



## Meeting Book - Imagine! Board of Directors Meeting, June, 2022

### Meeting Agenda

1. Introductions and public input <b>We kindly request that guests limit their comments to 3 minutes or less and regret that minutes are not transferable.</b>	Information	
2. Approval of Minutes  April 2022.docx	Discussion, Approval	
3. Introduction of Dr. Kathryn Arbour, the new CEO of Imagine!.	I	
4. Acceptance of Bella Larsen's retirement from the Imagine! Board of Directors.	IDA	
5. Recognition of Marie Gambon's wildly successful, pro bono, multi executive searches.	I	
6. Election of Officers for 2022-23 fiscal year. <b>President: Don Brown Treasurer: Brenda Kaser-Burger Secretary: JoAnn Ross Ex-Officio: Sara Boylan</b>	I.D.A.	
7. Election of Housing Corp Officers for 2022-23 fiscal year <b>President: Don Brown Treasurer: Brenda Kaser-Burger Secretary: JoAnn Ross Ex-Officio: Sara Boylan</b>	I.D.A.	
8. Finance Committee Report	Information, Discussion, Approval	
Approval of FY 2022-23 Fiscal Year Budget	I.D.A.	
Approval of Resolution <b>1. Authority for CFO to execute all documents to effect the repayment of the Outstanding Indebtedness for the Coal Creek and Dixon property. Such payment will include outstanding principal at par (\$828k), accrued interest (\$4k) and fees up to \$30,000.</b>	I.D.A.	Robin Grey
Certificate of Authorized Signers		
Approval to Proceed <b>Authority for CFO to move forward and hire vendors to plan the execution of annuitizing frozen pension plan with final approval from the BOD pending final estimate of cost.</b>	I.D.A.	Robin Grey
9. Request for Executive Session	Approval	
10. Boulder County Report	I.D.	
11. Board Recruitment Committee Report	I.D.	
12. Case Management Redesign Development Committee Report	I.D.	
13. Foundation Report	Information, Discussion	
14. Executive Committee Report	Information, Discussion	
15. CEO's Report	Information, Discussion	
Resolution: Extending Board Presidency to a 2 year term		

16. Recognition of Rebecca Novinger's decade (2012-2022) at Imagine!.

Bella Larsen  
and Fred Hobbs

17. Adjourn

Approval

18. Supporting Materials

Imagine! Report to the Board of Directors - 6-22.pd



# Imagine!

Creating a world of opportunity for all abilities

## Report to the Board of Directors *June, 2022*

### CONTENTS:

- 1) CEO Report - Outgoing
- 2) CEO Report - Incoming
- 3) *Taking a Closer Look at:*  
Our AmeriCorps Planning Grant
- 4) Imagine! Foundation Report
- 5) Care Coordination Report
- 6) Community&Employment  
Services Report
- 7) Residential & Therapeutic  
Services Report



**Submitted by Rebecca Novinger, Outgoing CEO**

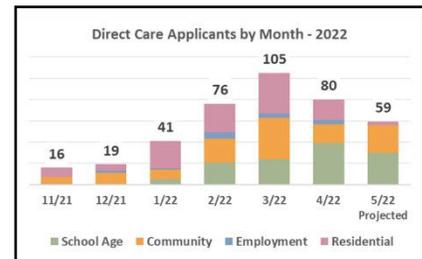
**General**

After a two-year hiatus due to COVID, Summer Camp is in full swing! We have hired about 50 counselors to serve 86 children. On May 31<sup>st</sup>, the School Age Services leadership team kicked off a one-week orientation experience to introduce the camp counselors to Imagine!, serving children with an intellectual and developmental disabilities, and everything they need to know to be successful. It feels wonderful to be providing this service in a way that feels very much as it did before the pandemic arrived in 2020. We'll be sharing pictures and videos of the children having the summer of their lives on social media – be sure to follow us!



**Workforce Update**

We implemented aggressive compensation increases in January and April 2022. In addition, we've retooled different recruiting strategies and internal hiring practices. The impact of both our monetary investments and process improvements have made materially positive impacts on our hiring. Below are recent charts demonstrating those impacts.



A few comments on the charts above:

1. The dramatic increases in applicants during April is due to upgrading our mobile hiring platform as well as purchasing a feature on Indeed that automatically routes our job openings to applicants applying for similar jobs to ours.
2. While May shows a projected drop in applicants for DSPs, that is primarily the result of a reduction in applicants for residential positions. Hiring in Community, Employment, and School Age Services remains high.

Since the Care Coordination pay increases were implemented in April, we've filled five care coordinator positions and have about five remaining.

### **American Rescue Plan Act (ARPA) Steering Committee for Boulder County**

The culmination of 9 months of work with Boulder County on their ARPA Steering Committee resulted in a presentation to the Boulder County Commissioners in early May with our recommendations. As co-Chair of the Economic Recovery Committee, I presented a \$7.5M proposal titled “Survive and Thrive” that will target supporting nonprofit organizations supporting individuals disproportionately impacted by the pandemic and small businesses geographically located in census tract areas. This proposal was accepted by the Boulder County Commissioners and they will move forward with implementation this year. My expectation is that Imagine! will have the opportunity to apply for additional ARPA funding from this program in later FY23. Full details of our body of work are available on the Boulder County ARPA Steering Committee website.

### **FY23 Budget**

My goal is to introduce a FY23 budget to my Board of Directors this month with a zero margin. After the first consolidation of all cost centers, we have work to do to close the gap. Our revenue and expenses are increasing significantly next year as a result of our ongoing efforts to return services to pre-pandemic levels. Expenses are tracking up from increases in compensation and increases to third party support services. We don't have FTE to cut. All current FTE are necessary to continue our ramp to services. We're focusing expense reduction to central office discretionary spending as much as possible.

### **Government Relations Update**

Early Intervention Colorado is undergoing massive system-wide changes on every level. May and June has been a period of transition. Imagine! is conducting Early Intervention evaluations for children for these two months in advance of the state of Colorado completely absorbing the process starting July 1. We are working with Colorado to fully understand how the process will change in a few weeks to ensure there are no gaps or delays for families seeking an Early Intervention evaluation. We are also in conversations with the state about our next fiscal year's budget and we are concerned we will be underfunded. Our costs have increased far more than the current 2% they are suggesting they will allocate to us.

Health Management Associates (HMA) and Health Care Policy and Financing (HCPF) are meeting with CCB providers to review our individual organizational readiness survey responses. Imagine! will meet with HMA and HCPF on Monday, June 13. This month, we learned the CMA RFPs will be due March 1, 2023 with winners selected “May 2023.” In early June, the Case Management and Finance departments completed an in-depth financial analysis assignment for HMA/HCPF meant to inform their rate setting methodology. We anticipate learning the CMA rates in October 2022.

### **New CEO**

On May 31st, Dr. Kathryn Arbour joined the Imagine! organization as the new Executive Director and CEO. Her credentials have been shared with you so I won't repeat them here. Instead, I'd prefer to share my initial impressions and sincere enthusiasm for her stepping into this role from our two weeks of working alongside each other so far:

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1. Kathryn asks nuanced questions and is a genuinely curious individual. She takes careful notes and will often recall and connect points from previous discussions. It is clear she is very intelligent.
2. People have consistently described Kathryn as warm, approachable, and friendly. I have had the same experience. Her emotional intelligence will be important in quickly building rapport and relationships with the workforce and our stakeholders.
3. Kathryn's passion for Imagine!'s mission is fueled by several personal connections to the work. She understands the impact of what we do on a very personal level and that understanding generates a sincere empathy for people involved with Imagine!.

From my point of view, these are three critical leadership attributes that I am fully confident will ease the transition. As I prepared for Kathryn's arrival, I created a plan for us to work side by side for me to pass on as much information as possible before I wrap up at the end of the month. I expected many in-depth conversations about the business of the organization. What I didn't expect was the ease at which this would unfold and the fondness I would develop toward her. This unexpected development will make it easier for me to step down and hand over what feels like "my baby." The organization is in excellent hands.

## **Farewell**

It is surreal to be writing my final Board Report. Imagine! has my heart. It has been the privilege of a lifetime to serve this organization for over 10 years, with the past 3 as the Executive Director and CEO. I've always had great clarity about why I do this kind of work. I know, first hand, what it is like to be dependent upon a system of supports in order to be successful. When a system of supports doesn't work well, it is frustrating, demoralizing, and at times, soul crushing. My life goal of influencing systems change for people who need an extra hand was born out of my personal experiences. When I reflect on my career with Imagine!, I can point to a body of work that reflects my intent in my leadership. While I regret I didn't have more time, I look forward to watching Kathryn take this organization to the next level. Thank you for your enduring support of the organization and of me personally, over the past few years. It has been a journey and I couldn't have made it through without your steadfast guidance and support. You are all incredible humans and I am a better person for having had the chance to work alongside you. Thank you and for now, farewell.

Respectfully submitted,

Rebecca Novinger

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**Submitted by Kathryn Arbour, Incoming CEO**

I respectfully submit my first report to summarize briefly my experience so far of being part of this wonderful organization. I arrived on May 31, so as of this submission, am in my third week.

The state of the transition is strong and well in hand.

For more color and detail, please continue reading:

I am honored to have been selected as the next CEO. I have long admired Imagine! from afar as someone who pays attention to the nonprofit community. Now that I have an up close and daily view, I understand why Imagine! has such a strong reputation. I see the talents, levels of commitment, and the deep caring for the individuals we serve evident every day from everyone I meet. It is inspiring and most certainly reinforces my own decision to have said “yes.”

I appreciate the opportunities I have had already to interact with many of you on our Board and am excited to set up some individual time soon to learn more about you and your most important areas of focus. I know your deep caring for this mission will guide our work together.

The Executive Team is top-notch. I have had the chance to meet with each leader individually who has welcomed me openly and begun the important sharing of their priorities, setting the stage for great conversations going forward. The high caliber of talent and passion at our leadership table makes me confident we can continue to tackle whatever challenges may be ahead.

Working with Rebecca is a dream! Not only is the opportunity itself amazing – to have a month of overlapping time as incoming CEO with the outgoing CEO, but to have this experience with Rebecca is more than I could have imagined. You all know her better than I, but you won’t be surprised that she is bringing her full delightful self to this transition. She has curated vital information into a manageable format and set of tools for us to discuss and for me to reference going forward. She explains complexity with clarity and makes essential connections, providing me as a learner with enough context for meaning, and not too much to drown. Her generosity and true desire to ensure not only a smooth transition, but success for me and the team going forward drive our daily work. She is introducing me to key players in the community and in the sector with warmth and confidence, which inspire their confidence in me. The cherry on top is that Rebecca and I are genuinely enjoying each other’s talents and company during these full days together. She is already becoming a trusted colleague and friend I will cherish for the long term. She is a leader and a truly wonderful human who is shepherding Imagine! through this unique time of transition. I promise to optimize this experience and to bring my all every day for those we serve and for all those who commit to our mission.



You can trust that this investment in our shared time together is already paying dividends. While there will always be more to learn, I am confident that this process is laying a solid foundation for the coming weeks and months as I take on the role of CEO fully. I look forward to the future with you.

Thank you for your support.

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# Imagine!

## Taking a Closer Look at: Our AmeriCorps Planning Grant



### AmeriCorps

AmeriCorps has funded a 1-year Planning Grant to design a new AmeriCorps program that will improve the Direct

Support Professional (DSP) experience at Imagine!. Once the program has been designed, we will submit this new Imagine! AmeriCorps program for a general AmeriCorps grant, which would last for 3 years. We would then re-compete for AmeriCorps grant funding to continue the program every three years.

To fund the Planning Grant, AmeriCorps invested \$60,000, matched by \$31,460 in private funding. We've used that funding to hire a Program Manager who will evaluate, design and implement this AmeriCorps program, with the goal of having AmeriCorps members in place by the summer of 2023.

Private Match  
\$31,460

AmeriCorps  
Funding  
\$60,000

Our vision for the program is to have AmeriCorps members serve as DSPs, while evaluating the DSP onboarding experience and identifying ways to improve the methods and processes we use for DSP training and professional development.

Through this program, AmeriCorps members will benefit by receiving professional development related to creating effective training curriculum, and by gaining skills related to effectively supporting healthcare workers, including communication, conflict resolution, and leading teams.

Imagine! will benefit from this program both by having another source of staffing to provide critically needed DSP services, and by having a rotating group of new people with fresh perspectives to focus on improving our training and development programs.

### Update from Program Manager Stephen Duhon:

I have been shadowing various departments across the organization in my efforts to understand what the situation is like in the field. I plan to present my working model to the Admin team at the end of June. The ServeColorado AmeriCorps team has been more than kind to provide feedback during this planning period. We will make sure that we are with the next step during this process!

## Did you know

This is not the first time that Imagine! has received support through AmeriCorps. Back in 2013, directly following the devastating Boulder County floods, a team of AmeriCorps disaster relief workers came to help us clear out flooded basements in our residential homes. They worked for six weeks, while bunking up in the John Taylor Conference Center!



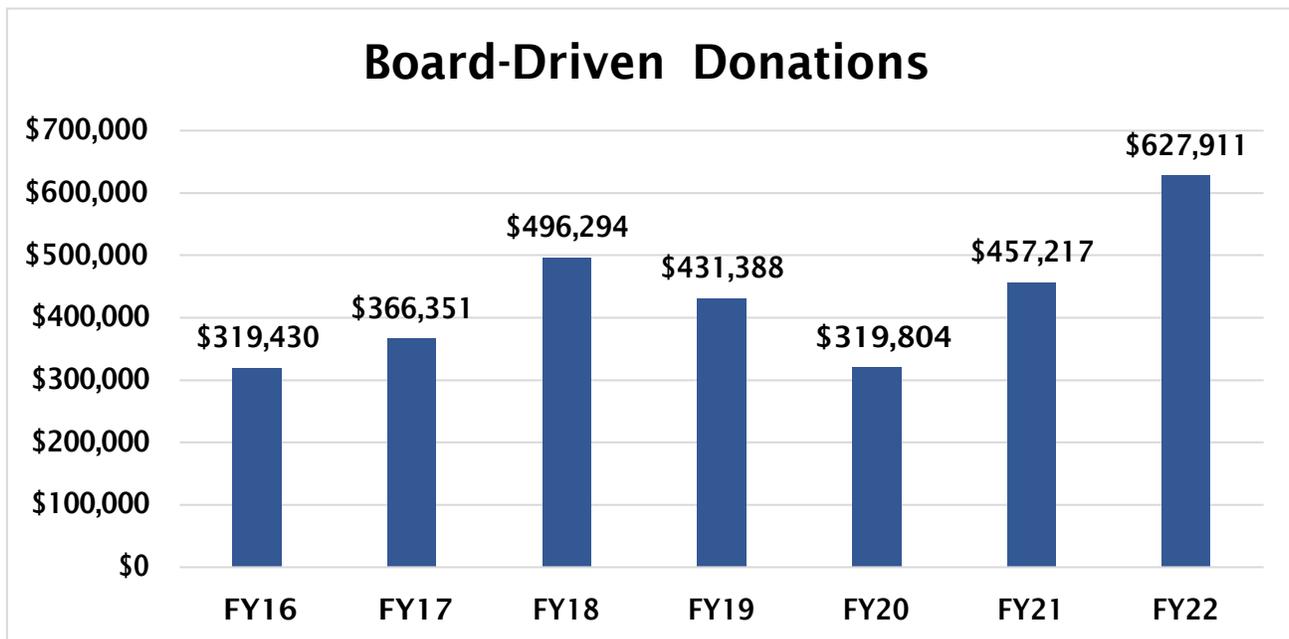
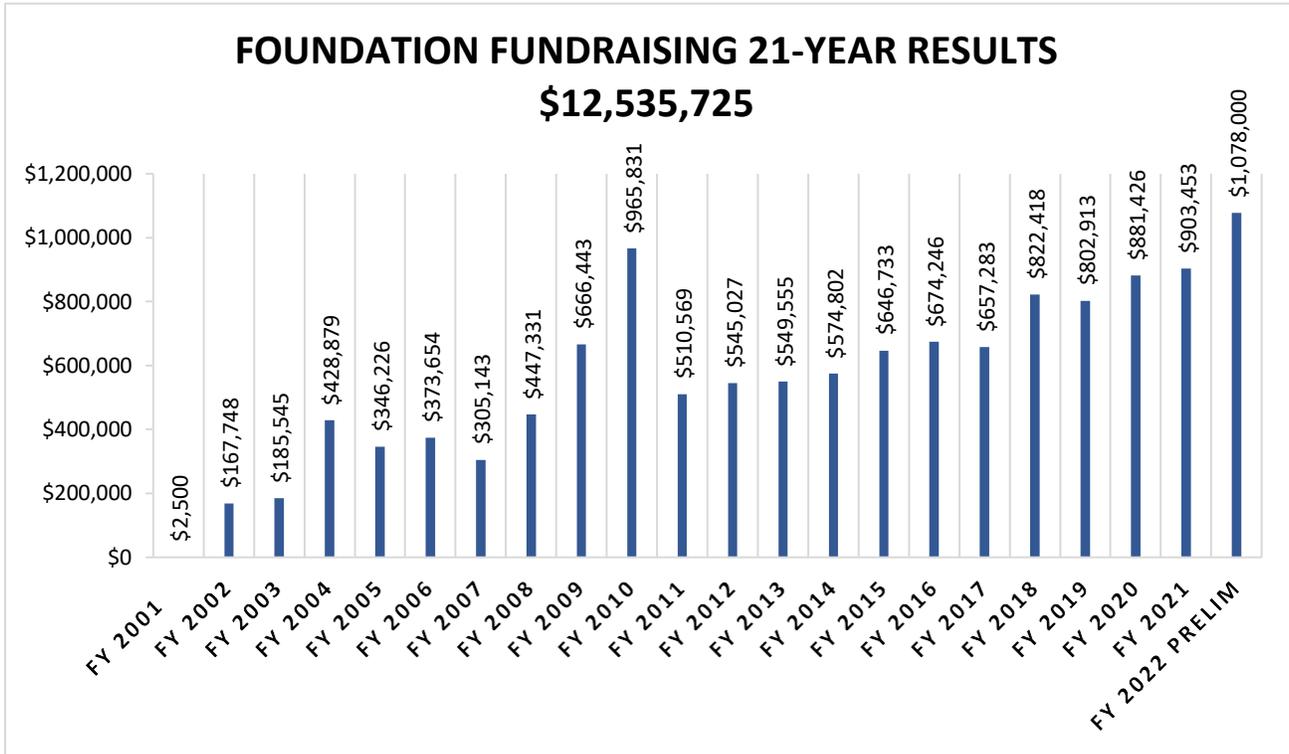
**Submitted by Patti Micklin, Foundation Director**

**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.*

**June, 2022**

- **Philanthropy**
    - As of 6/10/2022, **\$1,078,309 raised from 887 donors**. The FY2022 revenue goal is \$775,000.
  - **Executive Director search and transition**
    - I have huge gratitude to Marie Gambon for initiating a new search when Jessica Tyler determined she could not take the position. Marie brought two candidates in and Suzy Gardner was the unanimous choice. Suzy and I overlap for almost three weeks. We will cover strategic and day to day topics in this time. I will also make introductions to key folks in our community. Sandy Brown and the Imagine! Exec Team will support her longer-term so she learns all the inner workings to help her succeed.
    - Suzy is a visionary leader who has extensive experience in nonprofit development in Boulder and Broomfield Counties and beyond. Her most recent role was as Chief Development Officer at Catalina Island Conservancy, where she and her team closed two capital campaigns, grew membership to an all-time high, doubled the number of Leadership Circle members, welcomed many new Legacy Society members, and raised over \$30M! Suzy also has extensive development experience closer to home, including fruitful stints at Emergency Family Assistance Association (EFAA), Boulder Valley Women's Health Center, Mental Health Partners, and Regis University.
    - I have known Suzy as a fundraising colleague for almost a decade. She is a true professional with mad fundraising and leadership skills, making her the ideal person to build on the legacy of the Imagine! Foundation, and to successfully guide this vital organization into the future.
  - **FY2023 Imagine! Foundation Budget and Commitments to Imagine!**
    - At the June 14 meeting, the Imagine! Foundation Board of Directors approved a budget of \$876,500 in revenue and \$336,000 in expenses. Net revenue will support all areas of Imagine! services, including some continuation of hiring bonuses for positions hard to fill.
  - **Total Fundraising and Board-Touched Fundraising**
    - We've kept track of fundraising totals year over year, as well as the donations that board members have made possible. These two charts illustrate growth and impact.
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## Report to the Board of Directors

June, 2022

### Imagine! Foundation Report

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- Last Board Meeting

- It has been an honor to work with you all and those who served before you as the leader of the Imagine! Foundation. I have learned so much from each of you, professionally and personally, and I know that I received more than I gave.
- I'm going to take a few months off to focus on family. From there, I'm going to explore new career options, and I have no idea what those are, so you may hear from me for advice and guidance!
- Imagine! is always where my heart will be, so I know our paths will continue to cross. Thank you for doing what you do, and for supporting Suzy so Imagine! and the people we serve can continue to thrive.

Respectfully submitted,

Patti Micklin

#### **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 Suzy](#))
- Attend our next board meeting on Tuesday, September 13, 7:30 a.m., in the Pounds Conference Room at the John M. Taylor Conference Center

*Suzy Gardner, 303-926-6443, [sgardner@imaginecolorado.org](mailto:sgardner@imaginecolorado.org)*

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**Submitted by Jenna Corder, Director of Client Relations**

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

● **General Updates**

- Robin, Jenna, Matt Barnert and others worked on a survey from HCPF to capture a plethora of information. We identified caseload sizes, staffing structure, revenue & expenses, OHCDs activities, and all Case Management activities within State SLS funds, Waivers, and Family Support Programs. It was a time intensive project that took approximately 60 hours to complete. The information gathered will be used to determine rates for the work we do.
- Robin, Rebecca, Jenna, and the Case Management Program Manager are meeting with HMA on 6/13/22, where we will have the opportunity to brainstorm with the Health Care Policy & Financing (HCPF) Case Management Redesign (CMRD) team and the contractor they have hired about questions, concerns and requests regarding the upcoming RFP and changes to the system.

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

● **Achievements**

- Family Support sent out their annual assessments, called the “Most in Need Assessment” or “MIN” in May. We will use the information from these to determine funding based on need for these families starting 7/1/22.
- The Early Intervention department is now serving children who turned 3 in May or June, and will turn 3 in July through the day prior to starting pre-school. This is due to the Part C Extension that was approved at the Legislative level.
- The Dayspring team is able to complete therapy visits for children birth to three via telehealth or in-person, depending on the family’s needs.
- We are now fully staffed in Family Support and the Intake department.
- The Case Management department held their first in-person staff meeting in over 2 years on 6/8. It was a hit!
- We hired an Assistant Director of Client Relations – Early Intervention. Valerie starts on 7/1!



● **Challenges**

- We have 4 vacant Case Manager positions and a vacant Case Management Supervisor position.
  - Case Management is working hard to cover over 200 cases that do not have a Case Manager due to turnover.
  - We are hiring for one Service Coordinator position in Early Intervention.
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- Service Coordinators are working hard to cover vacant cases due to having 4 brand new staff who are not fully trained.
- We are hiring for a Clinical Supervisor in the Dayspring department.
- **Initiatives**
  - We continue to pay incentive pay for carrying additional caseloads and completing tasks that are not included in job descriptions for some employees. Employees are really stepping up and making coverage happen for our hundreds of cases without a Case Manager or Service Coordinator.

◆ **Program Spotlight: Autism Spectrum Disorder (ASD) Program**

• **Program Summary**

- The ASD Program is a 3-Year funding program that offers funding support to Broomfield and Boulder County residents who are between the ages of 5 and 25, have a medical diagnosis of Autism, and adaptive/IQ scores greater than 70. The program was created by Imagine! in tandem with the Autism Society of Boulder to support this group of individuals, as previously they scored too high in IQ/adaptive scores to receive CCB support.
- The ASD Program is contracted with various Psychiatrists, Occupational Therapists, Behavior Therapists, Hippotherapists, and others throughout the county who are able to send bills for their services directly to the ASD Program Coordinator for payment rather than families.
- The ASD Program is a family-led program, which means that families are in control of choosing their providers and directing their yearly funding towards services that they believe will best support their child/loved one. Currently, the ASD Program has all Boulder/Broomfield funding slots full and has a waitlist for program acceptance for both Counties.



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

▪ **Achievements**

- The ASD Program Coordinator has connected with Community Programs/providers including one of our largest supporters, The Autism Society of Boulder, to spread knowledge regarding the ASD Program. We have filled all 2022 funding slots to ensure that we are serving individuals to our maximum capacity. ASD Program referrals continue to come through our intake department and we can't wait to serve them as soon as possible. The ASD Program is on track to spend down the majority funding for both Boulder & Broomfield budgets by the end of the calendar year.
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▪ **Challenges**

- While the ASD Program is very proud of filling all funding slots for 2022, the Broomfield waitlist continues to be a challenge. Our Broomfield waitlist length means that individuals who go through intake at this time and are referred to the ASD Program will have to wait until approximately 1/1/2027 for funding. The team surrounding the ASD Program is working with Broomfield County to gain additional funding slots so that we can serve those individuals sooner.

▪ **Initiatives**

- The ASD Program is working to ensure that all families served by the ASD Program are engaged with the program and have a clear plan to spend their funding in a way that maximizes the support/resources for the individual served in the program. In the past, there have been a few individuals that we cannot contact and have therefore not used their ASD Program funding in full. We have implemented a “No Contact Policy” for the program so that we can ensure that all program participants are utilizing their funding in order to minimize waitlist lengths.
  - The ASD Program is currently working on its Coordinator Training Manual to ensure that all processes & program updates have clear instructional documentations. This is both a challenge and program success.
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**Submitted by Sam Taylor, Director of Community & Employment Services**

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

● **Achievements**

- We increased starting wages for nearly all Family Recruited Employee (FRE) positions, which will help retention and recruitment for our FRE program.
- In April and May, we found employment for 6 clients through our Employment Services program, 4 of whom were transitioning out of subminimum wage jobs.
- In Adult Community Services, we welcomed back 15 clients who had been previously cut from services due to staffing. We are projecting to continue adding additional clients each month over the next year. As we have increased staff and clients, all our Community Services activities are taking place in integrated community settings.
- Adult Community Services has also implemented the BASE assessment that was developed by Imagine!'s Kristin Halverson to assess current skills, identify goals, and measure progress for all clients in our services. This is a significant step in ensuring program quality and person-centered support.
- We successfully on-boarded, trained, and scheduled 45 all new Imagine! Summer Camp staff at the start of June. We are in week two of summer camp, and are successfully providing services and programs to the most children since 2018!
- Our School Age team is happy to announce that it is growing, and we will be hiring an additional Recreational Therapist to broaden our therapeutic recreation program and model within School Age Services.

● **Challenges**

- With the Final Settings Rule, Community Services is committed to moving services to 100% in the community. In this process, we continue to face the challenge of finding well-integrated and enriching community partners and opportunities for our groups.
- In Community Services, we are struggling to hire facilitators. Facilitators are a significant role for Community Services, as they are the ones who develop and implement lesson plans. This limits our ability to increase the number of clients we serve.
- For School Age Services, adjusting to the busy summer schedule and having only three supervisors to oversee 70 staff members has added a strain on our team.
- Planning for the School Age After School program during the summer schedule is an added stress to the admin team of School Age Services.
- In Employment, we're short-staffed for Job Development Specialists, and are having trouble finding candidates.
- We're having trouble retaining FREs, due to competitive rates offered by other agencies.

● **Initiatives**

- School Age Services is partnering with the YMCA to provide the first adaptive and inclusive swim lessons for our Summer Camp, over 10 weeks. Throughout this summer, our Summer Camp program will be working with over 100 community partners.
- As we look beyond the summer, our School Age program is planning to increase services for more families in our After School program.



- In our FRE program, we're finding creative ways to market the department services, such as attending local Chamber of Commerce meetings, college job boards, and answering all RFPs.
- Adult Community Services and two other departments have made the transition to a more streamlined and comprehensive software called SETWorks. This has increased the efficiency of our programs, decreased overhead, and had a positive impact on staff experience and billable time. We are in the process of a detailed review in collaboration with the Imagine! Business Office to evaluate whether SETWorks will meet all of our billing needs for Community Services at Imagine! 
- We're also looking into the possibility of using SETWorks as the billing system for our Family Recruited Employee (FRE) program. We're currently using two different systems for billing, and this would allow us to streamline that process while still following all required billing mandates. In FRE we're also expanding service options through the SLS waiver by looking into offering Mentorship, and through the DD waiver by offering 1-on-1 Supported Community Connections (SCC).
- In Community Services, we're developing new ways to implement organizational psychology and behavior management to increase employee satisfaction and retention. Over the next year we will be collecting data, implementing various processes, and evaluating the impact of these efforts. This will hopefully lead to a positive impact within our department.
- In Employment Services, we're launching Work Incentive Planning services in the summer. We're currently in the process of certifying a full-time staff to provide this service. This will provide individualized counseling on how income impacts benefits and work incentives that can support people when they start earning money. Employment Services is also re-vamping career preparation classes, which will start a second round in July. We've added three new courses and a full day option that incorporates work-based learning opportunities.



**Submitted by Laurel Rochester, Director of Residential & Therapeutic Services**

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

● **Achievements**

- We have hired 4 new direct support professionals within residential services in the past month. We have 6 remaining direct support professional positions to fill, which is the lowest number in years.
- The Business Support Manager position is no longer vacant, and that team is back to having the original leader at the helm.

● **Challenges**

- Imagine! Mental Health Services has had a Licensed Clinical Social Worker position open for nearly a year. Filling this position is essential to our ability to provide timely, quality mental health therapy to the many individuals Imagine! serves with both a developmental disability and a mental health disorder.

● **Initiatives**

- Imagine!'s collective service departments will hold an informational session for parents of children in School Aged Services who will soon transition to adult services. The session will be held in early August.

