



Imagine! Board of Directors Meeting, January 25, 2022

Zoom



Meeting Book - Imagine! Board of Directors Meeting, January 25, 2022

Meeting Agenda

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|---|-----------------------------------|---------------|
| 1. Introductions and public input
We kindly request that guests limit their comments to 3 minutes or less and regret that minutes are not transferable. | Information | |
| 2. Presentation
Overview of Behavioral Services at Imagine!. | | Kristin Cowan |
| 3. Approval of Minutes

November 2021 Simple.docx | Discussion, Approval | |
| 4. Request for Executive Session | Approval | |
| 5. Finance Committee Report | Information, Discussion, Approval | |
| 6. Services Committee Report | | |
| 7. Boulder County Report | | Sara Boylan |
| 8. Board Recruitment Committee Report
Recognition of Chris Dewhurst's election to the Imagine! Board of Directors! | | |
| 9. Case Management Redesign Development Committee Report | | |
| 10. Foundation Report | Information, Discussion | |
| 11. Executive Committee Report | Information, Discussion | |
| 12. Executive Director's Report | Information, Discussion | |
| 13. Adjourn | Approval | |
| 14. Supporting Materials | | |



Imagine!

Creating a world of opportunity for all abilities

Report to the Board of Directors

January, 2022

CONTENTS:

- 1) CEO Report
- 2) Imagine! Foundation Report
- 3) Care Coordination Report



General

Last month, with the support of Board Member Marie Gambon, I successfully filled the Director of Human Resources position vacated by Laura Ball. Jeff Tucker joined the Imagine! team on December 27th, allowing for a few days of overlap between himself and Laura prior to her departure.



Jeff Tucker is an experienced and adept Human Resources professional, with many years dedicated to improving education, social services, and non-profit organizations – most recently with mental health services. He has served on non-profit boards and worked with leadership teams to build effective programs and positive, engaging workplace cultures where both clients served and employees can grow and thrive. As a licensed attorney with a focus on employment and labor law, Jeff understands how to blend legal compliance with principles of fairness, compassion, and advocacy for employees into the workplace. Jeff loves engaging with others to create, innovate, and set goals, and understands that successful strategy is built on a foundation of shared values, meaningful work, and a supportive culture. He is also a strong advocate for diversity and equity, working to create an environment of belonging and inclusion for everyone.

Jeff holds a BS in Secondary Education from Southeast Missouri State University and a JD from Drake University Law School. Jeff attended both universities on academic scholarships and graduated with honors. While he values education, Jeff is fond of reminding himself and others, “There are so many ways to be smart, and so much we can learn from everyone we meet.”

Jeff is a “semi-native” to Colorado, spending several years of his childhood in Denver. After living and working in the Midwest, Jeff and his family returned to Denver to be closer to family. Jeff loves spending time with his wife and college-age kids, attending rock concerts, playing basketball, bike riding, brewing beer, and learning about history.

Please help me welcome Jeff to Imagine!.

Boulder Wildfires

As I write this report, we are 11 days out from the shock and trauma of witnessing the state’s worst wildfire in our backyard. The fires impacted dozens of clients, staff, contractors, and friends to Imagine!. In the immediate aftermath, we identified 188 families we serve in the areas of Louisville and Superior and called every single one of them. We have confirmed at least ten clients who lost their homes, along with one employee, and two contractors. We are also aware of at least seven additional families who are displaced and have various levels of damage.

Imagine!’s role in this recovery is to ensure the people we serve are connected with the many, many community resources being made available. We will assist with navigating the resources and sharing information. If someone has an outstanding need related to their services at Imagine!, such as a piece of specialized equipment that was lost in the fires, we will take on an active role in facilitating that process. As we learn of individual Go Fund Me campaigns, we are sharing those links on our social media and widely across the IDD network.



We will be giving employees paid time off to attend to their needs as they arise in the coming weeks and months.

We have made our Dixon building parking lot available to Boulder County for overflow parking at the Disaster Assistance Center as well as overnight parking for FEMA vehicles.

Labor Shortage

The current COVID surge has arrived at Imagine!. In the early days of January, two group homes were placed on quarantine protocol due to multiple staff testing positive. We immediately requested emergency staffing support from the state but in just a few short weeks, they've seen a 400% increase in their own staff and long term care resident positivity rates. They cannot help us. We are working with temp and staffing agencies; I cannot report how successful that will be given the statewide surge at the moment. While the CDC has reduced the required isolation and quarantine periods, our state public health agencies have not followed suit so our employees are still bound by the stricter 10 and 14 day isolation/quarantine periods. Anticipating the trend of staff being out due to testing positive in the coming weeks, crippling our ability to safely staff the homes, I activated a Care Force immediately. We put a call out to the company for voluntary reassignment to cover shifts with generous hazard pay and bonus incentives. We also put a call out for Parent Helpers to step in as volunteers to support the group homes. Between these two efforts, as of the morning of January 10th, we have approximately 25 employees and 15 parent volunteers who have indicated interest in being part of this effort. This response level will support our efforts in organizing 3-4 weeks of concentrated staffing support to ride out what we all hope will be the final disruptive COVID surge.

Reduction in Community Services

Throughout the pandemic, the goal of Community Services was to sustain services for as many people as possible. We hoped and planned for pandemic restrictions to be lifted and a return to typical level of service offerings by late 2021. However, the pandemic-induced labor shortages have dramatically impacted our ability to effectively staff Community Services. Over the last eight months, Community Services has lost over half of its direct care staff without being able to replace them. Throughout that time, programming strategy was to reduce hours of service to people rather than reducing the number of people served. Last month, we assessed that this was no longer a tenable path. We made the difficult decision to significantly reduce the number of people served starting in January. This information was shared with families as quickly as possible and the days prior to the holiday break were spent answering questions, facilitating a live Town Hall, and assisting people with finding alternative services. While most families understood the circumstances because the labor shortage is everywhere, there are families that are frustrated and upset with how the decision was made and communicated. Our hope is this is a temporary reduction in services but is wholly dependent on our ability to restore staffing.

Direct Care Pay Scale

This month, we will roll out the Direct Care Pay Scale. The goal of the Direct Care Pay Scale is to aggressively elevate the starting pay of employees in positions providing hands on personal care so we can successfully draw

qualified applicants. Colorado authorized a package of temporary rate increases meant to support providers like Imagine! in increasing DSP compensation. When we attempted to raise compensation within our existing pay scale, we ran into multiple challenges including pay compression and pay equity. I assessed that the cleanest and most effective way to elevate compensation of this workforce was to pull them out of the Imagine! pay scale entirely and create a new one. At the time of this report, we are finalizing our roll out. I will share the response live at this month's Board meeting.

Boulder and Broomfield County Requests

Our annual request to Broomfield was approved with a 7.5% decrease versus Imagine!'s total award in 2021. Broomfield advised that the reduction was a result of more agencies applying for funding than ever before with a total ask of \$2.4M with only \$1.5M in their budget. They shared that no agency was fully funded this year as a result of the increased asks.

Our 2022 Boulder contract award will be 3.5% higher than 2021's award. At the time of this report, we are still finalizing contract materials, including our proposal for how funds will be distributed across the organization.

Boulder County ARPA Steering Committee

I was asked to co-lead the Economic Development Committee with Susan Casky, interim Co-Director of Boulder County Housing and Human Services, for the Boulder County ARPA Funds. December's work was focused on organizing the three committees (Economic Development, Housing, and Social Resiliency/Mental Health) and the work plan for January-March. The Economic Development Committee will focus on workforce issues, particularly in the nonprofit and human services space. The Boulder County wildfires have temporarily and appropriately paused that work. My understanding is that the hope is to resume this work in late January.

Respectfully submitted,

Rebecca Novinger

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.

November, 2021

- Philanthropy

- As of 1/10/2022, **\$586,167 raised from 608 donors**. The FY2022 revenue goal is \$775,000.
- We ended December 2021 \$100,000 ahead of December 2020. Foundation Board members solicited via mail, email, and Colorado Gives Day promotions, and I sent two direct mail letters and multiple email solicitations along with some personal outreach. To ensure that we reach or exceed our goals, we will need a strong push to get people to attend the virtual Imagine! Celebration. Imagine! needs our efforts and I know we can do it.

- IC2022

- The Foundation Board's decision to move the Imagine! Celebration to all virtual happened 90 minutes before the fires broke out. We shifted quickly to develop a virtual game plan, but then Kari and I both had to handle our own family evacuations. Deadlines will be tight so I appreciate your attention to these as much as you can. Thank you to everyone who donated wine for the wine pull. At the board meeting, I will give a high level overview of the virtual event.

If you haven't registered, please do so today!: <https://one.bidpal.net/ic2022/welcome>

- Honoring Bob Charles

The evening of April 6 will be our great opportunity to honor Bob and his legacy of support for people with intellectual and developmental disabilities and Imagine!. Please hold the date on your calendar. Currently, we plan to invite all major donors to show appreciation and recognition of everyone's generosity, with a focus on Bob. George Karakehian will emcee the evening.

Ways you can be involved with the Imagine! Foundation:

- Make a philanthropic gift to the Foundation (*your donation may be matched by your employer*)
- Sponsor or purchase tickets to the Imagine! Celebration and invite friends & family
- Subscribe to Foundation Friday ([email Patti](#))
- Attend our next Zoom board meeting on Tuesday, April 12, 7:30 a.m.
- Send ideas to Patti anytime.

Patti Micklin, 303-926-6443, pmicklin@imaginecolorado.org

◆ **Case Management (CM) Redesign Update**

- We received written communication from HCPF on the catchment areas for Case Management Agencies beginning in 2024. Imagine!'s area would include Boulder, Broomfield, and Gilpin counties..



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

• **Achievements**

- Family Support successfully spent all Boulder County funds given to us in calendar year 2021.
- Family Support is fully staffed!
- The Early Intervention department continues to see a high number of new referrals to the program.
- The Dayspring team will be completing all therapy visits for children birth to three via telehealth in January, due to the rise in COVID-19 cases.

• **Challenges**

- We have yet to see an RFP for Early Intervention Evaluations that was supposed to be released in early December. We are unable to plan for changes given that the RFP has so much basic information in it, such as rates and expectations.
- The recent Boulder County fires have left 10 families without homes and several others displaced. The Care Coordination team is working hard to support these families.

• **Initiatives**

- An Intake Program Manager position has been posted. This is a new role within Care Coordination. The person hired will oversee the day-to-day provision of intake and enrollment activities including IDD Delay Determinations, IDD Determinations and Enrollments into waivers and programs including ASD, FSSP, and Case Management. They will be responsible for improving coordination and communication between other organizations, clients and Imagine! as well as provide direct supervision to the Intake Supervisor and Housing Coordinators.
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