



# Imagine! Board of Directors Meeting, April 27, 2021

Zoom



## Meeting Book - Imagine! Board of Directors Meeting, April 27, 2021

### Meeting Agenda

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|---|-----------------------------------|
| 1. Introductions and public input<br><b>We kindly request that guests limit their comments to 3 minutes or less and regret that minutes are not transferable.</b> | Information                       |
| Darlene Ericson is visiting and considering Board membership.   |                                   |
| 2. Welcome David Rome, the newest member of the Imagine! Board of Directors.  |                                   |
| 3. Approval of Minutes<br><br>March 2021.docx   | Discussion, Approval              |
| 4. Request for Executive Session  | Approval                          |
| 5. Finance Committee Report   | Information, Discussion, Approval |
| 6. Services Committee Report  |                                   |
| 7. Boulder County Report  |                                   |
| 8. Board Recruitment Committee Report   |                                   |
| 9. Foundation Report  | Information, Discussion           |
| 10. Executive Committee Report  | Information, Discussion           |
| 11. Executive Director's Report   | Information, Discussion           |
| 12. Adjourn   | Approval                          |
| 13. Supporting Materials<br><br>Imagine! Report to the Board of Directors - 4-20.pdf  |                                   |



# Imagine!

Creating a world of opportunity for all abilities

## Report to the Board of Directors April, 2021

### CONTENTS:

- 1) CEO Report
- 2) *Taking a Closer Look at:*  
Imagine! Summer Camp!
- 3) Imagine! Foundation Report
- 4) Care Coordination Report
- 5) Community & Employment  
Services Report
- 6) Residential & Therapeutic  
Services Report



## General

Imagine! is honored to have been included as a [“Best of the West”](#) nonprofit as determined by Yellow Scene Magazine. YS wrote: “Imagine! is working to help people with developmental, cognitive, and physical challenges to join in with the rest of their communities. Offering services such as educational and therapeutic services, job training and placement, recreational activities, support for families and opportunities for community living, Imagine! is doing good and a great place to volunteer or donate to.” Positive stories like this in local papers and magazines is always a great opportunity to highlight and promote our mission.



## COVID-19

At the time of this report, the second mass vaccination clinic at the Boulder County Fairgrounds is underway. Nearly 500 people were vaccinated at the first one two weeks ago, and today we'll vaccinate another large group. On Monday, April 19, we will provide a smaller equity clinic to 50 people who need a sensory neutral environment. It is also the Pfizer vaccine which allows for people under age 18 to get the vaccine as well. I am proud of Imagine!'s role in making it possible for the people we serve to receive their inoculation as quickly and as easily as possible. I am proud of our partnership with the Association of Community Living (ACL) and Boulder County Public Health that led to this event coming together. I also want to thank Jenna Corder, Director of Client Relations, for her instrumental role in organizing the logistics of all of these clinics. When I asked her to take on this project, she did so excitedly and without hesitation. The successful execution of these clinics have demanded hours of her time on top of her already very demanding schedule. It has been a labor of love.

## Strategy

This month, we conducted our two-day virtual planning event which led to the development of four distinct goals with their accompanying goals and strategies. I will be working with Social Venture Partners to finalize our plan and then the team will work to tie the most immediate objectives to the FY22 budget. The Board will receive a presentation on our plan later this spring.

## Government Relations

Toward the end of the Long Bill process earlier this month, the Joint Budget Committee (JBC) authorized funding to remove 667 people from the statewide waiting list for a developmental disability (DD) resource which funds 24-7 services and supports. The statewide waiting list is about 3,000 people so this is a significant step in the right direction toward finally ending the waiting list. The Long Bill continues to have a placeholder for a 2.5% provider rate increase next year. These are very positive signals from the JBC that we continue to have the legislature's support for protecting and prioritizing funding for people with intellectual and developmental disabilities.

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## Report to the Board of Directors

April, 2021

### CEO Report

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The bills we are monitoring continue to make their way through the process and we do not have concerns at this point about them passing.

This month, meetings with HCBS Strategies revealed the state's preliminary plans on new service areas. Boulder and Broomfield Counties, at the time of this report, will likely be included with Gilpin and Clear Creek Counties. The latter two counties are currently served by the Single Entry Point (SEP) Adults Care Management, Inc. (ACMI) in our service area. We have been told that this process will continue through the end of June and hopefully, by mid-summer, clear maps of the new regions in the state will be shared and finalized. The state has indicated there will be approximately 20 regions and depending on the size of the region, up to three Case Management Agencies (CMAs) per region.

Respectfully submitted,

Rebecca Novinger

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# Imagine!

# Summer Camp!

## SinCe '98



We ran our first Summer Camp program in 1998, with 12 children attending. In the summer of 2019, we supported 87 people in our Summer Camp program. Camp activities typically include fishing, equine-assisted opportunities, art exploration, swimming, movement, sports and games, gardening, as well as lots of scheduled field trips to local venues. Our goal is to provide a sense of acceptance and self among peers, to enhance each participant's quality of life, and to promote community integration.

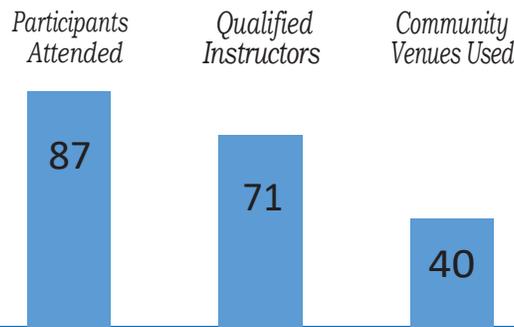
## What is Therapeutic Recreation?



Therapeutic Recreation focuses on improving a person's physical, cognitive, social, emotional, and leisure needs through activity interventions. That's a fancy way of saying that each activity is designed to develop skill sets among participants that can then easily translate into other aspects of their lives. Participants have fun while learning lifelong skills at the same time! We use a strengths-based approach that emphasizes abilities and positive individual choices, while also promoting each participant's health, safety, inclusion and well-being.

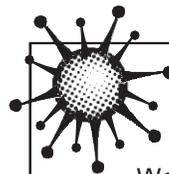


## SumMer Camp 2019, by the numbers:



## Meanwhile, in the summer of 2021...

This summer, we're planning on a hybrid model for Summer Camp. This means we'll be offering a mix of community-based services and 1-to-1 in-home supports. Overall, we have 66 kids signed up for camp this summer, which is less than a typical summer, but still more than last year. Due to COVID-related restrictions, we're limited in what what services we can offer this summer. Current restrictions prevent us from offering swimming and field trips in general— but these limitations could change at any point. We're planning for all possible scenarios so we're prepared for whatever might happen this summer!



Post-COVID, we plan to offer School Age programs that are more inclusive.

We're hopeful that for Summer Camp 2022 we can run a pilot program where we open up registration to kids without I/DD, including siblings of participants, and children of Imagine! employees. We're also looking at the possibility of expanding our School Age Services program— including Summer Camp— to kids ages 3-7. Stay tuned for more information on these exciting projects!

◆ **Purpose**

- *The Imagine! Foundation raises funds beyond its expenses annually and increases awareness of Imagine!'s clients, families, and needs in the local community in order to provide opportunities defined by Imagine! for increased independence and quality of life for those Imagine! serves.*

◆ **FY 2021 Foundation Focus Areas**

- 100% of both boards will make a philanthropic gift this fiscal year.
  - *Imagine! Board and Imagine! Foundation Board-100%*
- Fundraising emphasis on recapturing past donors at all levels, growing major gifts, and creating a memorable virtual event that connects the broader community to Imagine!'s mission.
- The FY2021 Employee Giving campaign will fund small emergency gift cards for families/individuals experiencing a small crisis. *We currently have 100 donors and expect to reach \$9,000.*
- The Foundation Board's Nominating Committee expects to recruit 3-5 new members for Imagine! BOD approval in the spring.
- Foundation funding will support all service areas, Case Management Emergency Funds, technology, the Employee Education benefit (truncated), and home repairs, in varying amounts.

◆ **April, 2021**

- As of 4/12/2021, **\$900,988 raised from 891 donors**. This time last year, \$846,324 from 890 donors.
- **Current Activities:**
  - Foundation Board recruitment for Imagine! BOD appointment continues.
  - Spring Direct Mail to recapture lapsed donors.
  - Search for new Foundation team member – Heather Sabo is leaving us on April 30 for a new opportunity at the YMCA.
  - New BOD Orientation – Friday, May 21, 7:30-10 a.m.

◆ **ACTION Needed by Imagine Board of Directors: FY2022 New Member**

- Per Imagine! Foundation By laws, a majority of Imagine! Foundation BOD are appointed by the Imagine! BOD. Please review the information below. In the Foundation Report, I will ask for your appointment vote.
- **FY2022 New Member for your appointment vote:**
  - Liz Griffin – Financial Planner, Trailhead Wealth Management, Erie resident

**Ways you can be involved with the Foundation:**

- Make a philanthropic gift to the Foundation (*your donation may be matched by your employer*)
- Subscribe to Foundation Friday ([email Patti](#))
- Attend our next Zoom board meeting on Tuesday, June 8, 7:30 a.m.
- Send Foundation Board name suggestions to Patti.

*Patti Micklin, 303-926-6443, [pmicklin@imaginecolorado.org](mailto:pmicklin@imaginecolorado.org)*

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## Care Coordination Report

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### ◆ Case Management Redesign Update

- The legislation needed to implement Case Management Redesign has been drafted.
- HCBS Strategies (the contractor HCPF has hired to help with decision making regarding catchment areas, etc) met with the CCBs on 3/28/2021.
- Their initial proposal includes combining Boulder, Broomfield, Clear Creek, Gilpin, and Jefferson counties.
- Rebecca, Robin, and Jenna will meet with the other Northern Central Colorado CCBs on 4/14/2021 to further discuss the suggestion.
- Imagine! and ACMI are collaborating to discuss future plans.

### ◆ Overall Achievements, Challenges, & Initiatives

#### • **Achievements**

- The Case Management department will be receiving a number of enrollments into the DD waiver around 7/1/2021. We are very excited to get more individuals enrolled in this waiver.
- The Early Intervention Department is working to streamline the referral process internally. We are getting support from the IT department on this endeavor.
- The Dayspring department continues providing all therapy via telehealth. Families are adjusting well. We are planning our next Pre-School Readiness Program.
- The Family Support team has sent the last grant run of the year to families. This team is working to change our internal procedures for funding grants with state and county dollars combined rather than one or the other, so we can increase state revenue for the department.

#### • **Challenges**

- We continue to see several crisis situations occurring on a regular basis. Most are related to housing needs. Our Crisis Specialist position remains essential.

#### • **Initiatives**

- We are thrilled to be coordinating Vaccination Clinics for COVID-19 in collaboration with Boulder County Public Health and the Association for Community Living (ACL). We had our first clinic on April 2 and vaccinated 434 individuals. We ran our second clinic on Friday, April 16. We have received positive feedback from families, who said the process was smooth and stress-free.



### ◆ Department Spotlight: The Autism Spectrum Disorder (ASD) Program

#### • **Department Summary**

- The Autism Spectrum Disorder (ASD) Program serves individuals ages 5-26 with a medical diagnosis of Autism and with adaptive and cognitive scores greater than 70. This program serves residents in Broomfield & Boulder County. The ASD Program is unique in that Imagine! is the only CCB in Colorado that is able to provide this funding. It is funded by Boulder & Broomfield county mill levy funds. The ASD Program currently serves 38 individuals from Boulder County and 6 individuals from Broomfield County.
  - Families of the ASD Program receive \$3000-\$5000 (depending on their funding year and county) to use towards the following services: audiology, behavior therapy, complementary and alternative therapies, equipment and supplies, family assistance services, medical services, occupational therapy, physical therapy, psychiatric services, psychological and
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## Care Coordination Report

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counseling services, social integration services, speech-language therapy, therapeutic recreation & fitness, vision therapy, and other enrichment services.

- The ASD Program is considered a “family-led” program. It is an expectation that the family will independently reach out for their preferred services as well as maintain open communication with the ASD Coordinator regarding their utilization of funds. It is the ASD Coordinator’s responsibility to ensure the completion of billing and payments for services and items requested.
- **Department Achievements, Challenges, & Initiatives**
  - **Achievements:**
    - The ASD Department recently hosted Town Halls where over 30 community members attended. The purpose of our Town Hall meetings is to inform providers and community members of open funding slots for the funding year 2021. Our relationships with community stakeholders continue to improve.
    - Despite changes to the Boulder county funding period, the majority of families were able to spend down the entirety of their funding due to ASD Flexible Spending initiatives and the ability to prepay for services to be rendered in early 2021. This was in tandem with the support of our Imagine! contracted providers.
    - All ASD Funding slots with the exception of 1 Boulder County slot have been filled as of March 31<sup>st</sup>.
  - **Challenges**
    - The ASD Program began 2021 with many open funding slots for various reasons, including the lack of in-person services/referrals in 2020 due to COVID-19.
    - Families are in need of continued ASD Flexible Spending initiatives due to COVID financial hardships.
    - Due to the fact that we changed our funding year from a fiscal year to a calendar year, families in 2020 had 6 months to spend down their funding as opposed to 1 year.
    - Training a new ASD Coordinator in a completely remote setting caused its expected challenges.
  - **Initiatives**
    - The ASD Program hosted Town Hall meetings in January to continue developing community relationships, find new contracted providers to bulk up our service provider offerings, and to spread the word that the ASD Program had available funding. These meetings reestablished ongoing relationships with the Autism Society of Boulder County, Temple Grandin School, and school district employees involved in the referral process. This has fostered the ASD Program’s ability to utilize community newsletters to share important information about the ASD program and information about Imagine! overall.
    - The ASD Program is working to send out a monthly newsletter that includes community resources, deadlines, and other pertinent information to the ASD Program. Our hope is that this newsletter streamlines communication between the ASD Coordinator and families to support the foundation of a family-led program.

◆ **Overall Achievements, Challenges, & Initiatives**

● **Achievements**

- The Employment Services team spent the month of March meeting with teams to discuss the changes underway in our program. Imagine! is committed to supporting our participants through the transition away from subminimum wage employment and toward competitive integrated employment. These meetings are the first step in that process. At these meetings, staff share information about the transition, discuss employment goals, and formulate a plan to get us there. These individual team meetings will continue to take place throughout the month of April, and then the team will begin crafting individual transition plans.



● **Challenges**

- **Hiring and Staffing**
  - Hiring continues to be a significant challenge. In March, we began boosting posts on Indeed.com in an effort to bring in more applicants. Unfortunately, while this has resulted in more applicants, these applicants have been unresponsive, and in two months, we still have not hired any new DSPs for Community Services. In the meantime, the demand for programming has continued to rise and several DSPs have left for other opportunities in other departments or outside of Imagine!.
  - At this point, our ability to ramp programming back up to pre-pandemic levels is contingent on our ability to hire more staff. At this time, we are having to pick and choose what services we can offer with the staff we have, rather than meeting the full demand for programming. From what we can tell, this is a systemic problem due at least in part to the enhanced unemployment rates.
- A number of COVID-related restrictions are limiting our ability to offer the full summer camp experience this year, despite increased interest from families.
  - Transportation restrictions from the Colorado Department of Education do not allow for group transportation in vans at this time. Without the use of vans, we are unable to offer field trips.
  - Swimming is a significant draw during summer camp, and restrictions on group size, transportation, and limitations on who can be in the water all currently prevent us from offering swimming as part of the summer camp experience.
  - Even if transportation restrictions are lifted, our ability to offer field trips is limited. Most venues are significantly restricting group sizes. Tickets are also only available for purchase a week in advance, where typically we would purchase tickets in April for all summer field trip activities. While we are hopeful transportation restrictions will change and we will be able to rotate smaller groups through field trip opportunities, it still poses a significant logistical challenge relative to other years.

● **Initiatives**

- Employment Services is working with PR to develop a new brochure designed specifically to help recruit business partners. It outlines how our program works, the business benefits of including neurodiversity in efforts to diversify your workforce, employer testimonials, and ways to partner with us.
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- We are currently researching software solutions for scheduling our staff. IDD services schedules can be very complex, and right now, they are managed entirely in Excel. This requires a lot of people power, and results in a lot of human error. We are hopeful that a software solution can reduce errors and create a better experience for staff.
- In Community Services, we are piloting additional changes to our staffing structure. We are testing out a specialized “Service Liaison” role. These Service Liaisons serve as the point of contact for individuals, families, providers, and other team members. They work with our therapeutic team to monitor progress on goals and help ensure that our participants have a high quality experience.

◆ **Program Spotlight: Assistive Technology Program**

• **Program Summary**

- Imagine!’s Assistive Technology (AT) program is embedded throughout all of our direct services. We provide technology experts who work across all programs to offer instruction, guidance, and assistance with the implementation of technology to strengthen self-advocacy, communication, and overall skills, leading to greater independence and self-sufficiency. Our AT program and longstanding commitment to technology sets us apart from other providers.



• **Program Achievements, Challenges, & Initiatives**

▪ **Achievements**

- Technology took a backseat during the pandemic, but we are working hard to revitalize the program. We’ve centralized leadership of AT efforts under the Director of Community & Employment Services and brought together the AT staff from throughout services to work together as a single team. With this new structure, AT will continue to be embedded throughout services, but we are pooling resources throughout services rather than operating in technology silos.

▪ **Challenges**

- Staffing can be a challenge, since we have limited ongoing funding available to support AT. Funding for this program comes from our local counties and the Imagine! Foundation, but there is more support needed from AT specialists than this funding provides.
- During the pandemic, we were limited in our ability to access the Group Homes to address technology concerns. Now that staff and residents have had the ability to be vaccinated, we are able to spend more time in the homes to address the backlog of needs, but catching up will take some time.

▪ **Initiatives**

- We are working with the Division of Vocational Rehabilitation to be approved as a vendor to conduct AT assessments for job seekers. This will open up an ongoing revenue stream for the department, but we don’t yet know how significant that revenue will be.
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◆ **Overall Achievements, Challenges, & Initiatives**

• **Achievements**

- Staffing is looking better at our Group Homes. We're not fully staffed, but we've been able to hire a handful of folks so things are headed in the right direction. We were also able to make an internal promotion for one of our supervisor positions.
- We are excited to report that we are starting indoor visitation at the Group Homes!
- We hired a new Companion Home Coordinator, who will be starting on April 5<sup>th</sup>.
- The Mental Health Team has collaborated with Kalis and Associates and community members to offer support groups to those impacted by the King Soopers Shooting. Our mental health therapist Eva offered a session this month for individuals close to Teri. Other mental health professionals have offered their time to provide additional opportunities throughout the month of April.
- Our Behavioral staff had a successful month of billing in March. Also, Behavior Specialist Steph Kenealy was awarded the Excellence in Customer Service Award for her dedication to Imagine! and contributions to the individuals we serve.



• **Challenges**

- We currently have 3 staffed sites without Site Supervisors, as well as an additional supervisory position that we are hiring for.
- Social Security has been more difficult to get a hold of and resolve problems with due to COVID, and they are admittedly behind in processing their paperwork.
- We are continuing to support our Host Home Providers whose clients have been unable to attend day program or work.

• **Initiatives**

- In our Residential program, we're exploring new funding possibilities
  - We're starting a pilot to see if our apartments program Timber Ridge can support people receiving SLS services.
  - We're also working with State SLS to fund some respite for Private Pay in the Host Home program.
- We're continuing to promote growth of our Host Home program, and we're planning out ways to accomplish that.

◆ **Department Spotlight: Host Home Program**

• **Department Summary**

- We have developed a robust Host Home Program in which an adult with intellectual or developmental disabilities chooses to live in a qualified provider's home. We have numerous Host Homes throughout Boulder, Broomfield, and surrounding counties.
  - We are dedicated to matching the likes, needs, and desires of the person in services with a provider that shares in these same values. This approach often creates long-lasting relationships and bonds that lead to growth for both the person in services and the provider. Our Host Home program serves individuals with a variety of needs, ranging from intensive care needs to independent supports within a community-based setting.
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- Our Host Homes support team is a group of dedicated professionals who have many years of experience in assuring that all providers and the people they serve have access to the resources they need in order to be successful.
  - **Department Achievements, Challenges, & Initiatives**
    - **Achievements**
      - Recently, Imagine!'s Crisis Specialist reached out to our Host Home department requesting an emergency placement. Our Host Homes program was able to place this individual within 72 hours and the placement continues to be successful.
    - **Challenges**
      - Program growth has been a challenge for Host Homes. The program's budgeted census is lower than expected due to the long-term impacts of COVID-19. The Host Homes program is always looking to take advantage of any growth opportunities.
    - **Initiatives**
      - The focus in Host Homes recently has been to provide ongoing support to providers and clients with the vaccine process. The site has also been working diligently to support its individuals recovering from recent medical issues so they can return to their homes.
-