
- Behavioral Health and Autism.....7%
- Physical Disability.....4%
- Other2%

Of those receiving supports related to Intellectual or Developmental Disability, 48% are between 22-45 years old and 59% are male.



- <2210%
- 22-4548%
- 46-6533%
- 65+9%

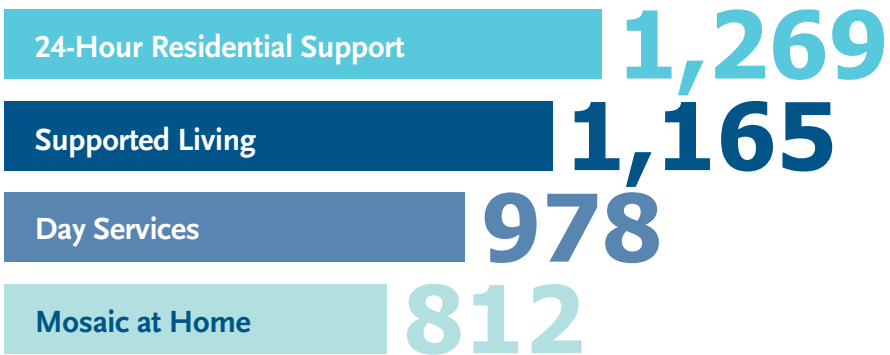


- Male.....59%
- Female.....41%

HOW WE SERVE

Diverse needs require diverse support services. These are the most common services Mosaic offers based on the number of people enrolled in the service.

There is overlap; some people receive day services and one of the other services shown.



These are the additional services Mosaic offers, based on individual needs.

There is overlap; many people receive more than one of these services, as well as one of the more common service offerings above.

| | |
|---|-----|
| Case Management. | 505 |
| Employment Services | 342 |
| Transportation Services. | 235 |
| Behavioral Health and Autism Services | 227 |
| Other. | 55 |
| Nursing Services | 51 |
| Special Education. | 35 |
| Respite Services | 5 |



BOLD LEADERS.

GRATEFUL PARENTS

Kent and Patti Mills have a nearly four-decade long relationship with Mosaic. Their son, Chad, was born in 1976 with intellectual and developmental disabilities. The couple raised him at home for several years, but realized he could use more specialized care.

At the time, Kent was working with others to invite Martin Luther Homes (which is today Mosaic) to expand into northern Colorado from its home state of Nebraska. When the organization opened its first home, Chad became a resident.



While it was not easy for the Mills, the decision was a good one, Kent said.

“We still had him home a lot,” Kent said, “but also we had a sense of relief because it felt like he was getting such great care there. The house was nice and the staff was good, management was good, so we felt comfortable with that.”

More than 35 years later, the Mills are still pleased with Mosaic’s services for Chad. No longer living in a group home, Chad now lives in a host home with Carly Spindler, a former Mosaic staff member. While the Mills were initially concerned to move Chad into a host home, they now are thrilled with how well he is doing.

“Carly is just amazing,” Patti said. “They just have a connection, the two of them. It’s just amazing. And she adores him. She is just a huge advocate for him.”

“If it weren’t for Mosaic, it’s hard to say where Chad would be at this point so you know we’re extremely grateful.” 🧩



111

Mosaic employees have received autism certification through IBCCES (International Board of Credentialing and Continuing Education Standards).

Certified Autism Specialists Bring Expert Help

Mosaic continues to grow resources to better serve people with autism.

“It’s been a positive and high-impact program that benefits the people we serve and our staff,” said Mosaic employee Nancy Potter.

The impact is especially evident in Ben’s life. Ben’s team set a social goal to go out to eat, something not possible prior to Mosaic. Now, Ben eats out nearly every week, does other activities, and even set a new goal to visit Disney World.

“Ben is thriving because of Mosaic,” his family said.

BOLD LEADERS.

Learning the “Why” Helps Diminish Aggressive Behaviors



There's a reason for every behavior. Mosaic's behavior supports program works to discover it.

Nine months of observation led Mosaic employee, Rebecca Kohl, to learn what drove Robert's sometimes aggressive actions. She found his frustration comes from wanting to engage, but not being understood.

3

employees have become Board Certified Behavior Analysts.

“I had to observe,” Kohl said. “It is simply an inability to communicate.”

Robert now uses a communication device to help him form sentences. His desire to be social showed immediately; he is using the device to tell jokes, Kohl said.

A Love Story with a Little Help from Mosaic

Ron dated Caroline for 11 years before he asked her to marry him. (“I wanted to make sure she's the right one,” he said.)

They were living apart, but once Mosaic found a host home where they could live together, Ron knew he was ready to spend his life with the one he loves. He made sure the proposal was romantic.

“I did it on her birthday,” he said. “I sang a song, and then I showed her the ring and we danced. Then she started crying, like she was very, very happy!”

Married soon after, their happiness continues three years later.

679

people have opened their homes as Mosaic at Home providers.



BOLD LEADERS.



BOLD PARTNERS.



5,430

In 2019, Mosaic received
43,842 gifts from
5,430 unique donors.

PARTNERS IN POSSIBILITIES

It was only by chance that Patty Powers attended a Mosaic fundraising event. Her husband, Patrick, had been invited and could not attend. So Patty went.

She was hooked. Within months, Patty brought her energy and enthusiasm to support Mosaic in multiple ways as a donor and volunteer. She helps with Mosaic's Rejoicing Spirits worship at a local church; she helps with a monthly luncheon and craft time in one of the group homes; she invited people to the annual fundraiser; and she even traveled to see Mosaic's partner program in Tanzania, called Building a Caring Community.

Patty had worked as a nurse for part of her career, and she worked serving people with intellectual disabilities.

***“I always enjoyed working with this population,”
Patty said. “Talk about unconditional love.
These people need to be included.”***

With her husband Patrick, the couple provided a new washer and dryer for one of Mosaic's group homes when she heard it was needed. She works with a couple of church groups to provide hand-sewn items like bags for walkers or clothing protectors to help people keep their clothes clean while they eat. The couple have provided tickets for sporting events and are regular, monthly donors.

“I've seen what Mosaic is doing locally,” Patty said. “I've seen what they're doing internationally. I think it's a good thing to be supportive of.” 🧩





85 people receive in-home support from Building a Caring Community's five outreach workers.

Outreach Services in Tanzania Offer a Lifeline of Support

Hadija and her son, Hasan, cannot attend a Building a Caring Community (BCC) center in Tanzania, but they still benefit.

Hasan's mobility is limited by physical and intellectual disabilities; he is often bedfast. He is too big for his mother to carry, and the roads are too rough for a wheelchair.

BCC's outreach program ensures they still get the resources they need. Staff visit their home, offering conversation, encouragement and therapies, as well as medications and food supplements. For Hasan and Hadija, it is a lifeline of support. → [Discover: mosaicinfo.org/international](https://mosaicinfo.org/international)

Company Receives Benefits “Tenfold” from Employee



4%


of people with
intellectual disabilities
are competitively
employed.

2017 FINDS Community Report

Partnering with Mosaic to employ Tim Karkiewicz has brought a tenfold return, according to the leader who helped hire him.

Kevin Schmidt said Karkiewicz does a great job and has become a “rallying point” for the employee team at Days Corporation in Elkhart, Indiana.

“When I approached staff with the idea of bringing Tim in,” Schmidt said. “I saw the care and concern and the willingness to help.”

“Mosaic may think we’re doing wonders for him,” Schmidt said, “I’d say we’re getting tenfold back from what he’s given us. I want a good employee and a good person, and Tim certainly fits that mold.”  Watch: tiny.cc/mosaic-tim

“We All Have a Desire to be Included.”

Wartburg Seminary students can be immersed in the theology of disability through a course offered in partnership with Mosaic. Perrie Dralle, participated in the spring of 2019, and by fall, was putting what she learned to use during her internship at a congregation that includes a young woman with an intellectual disability.

“I refer back to the course in my mind and even in my notes about how to approach and be in community with her,” Dralle said. “The thing it revealed to me was people are people are people. We all have a desire to be included.”

→ Learn more: mosaicinfo.org/churchrelations

35

students have
participated in
Mosaic’s seminary
program.



BOLD PARTNERS.



BOLD FRIENDS.



2,889

In FY2019, 2,889 people learned more about Mosaic by attending a Discover the Possibilities tour.

DISCOVER THE POSSIBILITIES

Jan Bontrager is committed to her Mosaic volunteer work. In fact, when she changed jobs a few years back, she told her new employer that she would need Wednesday mornings free so she could continue to come “sing, dance and ... just be silly” with people Mosaic serves.

“It is just wonderful,” Bontrager said. “They light up when you come in.”



They know that I’m there because I want to be there, not because I’m paid to be there.”

Her volunteering goes back nearly 20 years. Other volunteers have come and gone in that time, but she’s been consistent. Often, she brings her 92-year-old mother and makes sure she “gets her share of the hugs” from the people who know her as Grandma.

Bontrager’s commitment to people with diverse needs has been lifelong. She remembers as a child seeing students tease a classmate with a disability. Her response was to choose him as the person she’d play with. She also raised her children to see the dignity and abilities of all people.

“I want people to see they’re not any different than anybody else.”

Bontrager also serves on Mosaic’s local sustainable fundraising team, where she invites others to learn about Mosaic and become donors. She herself has made a five-year pledge to support Mosaic with monthly gifts.

A person of deep faith, she says, “It is nice to share the responsibility, and share the blessing.”

“You go and visit someone Mosaic serves and you see love shining out of them,” Bontrager said. “They were created the way they are for a purpose, for a reason.” 🧩



Donor Gifts Help Grow a Garden and a Community

Growing vegetables in a donor-funded garden bed yielded more than fresh food; it built community.

During the summer of 2019, the raised garden beds became a focal point, not only for the people who participate from Mosaic, but also for volunteers from local businesses, community gardens and even the police department.

“Everyone was involved,” said Mosaic employee Lauren Peyton. “Many who could not physically help came outside to chat with volunteers and watch.”

People took part in planting, harvesting, watering and weeding, and cooking classes taught how to use what was grown.

“It really brought the community together to help Mosaic.”

A New Ride Drives Independence



Danny always wanted more independence. Yet he had to rely on others to get him to the places he needed to go, including his job at the local hospital.

After some research, he decided he wanted a scooter. He started saving through an account that allows people with disabilities to save for needs without losing benefits. Then, with some help from Mosaic donor gifts, Danny made his purchase.

The scooter gives him new levels of responsibility, Danny said. He has to do the upkeep and take care of licensing and insurance.

But most of all, he loves the freedom the scooter gives him.

Martin Gets a *Chair Lift*

A lift recliner purchased with a donor gift was just what the doctor ordered to help Martin recover from an emergency surgery and start walking again.

Having used a wheelchair for nearly six years, the surgery made it even more difficult for him to move from his bed or wheelchair. A lift transfer was painful and didn't improve his strength.

His therapist recommended a lift recliner to help increase mobility and circulation in his legs. The new chair has given him the hope and strength to work hard at rehab.

“Martin has built up to walking with parallel bars and transferring himself,” said Mosaic employee Vickie Harshbarger. “It’s just another way our partners empower people to live their best life.”



THANK YOU FOR YOUR GENEROUS SUPPORT



Mosaic and Affiliates total net assets increased by \$7.4M or 5.7% in FY2019, compared to an increase last year of \$3.9M or 3.1%. The increase is primarily due to improvement in operations from a recent acquisition in Arizona, fundraising results, and the result of the net investment gains of \$2.6M.

A five-year comprehensive fundraising campaign, ***Called to be Bold***, launched in 2017. As a result, current year giving was \$4.5M from gifts and pledges received. The \$2.3M in new pledges made during FY2019 reflects our efforts to create a sustainable funding program. We received \$4.1M from estates in FY2019. In addition to the gifts recorded in FY2019, \$3.6M of new planned gifts were written.

The results described above would not have been possible without the gifts and donations from many people. We appreciate the many friends and partners who supported Mosaic's mission during this past year.

The Mosaic Board of Directors monitors the financial management of Mosaic through its Finance and Audit Committee. The Finance and Audit Committee received a report on October 24, 2019 from independent auditors on the financial results for Mosaic and Affiliates and for The Mosaic Foundation for the fiscal year ending June 30, 2019. The auditors included an unqualified opinion that the financial statements present fairly, in all material respects, the financial positions of Mosaic and Affiliates and The Mosaic Foundation.

A handwritten signature in black ink, appearing to read 'Scott Hoffman', with a long horizontal line extending to the right.

Scott Hoffman
Chief Financial Officer



Mosaic and Affiliates

Percentage of total revenue for year ended June 30, 2019

| | |
|---|--------|
| ■ Net Program Service Revenue | 94.15% |
| ■ Investment Revenue | 0.87% |
| ■ Unrealized Gain | 0.14% |
| ■ Gifts, Grants, Bequests & Estates | 3.31% |
| ■ Other Revenue | 1.52% |



The Mosaic Foundation

Percentage of total revenue for year ended June 30, 2019

| | |
|--------------------------------|--------|
| ■ Gifts and Grants | 69.63% |
| ■ Estates | 10.11% |
| ■ Investment Revenue | 18.14% |
| ■ Unrealized Gain | 2.12% |

The Mosaic and Affiliates audit report and the summary results of the Mosaic and Affiliates audited financial statements in this impact report include Mosaic and all related entities. A complete copy of the audit report for Mosaic and Affiliates and The Mosaic Foundation or the IRS Form 990 tax return for any of Mosaic's related entities may be found at: mosaicinfo.org/financial-reports/.

MOSAIC AND AFFILIATES

Balance Sheet as of June 30, 2019 (in thousands)

| | | | |
|----------------------------|------------------|---|------------------|
| Cash & Cash Equivalents | \$17,165 | | |
| Investments | \$72,401 | Current Liabilities | \$39,804 |
| Receivables | \$29,017 | Long Term Liabilities | \$27,126 |
| Property Plant & Equipment | \$57,468 | Annuity Obligations | \$1,327 |
| Other Assets | \$29,496 | Net Assets | \$137,290 |
| Total Assets | \$205,546 | Total Liabilities & Net Assets | \$205,546 |

Condensed Statement of Earnings for year ended June 30, 2019 (in thousands)

| | | | |
|-----------------------------------|------------------|-----------------------------|------------------|
| Net Program Service Revenue | \$242,692 | Personnel Expenses | \$146,257 |
| Investment Income | \$2,255 | Supplies, Services & Other | \$38,137 |
| Unrealized Gains (Losses) | \$364 | Day & Host Home Contractors | \$51,621 |
| Gifts, Grants, Bequests & Estates | \$8,533 | Insurance | \$2,514 |
| Other Revenue | \$3,930 | Workers' Compensation | \$4,938 |
| Total Income | \$257,773 | Interest Expense | \$1,237 |
| | | Depreciation Expense | \$5,726 |
| | | Total Expenses | \$250,430 |

| | |
|-----------------------------------|----------------|
| Operating Income (Loss) | \$7,343 |
| Unrealized Gains (Losses) | — |
| Effect of Recognition of FASB 158 | \$24 |
| Impairment of Goodwill | — |
| Change in Net Assets | \$7,367 |

THE MOSAIC FOUNDATION

Balance Sheet as of June 30, 2019 (in thousands)

| | | | |
|-------------------------|-----------------|---|-----------------|
| Cash & Cash Equivalents | \$111 | Current Liabilities | \$5,117 |
| Restricted Investments | \$47,125 | Long Term Liabilities | — |
| Receivables | \$5,473 | Annuity Obligations | \$1,458 |
| Annuity Fund Assets | \$2,329 | Net Assets | \$48,829 |
| Other Assets | \$367 | | |
| Total Assets | \$55,405 | Total Liabilities & Net Assets | \$55,405 |

Condensed Statement of Earnings for year ended June 30, 2019 (in thousands)

| | | | |
|---------------------------|-----------------|----------------------------|----------------|
| Gifts & Grants | \$7,799 | Supplies, Services & Other | \$2,527 |
| Estates | \$1,132 | Total Expenses | \$2,527 |
| Investment Income | \$2,032 | | |
| Unrealized Gains (Losses) | \$238 | | |
| Total Income | \$11,201 | | |

| | |
|--|----------------|
| Operating Income (Loss) | \$8,674 |
| Unrealized Gains (Losses) | — |
| Grants & Transfers to Support Services in Mosaic | \$(5,507) |
| Change in Net Assets | \$3,167 |

MOSAIC BOARD MEMBERS

The Mosaic Board of Directors is the organization's governing body. The Board holds in responsibility the trust and welfare of the people who support and the people who depend on Mosaic.



The Rev. Daniel Forehand
Indiana
Chairperson



Robert Graulich
Connecticut



James Olmsted
Nebraska
Vice Chairperson



Sandra Scott
Colorado



Linda Burt
Nebraska
Second Vice Chairperson



Patricia Nimtzt
Illinois



Akash Sethi
Texas
Secretary



James Totsch
Illinois



Edward Barker
Kansas



**The Rev.
Michael Cooper-White**
Pennsylvania



James Bowen
Nebraska



Michelle Thompson
Virginia



Megan Gustafson
Kansas

THE MOSAIC FOUNDATION BOARD MEMBERS

The Mosaic Foundation was established in 1992 as a supporting foundation for Mosaic. Its purpose is to steward financial gifts given to Mosaic.



Robert Graulich
Connecticut
Chairperson



Kevin Meyer
Nebraska



Mark Nicholson
Kansas
Vice Chairperson



Michelle Bolton King
Iowa



Susan Lutz
Iowa
Secretary



Gary Freeman
Nebraska



Matt Maciel
Kansas



The Rev. Daniel Forehand
Indiana
ex-officio



Richard Herman
North Carolina

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Real life. Real possibilities.

mosaicinfo.org

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