



# Imagine! Board of Directors Meeting October 27, 2020



# Meeting Book - Imagine! Board of Directors Meeting October 27, 2020

## Meeting Agenda

- |   |                                      |  |
|---|--------------------------------------|--|
| 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                          |  |
| 2. Financial Audit Review   | I.D.A.                               | Cal Logan,<br>Logan Thomas<br>& Johnson, LLC |
| 3. Approval of Minutes<br><br>Minutes-September-2020.pdf  | Discussion, Approval                 |  |
| 4. Request for Executive Session if Needed  | Approval                             |  |
| 5. Finance Committee Report   | Information, Discussion,<br>Approval |  |
| 6. Services Committee Report  |                                      |  |
| 7. Boulder County Report  |                                      | Sara Boylan                                  |
| 8. Board Recruitment Committee Report   |                                      | Kevin Nelson                                 |
| 9. Foundation Report  | Information, Discussion              |  |
| 10. Executive Committee Report  | Information, Discussion              |  |
| 11. Executive Director's Report   | Information, Discussion              |  |
| 12. Adjourn   | Approval                             |  |
| 13. Departmental Reports to the Imagine! Board of Directors<br><br>Imagine! Report to the Board of Directors - 10-20.pdf  |                                      |  |



# Imagine!

Creating a world of opportunity for all abilities

## Report to the Board of Directors October, 2020

### CONTENTS:

- 1) CEO Report
- 2) Report on the impact of Boulder County Mill Levy Funding – Q2
- 3) Financial Summary Report
- 4) Imagine! Foundation Report
- 5) Care Coordination Report
- 6) Community & Employment Services Report
- 7) Residential & Therapeutic Services Report



## General

Imagine! has set aside the week of October 19-23 to celebrate our amazing Care Coordination Team. The Imagine! Care Coordination Team is responsible for ensuring that every citizen with an intellectual or developmental disability living in Boulder or Broomfield County (and many outside of those borders) has access to the services they need to live fulfilling and meaningful lives in their homes and communities. The Care Coordination Team is the lifeblood of Imagine!. We thank them and honor them for their hard work and dedication. Please enjoy this video of gratitude to the Care Coordination team from members of the Imagine! family: <https://youtu.be/2PKf0uosrb0>.



## CEO Activities

This month, I am spending time developing relationships with new legislative partners. I had the opportunity to meet House District 13 Candidate, Judy Amabile (campaigning for Speaker KC Becker's former seat) and Dr. Karen McCormick, House District 11 Candidate. Additionally, I'm attending virtual fundraisers for different members of the Joint Budget Committee as well as virtual meetings working toward the repeal of the Gallagher Amendment.

## Crisis Management

We have been closely monitoring wildfires in Boulder County. At the time of this report, October 19, one host home provider has safely evacuated and the staff of the Mark Emery Foothills Group Home in northern Boulder is on alert given their close proximity to the boundary line of an evacuation warning zone. Our Disaster Preparedness plan is in place, ready for execution, should we need it.

The latest reports of community spread of COVID-19 are trending up. Our team is focused on providing safe service options in an agile fashion. Our residential settings are properly stocked with PPE, staff are trained on outbreak protocols, and in some instances we've had practice testing those procedures. Virtual service offerings continue to attract attention and interest from a growing number of participants ages 18+. Care Coordination remains primarily remote, and our buildings remain closed to the public.

## Operations

Since the Board's approval of the Imagine! FY21 budget last month, we've moved forward with announcing the reductions and cuts to the workforce. There was a lot of intentional effort behind the communication strategy including preparing supervisors, facilitating all-company Town Halls, providing written explanations, and a mini-series digest unpacking the different components of the budget building process. My goal with this effort was to be transparent and overly communicative so that all employees felt fully informed of the rationale behind the decisions. To date, while the news was difficult to digest, we have not had to manage employee instability created by the significant budget reductions.

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### Government Relations

Preliminary schedules for the FY21 Joint Budget Committee season are rolling out. Typically, the Governor presents his budget on November 1<sup>st</sup>, but due to a number of significant ballot initiatives that will determine budget outcomes, his budget will not be released until November 12. The series of Joint Budget Committee presentations by the Departments will follow later in November and throughout December.

This month, we've worked with the Amendment B Campaign to repeal the Gallagher Amendment. The Daily Camera ran an opinion piece on October 15th and Fox News ran a story on the evening news on October 14th. Many thanks to Fred Hobbs, his team, and Bella Larsen, for their help in bringing both pieces to fruition!



Respectfully submitted,

Rebecca Novinger

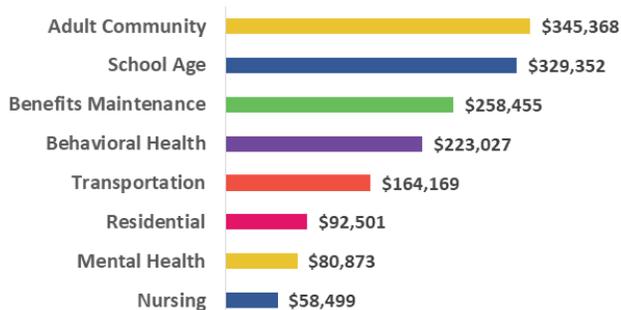
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### Direct Services Provided by Imagine!



This quarter, Boulder County Mill Levy funding provided **\$1,552,243** to support Imagine's Direct Services for Boulder County residents

#### Direct Services Funding by Program



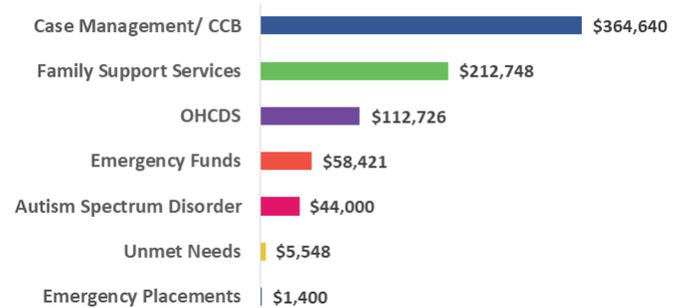
- This quarter, **86** adults participated in enriching community activities through Imagine!'s Adult Community Services program. Imagine! developed virtual classes this quarter to provide participants with a COVID-safe learning environment.
- **26** adults were able to live in a community Residential home. For these individuals, Boulder County funded **\$92,501** for their residential costs, and **\$58,499** to provide nursing supports.
- Mill Levy funding helped ensure that people in our community have access to mental and behavioral health services. Imagine! Mental Health Services provided psychiatric and therapeutic support to **200** people, and Imagine!'s Behavioral Services program helped **39** people learn positive, prosocial behavioral skills. Some of these services were delivered remotely this quarter, in order to keep people safe during the COVID-19 outbreak.
- This June, **45** children participated in Imagine!'s School Age Services program, helping them learn valuable therapeutic skills through activities in their community.
- Mill Levy funding helped Imagine! purchase **2** vehicles this quarter, ensuring that people in our community have access to I/DD services.

### Case Management & Community Centered Board (CCB) Services



Funding also provided **\$799,483** to help Boulder County residents access Imagine!'s Case Management and CCB Services

#### CM/CCB Funding by Program



- This quarter, Imagine!'s Case Management department provided support to **1010** Boulder County residents.
- Imagine! provided OHCDs billing support for **211** people, with the help of **\$112,726** in Mill Levy funding. This service is offered to all Program Approved Service Agencies in Boulder County.
- Imagine!'s Autism Spectrum Disorder program helped provide therapeutic support to **48** children who have Autism, but do not qualify for Colorado state-funded waiver services.
- Families of children with I/DD received grant support through our Family Support Services program to help ease the financial and emotional strain of providing in-home care, thanks to **\$212,748** in Boulder County funding.

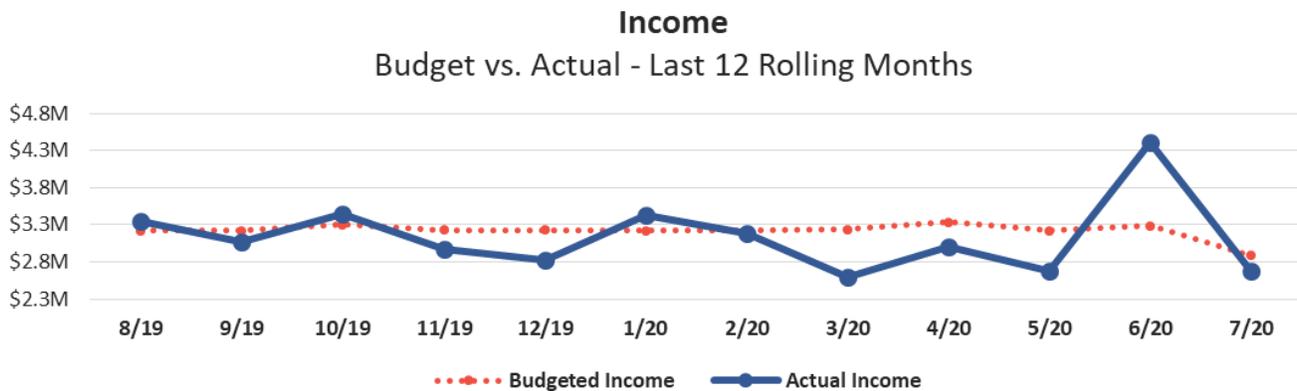
#### Crisis Management Services

- Imagine! Crisis Management services provided **\$65,369** to support **46** individuals and their families address emergency situations. We saw a significant increase in requests for emergency assistance this quarter, due in large part to the effects of the COVID-19 outbreak on individuals and their families.

## Financial Summary Report

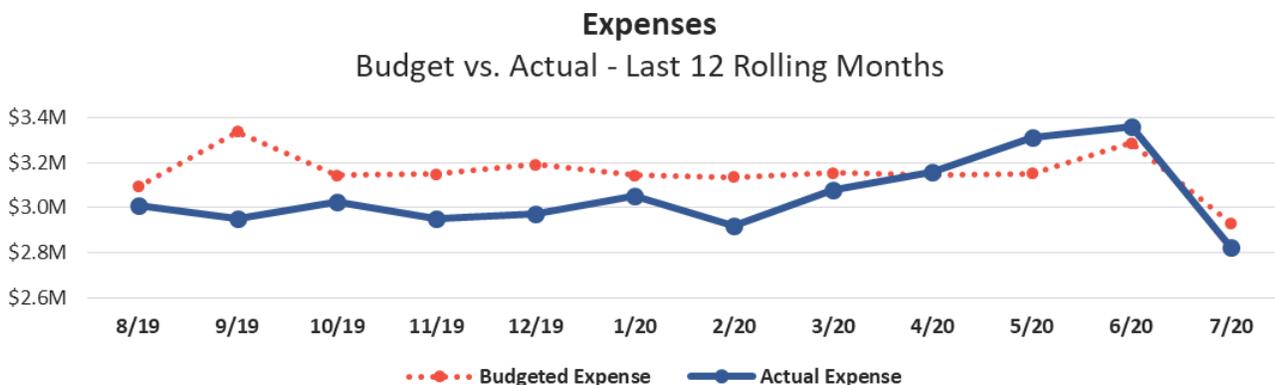
### ◆ Revenues

- Revenue for the month was \$2.7M, \$0.2M under budget. Major variances for the month were as follows:
  - **Medicaid Revenue** – over budget by \$0.1M in a number of areas including Residential, Supported Employment and SLS Waiver activity. The company recognized approximately \$0.23M of retainer payments from the State of Colorado associated with COVID-19.
  - **City and County Revenue** was \$0.2M under budget as a result of timing of revenue from Boulder County.



### ◆ Expenses

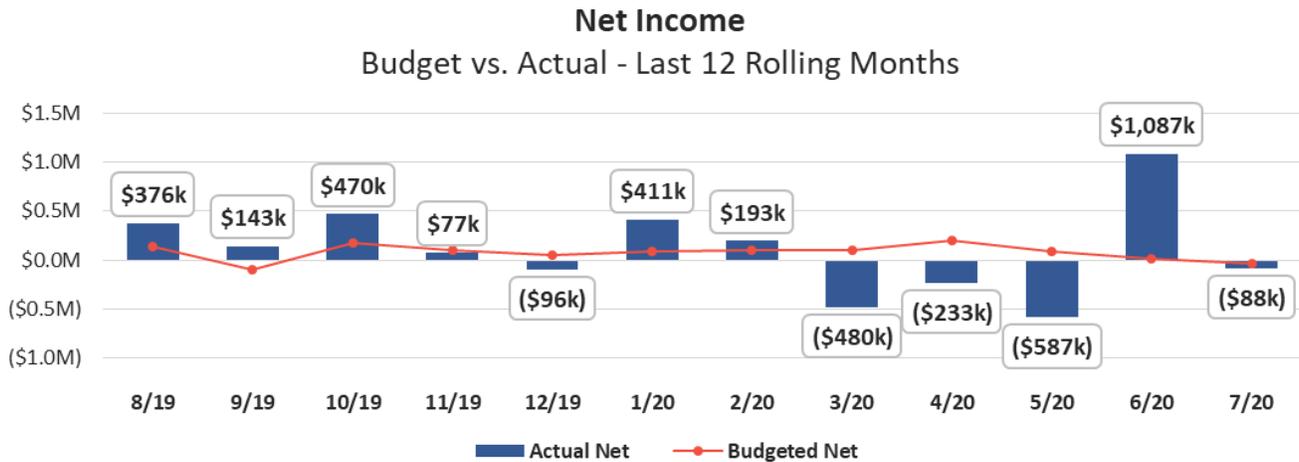
- Expenses for the month of June totaled \$3.3M, \$70k over budget. Year-to-date, expenses were \$36.8M, \$1.3M under budget.
- Expenses for the month totaled \$2.8M, \$0.1M under budget. The major variances for the month were as follows:
  - **Grants** – Grants were under budget by \$0.1M due to timing on Boulder County and State grants.
  - **Other Expense** – over budget by \$241K current month and \$370K for the year. Other expenses variance for the current month mainly consist of the following:
    - **Bad debt expense** – \$219K over budget
    - **Unemployment benefit charge** – \$33K over budget



## Financial Summary Report

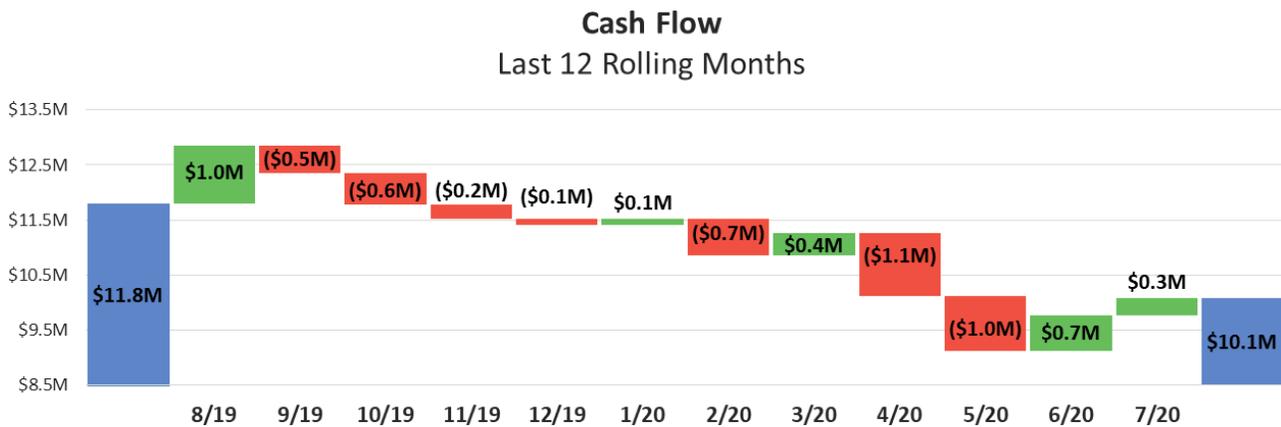
### ◆ Operating Margin

- The Operating Margin was a negative \$0.1M for the month, and \$0.1M unfavorable to budget.



### ◆ Cash Flow

- There was positive operating cash flow of \$0.3M for the month primarily due to collections on accounts receivable balances.



◆ **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 Members' participation is 46% as of 10/15/2020.*
- 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.

◆ **October, 2020**

- As of 10/15/2020, **\$144,154 raised from 218 donors**. This time last year, \$179,277; 213 donors.
- **Current Top Appeals:**
  - Grants total \$57,500 from 7 funders. Impact areas: Case Mgmt Emergency Fund, Dayspring, Residential, Home Maintenance.
  - Imagine! Celebration sponsorships total \$40,000 from 20 donors.
- **Current Activities:**
  - The Imagine! Foundation Board of Directors are soliciting sponsorships for the Imagine! Celebration and soliciting their prospects for general gifts.
  - The Imagine! Foundation staff are mailing solicitation letters to past donors and conducting major donor asks. We have created segmented messages to target specific ask amounts and efforts to bring back lapsed donors and will use mail, email and social media to drive fundraising efforts.
  - FY2021 and the pandemic provide an opportunity to move from an event-focused foundation to a major gifts focused foundation. Patti is working with each board member on specific strategies for prospects in their lists.

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

- Make a philanthropic gift to the Foundation (*and see if your donation qualifies for a match from 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, November 10, 7:30 a.m.
- Send ideas to Patti anytime.

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

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◆ **Conflict-Free Case Management Update**

- Things are status quo for now.
- In November, HCPF will bring on a contractor to start working on OHCDs, rural designation, regions, OBRA, and quality matrixes. Work to start in January 2021.
- Goals of this fall's legislative process include 1 bill, removal of 3<sup>rd</sup> party entity, requirement of CM for any and all, designation language to protect local funds. We should see draft language in 2-4 weeks.

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

- **Achievements**
    - The Case Management department completed 99% of their quarterly monitoring in Q1.
    - The Early Intervention department has continued a focus on Outreach. Our referrals have increased since June.
    - The Dayspring department continues providing all therapy via telehealth. Families are adjusting well.
  - **Challenges**
    - We have a few children in the CES waiver that we are experiencing roadblocks due to a lack of available, skilled providers. In addition, finding providers who are available to serve children who have high behavioral needs is a challenge. For these cases, we are actively working with the counties, the Regional Accountable Entity (RAE), and our Crisis Specialist.
  - **Initiatives**
    - We are excited about the opportunity to serve children who do not qualify for Early Intervention in the Family Support Program. We are going to be requesting county funds so we are able to do so.
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◆ **Overall Achievements, Challenges, & Initiatives**

• **Achievements**

- At the beginning of September, we launched our next quarter of virtual and small group programming, significantly exceeding our registration goals!
- In School-Aged Services, we began offering Pre-Employment Transitions Services (Pre-ETS) to a small cohort of students. We'll share more about this exciting new program in future Board Reports!
- In Employment Services, we made two new job placements in the community!

• **Challenges**

- We are struggling to find community venues for our after school program. Until we find enough venues that can accommodate a small group of students in a community setting, we are unable to offer this as a group service, and are restricted to offering 1:1 in-home services.
- Transportation remains a challenge. Limits on the number of individuals we can transport to events and activities are currently preventing us from offering transportation for Community Services.

• **Initiatives**

- We are continuing to explore the opportunity of partnering with the YMCA Mapleton location to provide site-based services in a community setting. This month, we shared with the YMCA what our requirements and expectations would be in order to succeed in the space. So far, they are fully on board and excited to build a long-lasting partnership. We are optimistic that this collaboration will provide an opportunity to innovate our programming.
- Regardless of whether our YMCA partnership moves forward, we are working towards restarting Day Program on a very limited basis for the first time since the beginning of the pandemic. Our goal is to provide an offering to folks who are unable to access small group or virtual programming, and are experiencing a high degree of isolation during the pandemic.

◆ **Program Spotlight: Supported Employment**

• **Department Summary**

- Since 1984, Imagine! has assisted individuals with developmental disabilities across Boulder and Broomfield counties in finding meaningful employment. This starts with job coaching and skill development, working toward employment goals.

• **Department Achievements, Challenges, & Initiatives**

▪ **Achievements**

- In our Group Supported Employment program, we entered into a new contract with Avery Brewery. This is a large contract, offering up to 30 hours per week. This is our first contract that guarantees at least minimum wage to all clients working at the job site.
- We are welcoming our new Program Manager, Lauren Riley, in October. She comes to Imagine! with a long history of success in supported employment, most recently as the Supervisor of Employment Services at Devereux.



- **Challenges**

- The pandemic continues to be a significant challenge for this department. Many employers are closed, and for employers that are open, some clients may be unable to work due to higher medical risk. For clients looking for work, high unemployment means that our clients face even more competition for work.

- **Initiatives**

- During September, some of our staff participated in a Discovery training offered by the Colorado Office of Employment First. Discovery is the foundation of Customized Employment. It is a proven evidence-based practice that improves employment outcomes for youth and adults with disabilities. Discovery is a person-centered planning process that involves the in-depth study of a person before supporting them in developing a plan for employment. Our goal is get licensed to provide this and other Customized Employment services to support more of our clients in moving into competitive, integrated employment.
  - We have established a small Advisory Board for our employment program to assist our team in developing job leads for our clients. The Advisory Board met for the first time in September. We are grateful to the members for volunteering their time, and we are very excited about the potential it offers our clients.
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◆ **Overall Achievements, Challenges, & Initiatives**

● **Achievements**

- Mental Health Services Clinicians are seamlessly providing telehealth services to the individuals we support, and will soon begin providing in-office appointments on an as-needed basis.
- Behavioral Services continued to see an increase in their billable percentage and financial health since January, 2020.
- We have begun contracting with residential providers to provide day habilitation services for short periods of time so the people they serve have minimal service lapses.
- We had a staff member of the Santa Fe Group Home test positive for COVID-19. This was caught during routine Group Home testing. Due to the staff's diligence in following PPE protocols, and quick action to quarantine all residents, the virus did not spread to any other members of the house, employees or residents.
- 3 new Site Supervisors have been hired for our Group Homes.



● **Challenges**

- Imagine! began doing our own Medicare billing for Mental Health instead of going through a third party biller. This has proved to be a difficult process and getting claims approved has been slow and inconsistent.
- Hiring in our Group Homes has been slow, and therefore staffing is inconsistent, creating long hours for our supervisors.
- Contracted Residential Providers (Host and Companion Home Providers) have now been 7 months with no or little respite as a result of day programs being closed or minimized. This has been difficult for this group.

● **Initiatives**

- **Mental Health Services:** re-engaging with in-person services.
  - **Residential:** Contracting with residential providers for some day habilitation services, allowing indoor visitation as indicated in our Group Homes in accordance with Department of Public Health and Environment guidelines.
-