

Imagine Strategic Plan

About Imagine

Imagine Supported Living Services (Imagine) operates with the mission to empower individuals with developmental disabilities through service and advocacy. Since its founding, Imagine has been committed to quality, defined individually for each person we serve. We recognize and act on the connection between achievements in our clients' homes and the change we foster in the community towards an inclusive and welcoming culture. We pay attention to our sustainability as an organization.

Our core activities include Supported Living Services (SLS), which builds intensive and comprehensive services around each individual, and a Family Home Agency (FHA) which uses a family-centered model to provide individuals with stability and connection to the community they live in. The statewide Self-Determination Program (SDP) is in the process of launching at the end of 2018. Imagine has provided leadership to its development and intends to provide services through that program. Collectively, individualized services account for more than 90% of Imagine's expenses and staff time.

Imagine also provides programs meant to improve systems and communities for people with developmental disabilities. Such programs include our film festival, Person-Centered Services Incubator (PCSI), and Self-Determination Learning Community. Additionally, we are committed to strong support roles in collaborative initiatives with partners including Shared Adventures' Day on The Beach, The Gathering of Extraordinary People, and others. Community- and systemwide programs are much smaller than the individualized programs and often have little or no outside funding.

Imagine's lifetime commitment to those we serve also requires self-care. Imagine has experienced a financial surplus in all but three of our 16 years, and two of the deficit years were planned for investment purposes. The last four years have seen Imagine nearly double in size and budget. Imagine owns our office complex and receives grants and donations providing about 2% of our revenues.

Imagine is a 501 (c) (3) nonprofit organization based and operating in Santa Cruz County, California. Our six Core Values are:

- Empowerment
- Outstanding Service
- Fabric of The Community
- Employer of Choice
- Safety and Security
- Lifelong Learning and Innovation

Summary of this Strategic Plan

“Empower individuals with developmental disabilities through service and advocacy”

This plan outlines three years of incremental change to be executed between October 2018 and September 2021. In last strategic planning cycle (four years), Imagine nearly doubled in size and budget. We made a significant investment in our own office building to stabilize costs for office and community space. As contrasted to the more rapid growth of the last four years, we expect to experience more modest growth over the next three years. Our focus is strengthening our organization and its implementation of core our values. We want to ensure that quality and continuous improvement guide Imagine’s services and organizational culture.

As a result, the majority of goals are aimed at continued quality in how we deliver services, our impact on the community, and the inclusiveness of our culture:

1. **Person-Centered Thinking Everywhere:** These goals reinforce the use of person-centered thinking and elements from Essential Lifestyle Planning (see below for description) to ensure that the client is first in strong individualized services. A full partnership with the client’s circle of support (e.g. family members, friends, other agencies) can result in continuity of services through all life stages.
2. **Clients and Community:** These goals support Imagine’s value of “Fabric of the Community” by enabling and encouraging client participation in the community. It also continues Imagines role as an influencer of a society that is inclusive and welcoming of our clients.
3. **Organizational Culture:** These goals recognize that Imagine, like any organization, does best for their clients when there is a healthy work environment that is respectful and inclusive.
4. **Training the Organization:** These goals support Imagine’s value of “Lifelong Learning and Innovation” with more formal approaches to training including inclusion of person-centered thinking vocabulary and tools, expanded topics, and professional development planning in employee performance reviews.

We also identified several areas of potential risk to our long-term sustainability and included these as a final set of goals:

5. **Planning for Long Term Financial Viability** These goals recognize key risks to Imagine’s financial viability: escalating housing costs, potential funding or service changes from the state, and a need for financial reserves, both operational and in an endowment.

We expect an early accomplishment to be the formation of an ad-hoc strategic planning committee responsible for reviewing progress and reporting out on same. This committee or representatives thereof will provide periodic status reports both to the board and to our stakeholders. Unforeseen changes in our environment also need to be addressed. This committee will also be charged with an annual review, and identifying modifications or amendments as appropriate at that time.

Person-Centered Thinking and Essential Lifestyle Planning

This strategic plan makes multiple references to “person-centered thinking” (PCT) which is a foundational element of “Essential Lifestyle Planning” (ELP). ELP is a process for learning how someone wants to live and for developing a plan to help make it happen. Using ELP/PCT tools and methods, Imagine can develop and implement services that are better focused on and adapted to the strengths, needs, goals, and challenges of individuals served. Full implementation of ELP/PCT would exhaust Imagine’s resources; this strategic plan is focused on identifying and using tools and methods of most value in delivering individualized services.

“The Learning Community,” led by Michael Smull, Helen Sanderson, and others developed and validated the tools and methods included in ELP/PCT through an open source process over more than two decades. For more information on ELP/PCT, please see “The Learning Community” (<http://tlcpcp.com/>).

Strategic Issues and Purposes

1. Person-Centered Thinking Everywhere

Imagine's mission is "Empower people with developmental disabilities through service and advocacy." Key to fulfilling this mission is person-centered thinking as embodied in Essential Lifestyle Planning (ELP) which puts clients first. We expect all Imagine staff to put the client first in service delivery and decision making. We recognize that Essential Lifestyle Planning relies on the knowledge and participation of a client's circle of support as well as Imagine.

1.1 Adopt vocabulary and subset of tools from Essential Lifestyle Planning (ELP) to incorporate into client-focused training, planning and practice.

1.2 Use house meetings to review and strategize approaches to individualized client goals as well as general training topics.

Imagine intends to be of service to clients throughout all stages of life and to strengthen our role in planning for their futures. Most clients, but not all, have a "circle of support" who are critical in day-to-day service delivery, crises, and periodic planning for difficult life events. Imagine considers these stakeholders to be honest partners with whom we can develop mutual expectations that are periodically reviewed.

1.3 Regularly engage stakeholders from the client's circle of support in planning for the future. Utilize a toolkit to prompt discussion and planning for difficult life events (e.g. critical illness or death) or continuity (e.g. succession conservators, financial considerations).

1.4 Review and modify as needed Imagine's individualized approach and protocols related to client crises and emergencies. Ensure that individual client/house plans are up-to-date and that teams are regularly trained for readiness.

2. Clients and Community

One of Imagine's values is "Fabric of the Community." We have a history of leadership in the community serving those with developmental disabilities. Imagine clients have choices in how they participate in the community and create their connections to others.

Imagine can encourage and enable participation in activities and communities of choice.

2.1 Leverage the activities of a client to engage with other clients (dinners, music, e.g.). Encourage invitation of others served by Imagine to events centered around individuals.

We work to influence society towards inclusivity and welcoming of our clients. There is an ongoing need to promote inclusiveness, even in the welcoming community of broader Santa Cruz. Those in the intellectual/developmental disability community and their interests can and should influence policy development.

2.2 Continue the practice of being part of a community that serves others. Maintain and develop partnerships that create opportunities for volunteerism for clients and staff.

2.3 Continue advocacy role in local and state-level policy development, including state budget hearings, Department of Developmental Services and Health and Human Services Agency workgroups, and Regional Center committees.

2.4 Continue consultations to the community agencies, especially those addressing the needs of the underserved, including Person Centered Services Incubator program either formally with funding or informally without.

2.5 Expand events available to the people we serve beyond the current inclusive events and parties (holiday parties, Gathering of Extraordinary People, Film Festival).

3. Organizational Culture

Imagine has adopted six Core Values which are integral to service delivery and to how we work together as an organization. Imagine commits to strengthening and maintaining a respectful and inclusive culture.

3.1 Develop and implement a plan focused on a respectful and inclusive culture/healthy work environment, including communications and related human resources processes.

3.2 Strengthen the board to improve efficiency, agility, and oversight.

4. Training the Organization (Lifelong Learning and Innovation)

Well-trained staff result in well-served clients, and training supports all six of our core values. Imagine values the professionals we employ—from direct care staff to the facilitators to the leadership team—and we prioritize investment in their training. We reinforce a person-centered thinking approach in our training.

4.1 Align training materials to person-centered thinking vocabulary and tools where appropriate.

We seek to continuously strengthen our collaboration skills. We recognize the partnerships that we can leverage to deliver training, including expanded and deepened topics.

4.2 Review and formalize organizational training curriculum for all levels of the organization. Expand topics such as management, communications, confidentiality, diversity, or other intra-organizational dynamics by January 2019

Our employees have potentially different paths through professional development.

4.3 Use the performance review process as an opportunity to engage staff in professional development planning in 2019 performance reviews.

5. Planning for Long Term Financial Viability

Imagine operates in an environment with future unknowns—housing costs, policy changes, and decreasing funding from existing sources—which can affect our financial health. With attention and planning in three areas, we intend to position ourselves to respond to some of the anticipated uncertainty and maintain long-term viability.

Housing costs are rising and they are a significant risk that must be addressed for our clients and staff.

5.1 Analyze known CA housing models for applicability to Santa Cruz County and plan to implement the best model

Self-Determination Services is a new service that matches Imagine's strengths and has the potential to have a positive financial contribution.

5.2 Regularly report on Imagine's role in Self-Determination Services and its financial impact.

Unrestricted donations provide flexibility and are a small portion of the annual budget.

5.3 Scope, implement, and communicate an endowed fund as an expansion to fundraising options.

5.4 Develop and use board-approved communications tools for grants and other asks from interested parties.

Currently, Imagine operates with a small annual surplus which is derived through careful budgetary management. We know from experience and common sense that harder economic times are ahead. We know from history that systems change, and organizations that are unprepared enter preventable crises. We are committed to being a stable support for the people we serve throughout their lives. We need to include funding for future needs and unexpected events in our budget. Examples include mandatory minimum wage increases, specialized training for emerging support need, and the state of California reducing available funds.

5.5 Ongoing budgeting and fund management aimed at maintaining a reserve of one-month, minimum, with a goal of six months of funding in reserve.

5.6 Maintain attention to risk management with the goal of minimizing preventable risks to services while not needlessly encroaching on client choice and creativity.

Key Results

The Strategic Plan subcommittee did a review of the Strategic Plan for updates and changes. There are no changes to the goals in sections 1-4. Imagine has been accomplishing the goals/key results in sections 1-4, but in different ways than planned due to current events. The pandemic has intensified our reliance on person-centered thinking tools, training the organization, and forced sharp attention on our culture. Community participation looks very different under shelter-in-place but remains a focus. The renewal for our focus on developing our people and our community has been a resilient organization able to protect, defend and dignify our constituents through a challenging year. We are continuing the current strategic plan for an additional two years (through October 2023) in order to produce more formal practices based on our experiences.

1. Person-Centered Thinking Everywhere

1.1 Adopt vocabulary and subset of tools from Essential Lifestyle Planning (ELP) to incorporate into client-focused training, planning, and practice.

Key results:

- All Senior Service Staff receive at minimum two-day course on Essential Lifestyle Planning/Person-Centered Thinking (ELP/PCT) within 6 months of hire. (Julie) **COMPLETE** (ongoing)
- Tools from ELP/PCT in use with each SLS client by October 2021. (Julie) **IN PROGRESS** (The “one-pagers” are being used. They have been a useful tool for getting to know clients. It was also discussed that at some point there needs to be a person where the person represents themselves. Folks have been using Person-Centered tools that make the most sense for everyone. Doug and Julie should work on how to move this forward. Expectation: 1.) we need to be using the person-centered tools, 2.) presentation to the board at August 2021 meeting (presentation by staff on use of PCT). Facilitators have been asked to think about person-centered post-covid plans. Julie, Doug, and facilitators will be creating a person-centered plan.)
- Develop metrics to measure our success by June 2022. (Doug) **OUTSTANDING/NO UPDATE** (Doug and Julie should work on how to move this forward. This can be added to the presentation above as well.)

1.2 Use house meetings to review and strategize approaches to individualized client goals as well as general training topics.

Key results:

- Adopt house meeting agendas based on Person-Centered Thinking by May 2021. (Julie) **IN PROGRESS** (Suggestion: to add bullet points to the house meeting agendas asking: What’s going right? What’s going wrong? What have we learned? Julie needs to talk to facilitators about making sure this gets done at house meetings. In a Leadership Team Meeting it was discussed that a good person-centered activity was going around the room and talking about successes and that it would be good for staff to have a refresher on person-centered concepts. Cherice may have made some updates, but this is something to check back in on. David helped create a document with a list of tools that can be used. 2 tools from this list will be used each quarter.)

- Organize a committee by December 2018 to plan for June 2019 implementation. (Julie) **COMPLETE** (Switch of committee participants to ALL FACILITATORS. Julie to work with facilitators on updating an agenda structure that can be used for meetings. NEW TARGET DATE: September 2019)

1.3 Regularly engage stakeholders from the client's circle of support in planning for the future. Utilize a toolkit to prompt discussion and planning for difficult life events (e.g. critical illness or death) or continuity (e.g. succession conservators, financial considerations).

Key results:

- Kick off committee to develop template for "pamphlet" by loved ones about the client by November 2018. (Janine) **COMPLETE** (Version 1.0 of the pamphlet has been developed and shared with circles of support for clients.)
- Work with key stakeholders, especially family members to develop metrics, key events which determine whether this is done and up-to-date by December 2021. (Janine) **IN PROGRESS** (this item requires further discussion regarding how to develop the metrics. Should this be based off metrics regarding training and awareness around the circle of support? These metrics might also be part of the "pamphlet" mentioned in the bullet point above. Janine working on this with Susan.)
- Develop a learning model approach that utilizes continuous improvement to recognize and respond to changes in each individual's health, purpose, behavior, and communication by October 2022 (Doug). (This might be dependent on data, so we need to make sure we have the data before moving forward.)
- Set frequency of updates and annual goals for learning model including tools for action, review, and correction that will be incorporated – by October 2022 **PENDING** (need to put framework around this item). Each annual goal will have a responsible party. Responsible party for first year assigned by December 2018 **COMPLETE** (Based on the Critical Incident Review Panel [CIRP]. The responsible party consists of: Doug, Julie, Patty, Facilitator, and one additional person. Make sure to include annual goals in model). (Doug)

1.4 Review and modify Imagine's individualized approach and protocols related to client crises and emergencies as needed. Ensure that individual client/house plans are up-to-date and that teams are regularly trained for readiness.

Key results:

- Each client to have an emergency plan for fire, victimization, grief, natural disasters, and changes in health. These plans are to be reviewed and renewed annually. Director of Services to check that plans are current. Due June 2021 **IN PROGRESS** (Suggested that Charlie head this committee. It might be useful to also create some sort of new document to see/track what is already being done, as well as things that may be missing. An example being: plans for the loss of a loved one, etc. After the next Facilitator Meeting, Julie will update the target date. These changes are in the process of being added to/changed/updated – headed by Charlie. Some of the info in this bullet point is covered in ISPs and Heather said she can restructure the emergency plan document. The actual documents have been

worked on a little bit, to cut out unnecessary used space. Julie to meet with Charlie about this. It's been started but it's still in progress.)

2. Clients and Community

2.1 Leverage the activities of a client to engage with other clients (dinners, music, e.g.).

Encourage invitation of others served by Imagine to events centered around individuals.

Key results:

- Add to Direct Care job description and performance review events attended by the clients they support by January 2019. (Patty) **COMPLETE**
- Include social goals in person-centered plans (ISPs) beginning by Date TBD (Doug & Julie). **IN PROGRESS** (ensure that everyone has one, update them, etc. on hold due to covid. part of post-covid plan.)
 - By September 2021, survey people we serve to determine causes that interest them. (Doug) **IN PROGRESS** (Surveys will most likely need to be held in-person. It would be best to include them in the upcoming quarterly meetings. This topic was presented in the August Leadership Team Meeting. Survey monkey type survey (Lili can help). Did a version of this maybe a year ago.)
- Ask partners (agencies) for resources that support expanded activities and engagement by clients. Due date TBD (shoot for sometime in 2022). This is an ongoing item. (Community Outreach Committee) **IN PROGRESS** (more active regarding events pre-covid. Get info from surveys that might expand this topic. Example: the 'covid-safe' party discussion that happened in a morning meeting)
- By June 2019, seek new partnerships appropriate to existing interests and community need. This is an ongoing item. (Community Outreach Committee) **IN PROGRESS** (this is also dependent upon the surveys mentioned in the previous bullet points. This was presented at the August Leadership Team Meeting. We will need to find out if any of the people we serve are interested in certain causes or volunteer opportunities. More active regarding events pre-covid. Please share specific examples).

2.2 Continue with practice of being part of a community that serves others; the people we serve should serve others. (e.g. Human Race Volunteer, Homeless Garden) Maintain and develop partnerships that create opportunities for volunteerism for clients and staff.

Key results:

- Continue to be a partner with other agencies (Day on the Beach, The Gathering, Human Race) especially for events that promote the inclusion of people with disabilities and their neighbors. This is an ongoing item. (Doug and Patty) Always in progress. (work on gaining staff and client participation -- that is a goal).
- In election years, seek volunteer roles for people we serve with the campaigns of politicians they support by January 2020. (Julie) (Maybe delete this item? Folks haven't shown any interest in this item.)

2.3 Continue advocacy role in local and state-level policy development, including state budget hearings, Department of Developmental Services and Health and Human Services Agency workgroups, and Regional Center committees.

Key results:

- Include participants other than the Executive Director. One ongoing activity per year. As stated, this is an ongoing item. (Doug) (has had conversations with individuals who showed interest, but there hasn't been participation. There has been advocacy related to budget negotiations. This is something that we will keep trying to encourage but one example of this that took place this year is a presentation to the Transit Board by Tim.)

2.4 Continue consultations to the community agencies, especially those addressing the needs of the underserved, including Person Centered Services Incubator program either formally (with funding) or informally (without funding).

Key results:

- Develop a plan for when to charge for consulting services versus providing free mentoring. Formulate when to accept, decline, limit or require fees for consulting and mentoring by April 2021. (Doug and Will) PENDING (No agencies have been looking for these services and there have been no requests so far. Doug and Will to further discuss this topic. Side notes: Should Imagine or Doug do the Person-Centered Plans? Maybe a discussion with the Board about this at some point -- regarding conflict of interest with payments. This topic is kind of on hold because there isn't much of a demand for it at the moment.)

2.5 Expand events available to the people we serve, beyond the current inclusive events and parties. (Holiday Parties, Gathering, Film Festival)

Key results:

- Incrementally expand the number of Imagine-sponsored events and continue expanding until participation declines. Seek to have eight sponsored events in 2019. (Drea, Cherice, & Lili) **COMPLETE for 2019** (ongoing), (Cherice & Drea have brought this topic up in meetings. The events listed so far for this year are: the boat trip, the Human Race, Day on the Beach, The Gathering, the Film Festival, the Holiday Party, Imagine bonfire, Halloween party, Friendsgiving, and the Human Race kick-off event. The discussion also took a turn to focus on social media. Social media doesn't seem to actually increase the amount of donations, but it did seem to attract new audiences. This might be something to track in the future.)
- In preparing monthly calendar, check in with Shared Adventures, Wide Awakes (Easter Seals), Hope Church, and other agencies. (Lili) **COMPLETE** (ongoing).

3. Organizational Culture

3.1 Develop and implement a plan focused on a respectful and inclusive culture/healthy work environment, including communications and related human resource processes.

Key results:

- Meet with a consultant to develop a pathway consisting of surveys, training, and executive education, communication plans, etc. by February 2022 (Doug) IN PROGRESS (There will be a focus on inclusion. Janine was asking around UCSC. Doug has been looking at a few options, but most seemed too pricey/time consuming. He is going to look at MHN. Janine also looked into resources on the non-profit website, and Doug has an eye out for more affordable options. Part of this bullet point includes Leadership Training.)

3.2 Strengthen the board to improve efficiency, agility, and oversight.

Key results:

- Create a Board Strategic Planning subcommittee to review progress and propose annual updates. **COMPLETE**
- Develop Board Workplan for Board Activities beyond meetings by April 2019. (Janine) **COMPLETE**
- By October 2018, board will complete a self-assessment of time available and areas of interest for the Strategic Plan. (Janine) **COMPLETE**
- By January 2019, complete a Calendar of annual Board activities and responsibilities. (Lili) **COMPLETE**
- Move to bimonthly board meetings. (Mark) **COMPLETE**
- Consider optimum size of the board, taking into account the size of the organization, workload, and need for volunteer responsibilities by June 2019. (Janine) **COMPLETE** (ongoing)

4. Training the Organization (Lifelong Learning and Innovation)

4.1 Align training material to person-centered thinking (PCT) vocabulary and tools where appropriate.

Key results:

- Revise onboarding and orientation materials to include person-centered thinking vocabulary and tools by March 2021. (Julie) **COMPLETE** (Doug will provide assistance with adding a slide to the New Hire Orientation presentation.)
- Human Resources to receive Essential Lifestyle Planning /Person Centered Thinking training by August 2021. (Doug) **OUTSTANDING** (Needs to be rescheduled. On hold due to Covid).
- ~~Committee of Director of Services, and Human Resources to review onboarding and orientation for PCT to convene by March 2019. (same as first bullet point)~~

4.2 Review and formalize organizational training curriculum for all levels of the organization. Expand into topics such as management, communications, confidentiality, diversity, and other intra-organizational dynamics by January 2019.

Key results:

- Regular training requirements for Direct Care Staff through All-Staff meetings and house meetings to be certified by Director of Services and included on performance reviews by March 2021. (Julie) **PARTIALLY COMPLETE/PARTIALLY IN PROGRESS** (topics for all staff meetings have been set, but plans for house meetings are still in progress. Doug will help with this, and the performance reviews will need to be updated/added to as well. Self-audit the way we keep track of trainings (conversation between Julie and Patty). There is a list of training topics that have been given to Facilitators.)
- By March 2021, develop a budget for trainings that supports where, how and to whom resources will be allocated for training and education. (Doug) (Exists for year 21-22, and dependent upon continuation budget to be presented at next board meeting. there will be a complete budget presented at the June board meeting.)
- Identify and take advantage of the opportunities to use outside resources for training and/or certification. Beginning in March 2019 and to be an ongoing item. (Patty) **COMPLETE** for 2019 (Patty has reached out to a counselor for coaching one of the facilitators, and she has been using existing resources that she has liked using in the past)
- Training and education plan with support for all leadership team members by September, 2019. (Patty) **COMPLETE** for 2019 (continuous training)
- By March 2021, each All-Staff and House Meeting to include a training element. Expectation that staff attend trainings and community. (Julie) **PARTIALLY COMPLETE/PARTIALLY IN PROGRESS** (topics have been scheduled for all staff meetings, which are mandatory, but plans for house meetings are still in progress. The August LTM might be a good opportunity to decide on a topic for this. There could be a documented list of trainings for facilitators to go by, that specified which trainings need to be done yearly, bi-yearly, etc. This item has not been formalized. Doug and Julie will formalize their process. Delete as repetitive?)
- November 2018 Leadership Team meeting to include a presentation on new accountability standards for participation in trainings as determined by Executive Director and Director of Services. **COMPLETE** (with review of accountability standards for the new year underway.)
- Plan calendar year trainings in advance with ad hoc months for House Meetings by March 2021. (Patty for All-Staff, and Julie responsible for House Meetings) **IN PROGRESS** (Doug and Julie have a list of trainings for house meetings.)
- Develop a plan/system for cross-training by April 2021 (Doug) **IN PROGRESS** (a lot of cross-training happens, but there hasn't been a formal plan for it so far. Is this for direct staff or just office staff? There has been some cross-training for office staff. Admin team is looking at regular tasks, considering dependencies and identifying where cross-training is needed.)

4.3 Use the performance review process as an opportunity to engage staff in professional development planning in 2019 performance reviews.

Key results:

- By September 2019, (Julie) create a professional development conversation process as part of formalizing the direct care performance review process. **COMPLETE** (Facilitators have been doing reviews and a template was created.)
- By December 2021, ensure professional development feedback is considered in planning group trainings. **IN PROGRESS** (Follows from Patty at all staff meetings)

and Julie at house meetings. A document needs to be created to record feedback, and it should be reviewed yearly. Julie to meet with Patty in April or May to discuss this. Get back on track with doing evaluations. Facilitators have been regularly doing evaluations.)

5. Planning for Long Term Financial Viability

5.1 Analyze known CA housing models for applicability to Santa Cruz County and plan to implement the best model

Key results:

- ~~By 2021: examine the Coalition for Housing Accessibility, Needs, Choices & Equity, Inc (CHANCE Santa Barbara) housing model. PENDING (Doing anything about housing by 2021 seems irrelevant at this given time, but it is something to come back too in the future)~~
- ~~By 2021: examine Housing Choices Coalition, others. (Doug) PENDING~~
- ~~Presentation to the Board by 2021. (Doug) PENDING~~

UPDATED KEY RESULT: Drop this goal entirely and consider it no longer relevant with following status: The COVID-19 pandemic led to growth within our SLS program, and caused us to prepare a community-based day program for our FHA clients, which may also serve SLS clients. In order to protect Imagine's sustainability, we have also chosen to expand our SLS programs and to invest in growing our FHA program. These changes meet or exceed any growth goals from a new Housing Program. Additionally, affordable housing, in the past two years, has grown increasingly accessible to individuals with developmental disabilities and the impact of COVID-19 on the local housing market is unclear. For all of these reasons, Imagine has decided to discontinue investigation of a Housing Access program.

5.2 Regularly report on Imagine's role in Self-Determination Services and its financial impact.

Key results:

- Develop plans related to cost and content of Self-Determination services based on sustainability and the developing market by September, 2019. **COMPLETE** (Imagine has completed the task of assessing how to sustainably engage with individuals in the self-determination program. Because our growth goals have been exceeded due to the COVID-19 pandemic and other policy decisions, Imagine does not anticipate seeking new individuals to serve through the self-determination program. However, declining capacity at Day Programs as well as personal preferences may well lead to a situation in which Imagine continues to serve current clients through the self-determination program. Imagine has prepared for that situation.)

5.3 Scope, implement and communicate an endowed fund as an addition to fundraising options.

Key results:

- By June 2019, know the process required to establish an endowment and understand feasibility. (Doug). **COMPLETE**

- By October 2019, develop proposal for endowment, including philosophy, rules, and communications strategy for initial funding campaign. (Doug) **COMPLETE**
- *Note opportunity for endowment committee to propose additional Key Results related to implementation*

5.4 Develop and use board-approved communications tools for grants and other asks from interested parties.

Key results:

- In October 2021, Fundraising and Development Committee of the board to present a project plan to establish website update, style guides, pitch decks, and grant-seeking priorities. (Will) **COMPLETE for now** (To accommodate increased workload from the pandemic, the Fundraising and Development Committee is lowering its goals for the current year. We would like to extend the deliverable date for the pitch deck and other tools until October 2021.)

5.5 Ongoing budgeting and fund management to maintain a reserve of one-month in reserves, and a goal of six months in reserves.

Key results:

- Identify appropriate investment strategy for reserves. By April 2019. (Doug) **COMPLETE** for 2019 – Moving forward Imagine is going to adopt a safe strategy for short-term reserves.
- Future budgets proposed beginning with the 2019-2020 fiscal year will include the following information (By April 2019 -- Doug): **COMPLETE** (This topic is addressed in the 2020 preliminary budget.)
 - What is the projected surplus to be placed in reserve *
 - How many weeks of need at the budgeted level does that amount represent*
 - How many months of need are on-hand in the reserve account*
 - A projection of how long, at the current rate of saving and growth, it will take until Imagine has 6 months of need in available reserves*

UPDATED KEY RESULT: Imagine's funds are not going to grow to the extent we though, primarily due to workers' compensation reclassification, however our reserves have grown. There is uncertainty in the state budget which may result in cuts. Board has approved use of reserves in strategy to address budget shortfall and our reserves currently exceed those required by the austerity plan, if needed. Imagine is going to use a safe investment strategy for short-term reserves.

5.6 Maintain attention to risk management with the goal of minimizing preventable risks to services while not needlessly encroaching on client choice and creativity.

Key results: TBD (Will)

- Workers Comp. (Will) **ONGOING** (This is ongoing and the Risk Reduction Committee meets regularly. In addition to general risk reduction and insurance matters, during the COVID-19 pandemic the risk reduction committee meets several times per month to assess the general progress of the disease and whether Imagine is taking the proper steps to minimize the risk to our clients and staff.)

END of DOCUMENT

UPDATED: June 15, 2021