



**BOARD OF DIRECTORS' MEETING MINUTES**  
**Wednesday, June 20, 2018**

**MEMBERS PRESENT:**

BRAD HALLOCK, Chair  
JONATHAN LIEBERT, Vice Chair  
CAROLYN WHARTON, Treasurer/Secretary  
HEIDI BRANDON  
SARAH BRITTAIN JACK  
GARY DeJONG – via tele-conference  
TONY FELTMAN  
DEENA HARTJE  
JUDITH LIGHT  
DIANE LOSCHEN  
JULIA SANDS de MELENDEZ  
LISA WIELAND  
AMY YUTZY – via tele-conference

**MEMBERS ABSENT:**

RON RUBIN  
TROY STUBBINGS

**STAFF PRESENT:**

SHASHANA CROCKER, HR Business Partner  
KYLE COX, Navigation Supervisor  
JEN DeFRANCO, Human Resources Director  
TAMARA ENGRAM, Executive Assistant  
DAVID ERVIN, CEO  
KIRSTI FRIAS, Human Resources Coordinator  
LORI GANZ, Clinical Services Director  
DON GRAY, Facilities Coordinator  
BRANDI GRIFFITHS, Service Coordination Supervisor  
DAVID JUROVICH, Senior Enrollment Coordinator  
TERESA KENNEDY KAMSTRA, Senior HR Business Partner  
GINGER McBRIDE, IDD Specialist TRE Liaison to EPCDHS  
HEATHER MEIZIS, Enrollment Supervisor  
SAMANTHA SATCHELL, Futures, Business Development Director  
LAURA THOMAS, Case Management Director  
CAROL THORSTAD, Enrollment Coordinator

CALLIE TOLBERT, Lead Family Support Coordinator  
RACHEL TOMLIN, Futures, Operations Director  
CHERI ULMER, Program Services Supervisor  
NANCY VIGIL, Navigation and Quality Director  
HEATHER WHITWORTH, Controller

**GUESTS:** PATRICIA JENSEN, Prospective Board Member  
JoANN LUEDECKE, Family Member  
CHAR McCLANAHAN, MK Legacy  
DANNETTE NELSON, Discover Goodwill

**I. CALL MEETING TO ORDER**

The regular meeting was called to order at 7:34 am by Chair Brad Hallock.

**II. PUBLIC COMMENTS**

None.

**III. APPROVAL OF MEETING MINUTES –**

**A MOTION WAS MADE BY CAROLYN WHARTON, SECONDED BY JUDITH LIGHT TO APPROVE THE APRIL 18, 2018 MEETING MINUTES AS PRESENTED. *Motion unanimously approved.***

**IV. CONSENT AGENDA**

**A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY JUDITH LIGHT TO APPROVE THE CONSENT AGENDA, COMPRISED OF THE FOLLOWING POLICIES AND PROCEDURES. *Motion unanimously approved.***

- Month and Fiscal Year-End Close
- Accounts Receivable Write-Off

**V. BOARD COMMITTEE REPORTS**

**a. Development Committee**

Lisa Wieland, Development Committee Chair reported that we have raised \$885,000 in commitments for Fiscal Year 2018. Thanks to Chris Williams, Grant Manager for her efforts.

The philanthropic goal for Fiscal Year 2019 is \$596,000, an 18% increase over Fiscal Year 2018. The Board of Directors will be responsible for raising \$175,000 of this goal through personal giving, securing sponsorships, new donors, etc.

The three-year cycle for TRE's \$2 million major gifts campaign ends on June 30. \$1.65 million was raised. The next long term goal/strategy will be to raise \$6 million over the next three to five years. More details soon.

The group was reminded that the Board of Directors and Leadership will convene on Thursday, June 21 at 4:30 pm in the Commuter Area to kick off next fiscal year's annual commitments to TRE.

b. Executive Committee

Chair Hallock reported that the Committee is working on continued development for Board leadership and members.

TRE has moved forward with assisting in establishing an endowed scholarship for the University of Colorado, School of Medicine to support medical students interested in studying medicine for people with IDD.

The performance audit being conducted by the Office of State Auditor is ongoing.

c. Legislative Committee

Sarah Brittain Jack, Committee Chair reported that Ed Bowditch, TRE Lobbyist has been invited to the October 2018 Board of Directors' meeting to report on this past year's session.

d. Nominating Committee

Ms. Jack informed the group that the Committee is in the process of interviewing several self-advocates. The Committee is also reviewing the current needs for other expertise for the Board at this time.

Chair Hallock and the entire Board of Directors and staff of TRE thanked Heidi Brandon for eight years of service on the Board of Directors. Heidi will be term-limited at the end of June 2018.

e. Programs Committee

Chair Hallock informed the group that a Chair for this committee has been identified. More details soon.

f. Social Enterprise Committee

Jonathan Liebert, Vice Chair reported that the Committee and staff continue work on marketing and branding for Futures, LLC. A very good relationship-building meeting was held with representatives from Division of Vocational Rehabilitation.

David Ervin, CEO thanked the Committee and staff for their dedicated work on the launch and stand-up of Futures.

The Committee is also reviewing a proposal on the development of a more formalized training and consultancy department within TRE.

g. Finance and Investment Committee

*TRE and Companies Budget Proposal* – Carolyn Wharton, Treasurer thanked staff for their hard work on the budget proposal for Fiscal Year 2019. The process was changed this year and took extra time and thinking differently to achieve the proposal being presented.

CEO Ervin stated that service rates will be adjusted this year: 1% (across the board) rate and contract adjustment. Other direct care service providers will receive a 6.5% increase to rates dedicated exclusively to direct support professionals.

The group then reviewed the Fiscal Year 2019 Budget Assumptions. One major shift in revenue assumptions is that the State is moving to a cost-based reimbursement model for early intervention (EI) services. TRE submitted its cost-based budget to the State and await approval. This increase represents a 21% increase in proposed EI revenue over FY18.

Targeted Case Management (TCM) is an aggressive but achievable target and is based on a different theory where TRE will over-hire to par to lower caseloads. TRE will implement go/no-go checkpoints at the end of each quarter to determine the continued success of this theory. CEO Ervin will provide Board members with a one-page outline of the changes.

TRE's proposed FY19 budget invests in Management and General (M&G) in order to support the growth of the organization. This will move our M&G to 13.7% of total budget.

A question was raised about the other revenue category. This includes revenue from third party billing and philanthropy.

Please note the proposed budget of \$22,734,933 *includes* Futures, LLC, Training & Consulting CenTRE and 6385 Corporate Drive, LLC.

The Finance and Investment Committee along with staff of TRE recommend approval of the Fiscal Year 2019 budget as presented with a zero-based bottom line. Note: Revisions may need to be made to EI revenue and expenses lines based on feedback from the State.

**A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY DIANE LOSCHEN TO APPROVE THE FISCAL YEAR 2019 AS PRESENTED. *Motion unanimously approved.***

*401k Contribution Audit Requirement* – CEO Ervin explained that a new audit requirement in place asks for separate and specific Board of Directors' approval of the continued 2.5% TRE contribution/match, up to 6% of employee's salary.

**A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY LISA WIELAND TO APPROVE THE CONTINUATION OF TRE'S CURRENT 401K MATCH OF 2.5%, UP TO 6% OF EMPLOYEE'S SALARY. *Motion unanimously approved.***

**VI. CHIEF EXECUTIVE OFFICER'S REPORT**

*Conflict Free Case Management (CFCM)* – CEO Ervin informed the group that it is TRE's intent to submit its option to serve as a Case Management Agency only under this new system.

TRE will also submit its Business Continuity Plan to Health Care Policy and Financing no later than June 30, and then will await their approval of our intent to be a case management agency only.

TRE will also cease billing for the remaining fourteen third party vendors/businesses providing Medicaid waiver services on July 1, 2018 to fully meet the intent of CFCM.

*Strategic Planning* – The group was reminded to block calendars for September 8 and 9, 2018 for TRE's Strategic Planning Retreat. More details soon.

*Colorado Springs Health Foundation Grant* – TRE received a three year planning grant in the amount of \$610,000 to engage in community planning for health strategy for people with intellectual and developmental disabilities. Thanks to the whole TRE team for their hard work on this grant.

If you know Board members of the Colorado Springs Health Foundation, please take a moment to thank them for their consideration of TRE for this grant.

*Other Grant/Funding Opportunities* – If staff and/or Board members know of any funding/grant opportunities, please contact Sheila Ferguson.

**VII. NEW BUSINESS**

None.

**VIII. OLD BUSINESS**

None.

**IX. PUBLIC COMMENTS**

None.

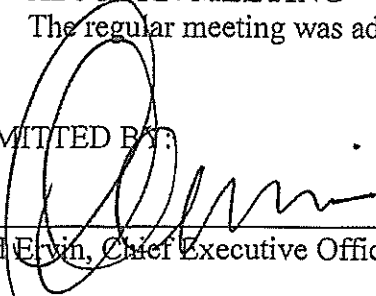
**X. SCHEDULE OF NEXT MEETING**

The next Board of Director's meeting will be held on **Wednesday, August 15, 2018** at 7:30 am at The Resource Exchange.

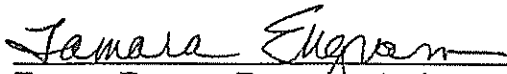
**XI. ADJOURN MEETING**

The regular meeting was adjourned at 9:00 am.

SUBMITTED BY:

  
\_\_\_\_\_  
David Ervin, Chief Executive Officer

RECORDED AND TRANSCRIBED BY:

  
\_\_\_\_\_  
Tamara Engram, Executive Assistant

APPROVED AS TO FORMAT:

\_\_\_\_\_  
Carolyn Wharton, Treasurer/Secretary



TRE  
The Resource Exchange

## BOARD OF DIRECTORS' MEETING MINUTES

Wednesday, August 15, 2018

### MEMBERS PRESENT:

BRAD HALLOCK, Chair  
SARAH BRITTAIN JACK  
TONY FELTMAN – via telephone  
DEENA HARTJE  
DIANE LOSCHEN  
RON RUBIN  
JULIA SANDS de MELENDEZ  
LISA WIELAND  
AMY YUTZY

### MEMBERS ABSENT:

JONATHAN LIEBERT, Vice Chair  
CAROLYN WHARTON, Treasurer/Secretary  
JUDITH LIGHT  
TROY STUBBINGS

### STAFF PRESENT:

ELIZABETH ALBO, Development Coordinator  
COLLEEN BATCHELOR, CFS Director  
CAMILLE BLAKELY, Marketing Director  
LAUREN BRESLIN, TRE Research Assistant  
KYLE COX, Navigation Supervisor  
JEN DeFRANCO, Human Resources Director  
TAMARA ENGRAM, Executive Assistant  
DAVID ERVIN, CEO  
SHEILA FERGUSON, Development Director  
ROB FRANC, Project Manager  
KIRSTI FRIAS, Human Resources Coordinator  
LORI GANZ, Clinical Services Director  
DON GRAY, Facilities Coordinator  
NICHOLE GUERRA, TRE Research Director  
TERESA KENNEDY KAMSTRA, Senior HR Business Partner  
HEATHER MEIZIS, Quality Review Coordinator  
SAMANTHA SATCHELL, Futures, Business Development Director

KEITH SCHUMACHER, CFO  
SHELBY SHIVELY, TRE Research Coordinator  
LAURA THOMAS, Case Management Director  
CALLIE TOLBERT, Lead Family Support Coordinator  
RACHEL TOMLIN, Futures, Operations Director  
HEATHER WHITWORTH, Controller

**GUESTS:** LORI BELLINGHAM, El Pomar Foundation, Empty Stocking Fund  
JACK GURR, El Pomar Foundation, Empty Stocking Fund  
DEB MAHAN, Empty Stocking Fund

**I. CALL MEETING TO ORDER**

The regular meeting was called to order at 7:35 am by Chair Brad Hallock.

**II. PUBLIC COMMENTS**

None.

**III. EMPTY STOCKING FUND (ESF) PRESENTATION**

Jack Gurr provided background information on the Empty Stocking Fund and the upcoming campaign. Deb Mahan was introduced as ESF's Executive Director.

The allocation for TRE this year is 3.5%.

The ESF campaign runs November 22, 2018 – January 18, 2019. The Opening Ceremony is scheduled for November 15 at 5:30 pm at Penrose House. A full calendar of events will be shared in the near future. Board members and staff were encouraged to participate in as many events as possible.

**IV. APPROVAL OF MEETING MINUTES – June 20, 2018**

**A MOTION WAS MADE BY DIANE LOSCHEN, SECONDED BY RON RUBIN TO APPROVE THE JUNE 20, 2018 MEETING MINUTES AS PRESENTED.**

*Motion unanimously approved.*

**V. CONSENT AGENDA**

None presented.

**VI. BOARD COMMITTEE REPORTS**

**a. Development Committee**

Lisa Wieland, Development Committee Chair reported. The Board of Directors will be responsible for raising \$175,000 of this goal through personal giving, securing sponsorships, new donors, etc. Board members are encouraged to invite friends, co-workers and others to attend events, meet with David and/or Sheila and to volunteer to serve on committees. This involvement will educate more people about TRE's supports, services and needs.



Sheila Ferguson, Development Director introduced Liz Albo as our new Development Coordinator and Camille Blakely as our new Marketing Director.

Ms. Ferguson reminded Board members that personal donation commitments are due today. It is very important that TRE has 100% Board participation when we apply for grants.

b. Finance and Investment Committee

President Hallock reported. Fiscal Year 2018 numbers are not final yet and appears to be a more challenging year than anticipated. In addition to the office relocation, significant investments were made in staff, technology, and new CRM/billing software. Also changes were made to TRE's Capitalization Policy and investments into a social enterprise, Futures.

Board members were encouraged to attend a Finance and Investment Committee meeting, when possible.

c. Legislative Committee

Sarah Jack, Committee Chair reported that the committee is meeting on Monday, August 20 at 12 noon. Board members were encouraged to attend. Topics of discussion include planning of the annual Legislative Town Hall, proposed Federal Legislation that the Committee has voted to support, and Ed Bowditch, TRE Lobbyist is scheduled to present at the October Board of Directors' meeting.

d. Nominating Committee

President Hallock informed the group that Gary DeJong has resigned from the Board of Directors.

Ms. Jack, Committee Chair asked for recommendations of potential members. Areas of need include legal expertise and self-advocate.

e. Programs Committee

President Hallock reported that discussion is being held on how best to support our social enterprise, Futures.

f. Social Enterprise Committee

With the launch of Futures, the Social Enterprise Committee will support the Programs Committee.

g. Executive Committee

Chair Hallock reported that Futures' largest client, Division of Vocational Rehabilitation backed out of the working agreement with Futures due to not being able to internally agree on the length of paid support for clients. TRE is meeting with the Director at the State level to discuss this issue.

The committee has also worked on and resolved a possible conflict of interest situation.

The performance audit being conducted by the Office of State Auditors is on-going.

## **VII. CHIEF EXECUTIVE OFFICER'S REPORT**

*New Staff* – New staff were welcomed to TRE.

*Aspen Pointe Update* – David Ervin, CEO reported that Aspen Pointe has informed Peak Vista and TRE of its decision to cease providing psychiatric staffing coverage in Developmental Disabilities Health Center (DDHC). This is mainly due to a policy shift at the state level with behavioral health services for those with Medicaid which will now be managed under the Regional Accountability Enterprise (RAE).

*TRE Early Intervention Performance Review* – The group was referred to the Quarterly Data Review information which shows improvements and/or continued consistent excellence in virtually every one of the measures.

*Business Continuity Plan* was submitted on June 30, 2018 to the Colorado Department of Health Care Policy and Financing (HCPF).

*6385 Corporate Drive LLC* – Work on the elevator repair has begun. We still await a decision on whether the cost will be covered by TRE's building umbrella.

*Medically Underserved Population* – Legislation has been introduced in the US House of Representatives that would designate people with IDD as a Medically Underserved Population. TRE has been approached by national coalitions to work in support of this bill. More to come.

## **VIII. NEW BUSINESS**

None.

## **IX. OLD BUSINESS**

None.

## **X. PUBLIC COMMENTS**

None.

## **XI. SCHEDULE OF NEXT MEETING**

The next Board of Director's meeting will be held on Wednesday, October 17, 2018 at 7:30 am at The Resource Exchange.

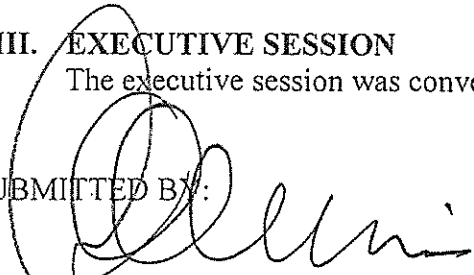
## **XII. ADJOURN REGULAR MEETING**

The regular meeting was adjourned at 8:40 am.

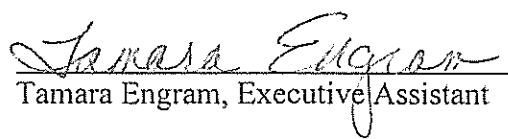
**XIII. EXECUTIVE SESSION**

The executive session was convened at 8:50 am and adjourned at 10:25 am.

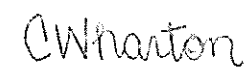
SUBMITTED BY:

  
\_\_\_\_\_  
David Ervin, Chief Executive Officer

RECORDED AND TRANSCRIBED BY:

  
\_\_\_\_\_  
Tamara Engram, Executive Assistant

APPROVED AS TO FORMAT:

  
\_\_\_\_\_  
Carolyn Wharton, Treasurer/Secretary



**BOARD OF DIRECTORS' MEETING MINUTES**  
**Wednesday, October 17, 2018**

**MEMBERS PRESENT:**

BRAD HALLOCK, Chair  
JONATHAN LIEBERT, Vice Chair  
CAROLYN WHARTON, Treasurer/Secretary  
SARAH BRITTAIN JACK  
TONY FELTMAN – via telephone  
DEENA HARTJE  
JUDITH LIGHT  
DIANE LOSCHEN  
RON RUBIN  
JULIA SANDS de MELENDEZ  
TROY STUBBINGS  
LISA WIELAND  
AMY YUTZY – via telephone

**STAFF PRESENT:**

COLLEEN BATCHELOR, CFS Director  
CAMILLE BLAKELY, Marketing Director  
KYLE COX, Navigation Supervisor  
JEN DeFRANCO, Human Resources Director  
TAMARA ENGRAM, Executive Assistant  
DAVID ERVIN, CEO  
SHEILA FERGUSON, Development Director  
ROB FRANC, Project Manager  
LORI GANZ, Clinical Services Director  
DON GRAY, Facilities Coordinator  
TERESA KENNEDY KAMSTRA, Senior HR Business Partner  
HEATHER MEIZIS, Quality Review Coordinator  
KEITH SCHUMACHER, CFO  
CALLIE TOLBERT, Lead Family Support Coordinator  
CHERI ULMER, Program Supports Supervisor  
NANCY VIGIL, Navigation and Quality Director  
LISA WIENER, Human Resources Coordinator

**GUESTS:** ED BOWDITCH, TRE Lobbyist  
KIM MATTHEWS, Community Member  
DANNETTE NELSON, Discover Goodwill

**I. CALL MEETING TO ORDER**

The regular meeting was called to order at 7:35 am by Chair Brad Hallock.

**II. PUBLIC COMMENTS**

Kim Matthews thanked the Board of Directors for the donation to the Christopher Ames Matthews endowed scholarship at the University of Colorado (CU) School of Medicine, Colorado Springs Branch. This contribution enabled the scholarship to meet its goal of CU matching those funds and created the first endowed scholarship for medical students in the Colorado Springs branch with interest in and aptitude for practicing medicine with and for people with intellectual and developmental disabilities (IDD). A \$4000 scholarship will be given yearly and the recipient must show an interest in learning more about diagnosing, caring for, treating, following up with medical care for individuals with IDD.

Mrs. Matthews added that due to partnerships between The Resource Exchange and UCCS Medical Campus, there are currently eight students doing their community service commitment with agencies in our community who serve people with IDD.

**III. APPROVAL OF MEETING MINUTES – August 15, 2018**

**A MOTION WAS MADE BY RON RUBIN, SECONDED BY DIANE LOSCHEN TO APPROVE THE AUGUST 15, 2018 MEETING MINUTES AS PRESENTED.**  
*Motion unanimously approved.*

**IV. CONSENT AGENDA**

- a. Policy on Employee Orientation *REPEAL*: Human Resources is recommending repeal, as policizing orientation, which is covered in the Employee Handbook, is unnecessary.

**A MOTION WAS MADE BY SARAH BRITTAIN JACK, SECONDED BY JUDITH LIGHT TO REPEAL THE EMPLOYEE ORIENTATION POLICY.**  
*Motion unanimously approved.*

**V. BOARD COMMITTEE REPORTS**

Board members were asked to RSVP when planning to attend any Committee meetings.

a. Legislative Committee

Sarah Brittain Jack, Committee Chair reminded the group of the 12<sup>th</sup> Annual Legislative Town Hall on Wednesday, October 24, 2018, beginning at 5:30 pm at Centennial Hall, 200 South Cascade Avenue.

Ms. Jack introduced Ed Bowditch, Bowditch & Cassell Public Affairs. Mr. Bowditch reported that Colorado's economy continues to do well. The challenge is that the state will most likely exceed its TABOR revenue limit and will be required to issue TABOR refunds.

Mr. Bowditch then referenced the Gallagher Amendment. The Legislature developed an Interim Committee on Alternatives to the Gallagher Amendment which has met over the summer. Any possible solutions identified must be sent to the voters for approval.

It was noted in the 2018 election, all 65 House seats and half of the Senate seats will be up in November.

b. Development Committee

Lisa Wieland, Development Committee Chair reported. TRE has raised 61% of the established goal. It was noted that TRE will have approximately \$2 million worth of grants requested by the end of the year. The average return is around 30-40% of requested amounts.

The group was reminded that the Board of Directors is responsible for raising \$175,000 of this goal through personal giving, securing sponsorships, new donors, etc.

Board members were also reminded to return their personal donation commitments to Sheila Ferguson as soon as possible. It is important that TRE has 100% Board of Directors' participation in donating to TRE.

The next Art Opening and Thank You Reception is scheduled for Wednesday, November 7, 5-7 pm at TRE. Everyone was encouraged to extend an invitation to people wanting to learn more about TRE. Invitations are available in paper and email format for your convenience.

Mrs. Ferguson encouraged Board members and staff to participate in upcoming Empty Stocking Fund events. Liz Albo, Development Coordinator will send information on events as we receive them.

c. Finance and Investment Committee

Carolyn Wharton, Treasurer and Keith Schumacher, CFO reported. CFO Schumacher reviewed the September YTD P&L Summary with the group. Revenues trail budget by \$395,365. This is due in part to our projection of targeted case management and third party insurance billing revenue.

Actual expenses are below budget \$305,504. Adjustments were made to the Operations budget by placing new hiring on hold for support positions and moving IT purchases for laptops, computers, etc. to a lease agreement.

TRE's Net Operating Margin is a negative \$163,344. With investment losses (which are a paper loss at this point), our total deficit for September YTD is \$187,400.

David Ervin, CEO added that TRE forecasts revenue from private or third party insurance for Early Intervention services are well off budget. Tri-Care is the most extensively used. Including Tri-Care and Medicaid with all other insurances, TRE is experiencing a negative variance to budget. TRE is in the process of deep analysis to determine areas of concern, confirm proper rebills, and kid counts and productivity rates among our providers. Needed corrections will be identified and taken.

The group was updated on the delayed move to cost-based reimbursement for Early Intervention services and its effect on our budget. The State Department of Human Services continues to state that they will "true-up" retro to July 1, 2018.

CFO Schumacher stated that cash flow has vastly improved since August and TRE continues to monitor very closely.

d. Nominating Committee

Ms. Jack, Committee Chair asked again for recommendations of names and contact information for possible self-advocate candidates.

Chair Hallock also reminded the committee that it needs to begin work on succession planning for the current executive committee.

e. Programs Committee

President Hallock reported that discussion is being held on how best to support our social enterprise, Futures.

f. Social Enterprise Committee

Jonathan Liebert, Committee Chair reminded the group of the Futures' Lunch 'n Learn scheduled for Thursday, October 25. Please plan to attend. Also, Futures' website has been launched – check it out!

An update on Futures' funding relationship with Division for Vocational Rehabilitation (DVR) was discussed. It has been held up due to questions, etc. from the counselors at DVR.

TRE, to date, has made a \$55,000 investment in Futures. Work continues to solve any identified issues with DVR and to identify other sources of revenue.

g. Executive Committee

Chair Hallock reported that the committee added an executive session to today's meeting to discuss the Office of State Auditors' audit and continues to plan the upcoming strategic planning sessions.

**VI. CHIEF EXECUTIVE OFFICER'S REPORT**

*Nursing and Therapy Services of Colorado (NTSOC) meeting* – CEO Ervin reported on a past meeting that he and Lisa Wieland had with representatives from NTSOC regarding the possible need and benefit to partner/collaborate with each other and other agencies in providing services to the people that we support.

It was suggested to plan a half day summit for Boards of agencies to identify areas of possible collaboration.

*New Heights Behavioral Health* is no longer a service of TRE as of the end of September. Thanks to Dr. Ashley Williams and her staff for providing behavioral and mental health services to kids and adults with IDD across the Pikes Peak Region for many years. It is unfortunate that the ongoing funding challenges could not be remedied.

*Israeli Delegation* – A group of professionals from Israel toured services and supports provided in Colorado in early October. It went very well.

**VII. NEW BUSINESS**

*TRE Fall Festival* – The group was reminded of the 1<sup>st</sup> Annual Fall Festival scheduled for Friday, October 26, 11 am-2pm in TRE's parking lot.

**VIII. OLD BUSINESS**

None.

**IX. PUBLIC COMMENTS**

None.

**X. SCHEDULE OF NEXT MEETING**

The next Board of Director's meeting will be held on **Wednesday, January 16, 2019** at 7:30 am at The Resource Exchange.

**XI. ADJOURN REGULAR MEETING**

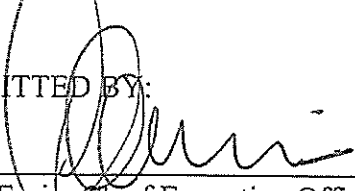
The regular meeting was adjourned at 8:55 am.

**XII. EXECUTIVE SESSION**

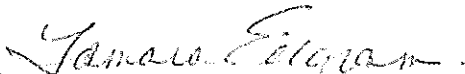
The executive session was convened at 9:00 am and adjourned at 10:25 am.




SUBMITTED BY:

  
\_\_\_\_\_  
David Ervin, Chief Executive Officer

RECORDED AND TRANSCRIBED BY:

  
\_\_\_\_\_  
Tamara Engram, Executive Assistant

APPROVED AS TO FORMAT:

  
\_\_\_\_\_  
Carolyn Wharton, Treasurer/Secretary



**BOARD OF DIRECTORS' MEETING MINUTES**  
**Wednesday, January 16, 2019**

**MEMBERS PRESENT:**

BRAD HALLOCK, Chair  
CAROLYN WHARTON, Treasurer/Secretary  
SARAH BRITTAIN JACK  
TONY FELTMAN – via telephone  
DEENA HARTJE  
JUDITH LIGHT  
DIANE LOSCHEN  
RON RUBIN  
JULIA SANDS de MELENDEZ  
AMY YUTZY

**MEMBERS ABSENT:**

JONATHAN LIEBERT, Vice-Chair  
LISA WIELAND

**STAFF PRESENT:**

CAMILLE BLAKELY, Marketing Director  
KYLE COX, Navigation Supervisor  
JEN DeFRANCO, Human Resources Director  
TAMARA ENGRAM, Executive Assistant  
DAVID ERVIN, CEO  
COLLEEN FLANAGAN, Family Support Coordinator  
ROB FRANC, Project Manager  
DON GRAY, Facilities Coordinator  
KEITH SCHUMACHER, CFO  
CALLIE TOLBERT, Lead Family Support Coordinator

**GUESTS:** MICHAEL ZOZOBRADO  
DANNETTE NELSON, Discover Goodwill

**I. CALL MEETING TO ORDER**

The regular meeting was called to order at 7:32 am by Chair Brad Hallock.

**II. PUBLIC COMMENTS**

None.

**III. APPROVAL OF MEETING MINUTES – October 17, 2018**

**A MOTION WAS MADE BY CAROLYN WHARTON, SECONDED BY JUDITH LIGHT TO APPROVE THE OCTOBER 17, 2018 MEETING MINUTES AS PRESENTED. *Motion unanimously approved.***

**IV. FINANCIAL AUDIT REVIEW-FISCAL YEAR 2018**

Calvin Logan and Pauline Davis, Logan, Thomas & Johnson, LLC reviewed the findings from the FY2018 Audit with the Board of Directors. *(This document is available for review at [www.tre.org](http://www.tre.org)).*

From the consolidated statements of position, total assets and liabilities increased this fiscal year due to the purchase of the 6385 Corporate Drive building. There are new debt covenants that should be watched carefully.

The new footnotes are due to the notes payable and capital leases reporting requirements.

Mr. Logan referenced new pronouncements that will require reporting for the coming fiscal years.

**V. CONSENT AGENDA**

a. Policy Review – The changes/updates to the Bereavement & Funeral Leave; Fraud, Waste, Abuse & Reporting; and Alternative Employment Policies/Procedures were briefly reviewed.

**A MOTION WAS MADE BY JULIA MELENDEZ, SECONDED BY DIANE LOSCHEN TO APPROVE THE CONSENT AGENDA (BEREAVEMENT & FUNERAL LEAVE; FRAUD, WASTE, ABUSE & REPORTING; AND ALTERNATIVE EMPLOYMENT POLICIES). *Motion unanimously approved.***

**VI. BOARD COMMITTEE REPORTS**

**Board members were asked to RSVP when planning to attend any Committee meetings.**

a. Development Committee

Diane Loschen, Board Member reported that there is transition in the Development Department due to Sheila Ferguson's departure and Chris Williams' pivot to a flex employee. The Committee and Development/ Marketing staff are evaluating the future evolution of these departments in continuing to build the recognition and value of TRE in our community and beyond.

Currently, TRE still has \$118,000 to raise that is not grant related, and \$74,000 in projected grants.

Empty Stocking Fund campaign has exceeded its fundraising goal. The closing celebration is scheduled for January 24, 2019. An electronic invitation will be sent to all Board members.

TRE's End-of-Year Campaign also exceeded its projected goal with approximately \$20,000 being raised. TRE plans to add another mailing in the Spring to focus on the Power of Peers program.

Future Development Committee meetings will be held on the second Friday of each month at 7:45 am at TRE.

Upcoming events include:

- March 13 – Art Reception
- April 27 – Go Baby Go
- June 5 – Art Reception

Tammie Ingram and Liz Albo will coordinate sending calendar invitations to the various events/meetings.

The group briefly discussed different options of a capital campaign. More details soon.

b. Finance and Investment Committee

Carolyn Wharton, Treasurer and Keith Schumacher, CFO reported. CFO Schumacher reviewed the December YTD Profit & Loss Summary with the group. Revenues trail budget by approximately 6%, mainly due to third-party insurance and service income being lower than projected.

Operating for December was approximately \$54,000 positive following November showing a positive number at approximately \$40,000. This is mostly due to cost reductions. While this is good during lean times this does impact human beings, both staff and people we serve over the long-term.

Revenue should increase during the third quarter with true cost-based reimbursements for early intervention services starting soon – approximately seven months past the promised start date. TRE did receive confirmation of payment for services rendered for November and December 2018. Reconciliation must still be completed on this payment.

c. Legislative Committee

Sarah Brittain Jack, Committee Chair reported that the General Assembly is now in session. The Committee is scheduled to meet this week to discuss policy/process for supporting or not supporting any proposed legislation; TRE Day at the Legislature; and Legislative Town Hall.

d. Nominating Committee

Ms. Jack, Committee Chair again asked for recommendations for community members in the legal and health care industries that might be interested in volunteering for our Board.

Chair Hallock reported that Troy Stubbings submitted his resignation from the Board effective immediately. Work obligations are making it impossible for him to give TRE the time needed.

e. Programs Committee

Chair Hallock reported that work continues on the development of the scope of work for this committee.

f. Social Enterprise Committee

David Ervin, CEO informed the group that Futures has scaled back and is no longer a stand-alone entity. Work continues with Division for Vocational Rehabilitation and any other identified prospects and/or referrals.

TRE is working with appropriate commercial real estate firms to try to sublease the Futures space.

g. Executive Committee

Chair Hallock thanked all that attended the Strategic Planning sessions. Thanks also to Kimberley Sherwood, Third Sector Group for her work on these sessions. Ms. Sherwood continues to work with TRE on the continued progress of strategic imperatives identified.

One identified area of need is succession planning for leadership and membership on the Board of Directors. If interested in serving on a work group, please contact Chair Hallock.

Chair Hallock also informed the group that TRE Board of Directors will be moving back to monthly meetings. Bylaws require at least four meetings per year. Please provide any feedback on possible structure/times etc. for these meetings.

The Executive Committee has been invited to attend Leadership Team meetings at their convenience. Also, Leadership Team meeting minutes will be shared with all Board members to help inform and solicit communications on issues/successes at TRE.

## VI. CHIEF EXECUTIVE OFFICER'S REPORT

*Office of State Auditors' Audit Report-* The results were presented to the Legislative Audit Committee on December 3, 2018. The report outlined a series of concerns around the ways the system in Colorado provides case management to people receiving our services.

Thirteen recommendations were made. Four applied to TRE. TRE has responded to these recommendations. One finding was the need for TRE to repay approximately \$23,000 for TCM claims in FY2017 which TRE will do.

Another recommendation cited "unreasonable and unfeasible" billing for TCM. Their reasoning for the finding is in conflict with HCPF's requirements. TRE has disputed this finding due to the conflict between State agencies.

TRE was invited by the a member of the Legislative Audit Committee to lead a group of people from advocacy, other CCBs and other systems of care in conversation that could result in much longer term and systemic fixes for Colorado.

*Conflict Free Case Management and CCB Investigations-* As conflict free case management continues to implement in Colorado, the State has delayed the presentation of Case Management Agency rules to the Medical Services Board that define Case Management Agencies and qualifications for case managers.

CCBs in existing Rule must perform investigations into mistreatment, abuse, neglect and exploitation (MANE). Two years ago this same requirement has been placed with Adult Protective Services. TRE has approached HCPF and asked about this redundant requirement. These conversations are on-going.

**VII. NEW BUSINESS**

None.

**VIII. OLD BUSINESS**

None.

**IX. PUBLIC COMMENTS**

None.

**X. SCHEDULE OF NEXT MEETING**

The next Board of Director's meeting is scheduled for **Wednesday, April 17, 2019** at 7:30 am at The Resource Exchange. In light of a possible schedule change, notice for next meeting will be posted on TRE's website.

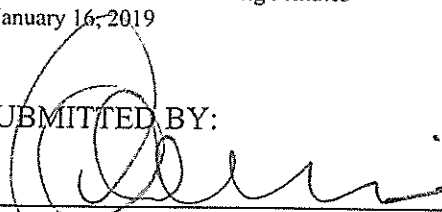
**XI. ADJOURN REGULAR MEETING**

The regular meeting was adjourned at 9:00 am.


**XII. EXECUTIVE SESSION**

The executive session was convened at 9:05 am and adjourned at 9:50 am.

SUBMITTED BY:

  
\_\_\_\_\_  
David Ervin, Chief Executive Officer

RECORDED AND TRANSCRIBED BY:

  
\_\_\_\_\_  
Tamara Engram, Executive Assistant

APPROVED AS TO FORMAT:

  
\_\_\_\_\_  
Carolyn Wharton, Treasurer/Secretary



TRE  
The Resource Exchange

**BOARD OF DIRECTORS' MEETING MINUTES**  
**Wednesday, March 20, 2019**

**MEMBERS PRESENT:**

BRAD HALLOCK, Chair  
SARAH BRITTAIN JACK  
TONY FELTMAN – via telephone  
DEENA HARTJE  
JUDITH LIGHT  
DIANE LOSCHEN  
RON RUBIN  
JULIA SANDS de MELENDEZ  
LISA WIELAND  
AMY YUTZY – via telephone

**MEMBERS ABSENT:**

JONATHAN LIEBERT, Vice-Chair  
CAROLYN WHARTON, Treasurer/Secretary

**STAFF PRESENT:**

ELIZABETH ALBO, Donor Relations Manager (via Go To Meeting link)  
COLLEEN BATCHELOR, Child and Family Services Director  
CAMILLE BLAKELY, Community Engagement Director  
JEN DeFRANCO, Human Resources Director  
TAMARA ENGRAM, Executive Assistant  
DAVID ERVIN, CEO  
ROB FRANC, Project Manager  
LORI GANZ, Clinical Services Director  
DON GRAY, Facilities Coordinator  
NICHOLE GUERRA, Research Director  
KASEY HANDLEY, Enrollment Support Coordinator  
DAVID JUROVICH, Enrollment Supervisor  
SAMANTHA SATCHELL, Futures, Director of Business Development  
AMANDA STEINGIESSER, Senior Enrollment Coordinator  
LAURA THOMAS, Case Management Director  
CAROL THORSTAD, Senior Navigation Coordinator  
CHERI ULMER, Program Support Supervisor  
HEATHER WHITWORTH, CFO  
CALLIE TOLBERT, Lead Family Support Coordinator  
NANCY VIGIL, Navigation and Quality Director



**GUESTS:** DANNETTE NELSON, Discover Goodwill

**I. CALL MEETING TO ORDER**

The regular meeting was called to order at 7:34 am by Chair Brad Hallock.

**II. PUBLIC COMMENTS**

None.

**III. APPROVAL OF MEETING MINUTES – January 16, 2019**

**A MOTION WAS MADE BY DIANE LOSCHEN, SECONDED BY JUDITH LIGHT TO APPROVE THE JANUARY 16, 2019 MEETING MINUTES AS PRESENTED. *Motion unanimously approved.***

**IV. CONSENT AGENDA**

None.

**V. BOARD COMMITTEE REPORTS**

**Board members were asked to RSVP when planning to attend any Committee meetings.**

**a. Development Committee**

Lisa Wieland, Committee Chair and Camille Blakely, Community Engagement Director reported that Elizabeth Albo has been promoted to Donor Relations Manager, Megan Ellis has been hired as Grants Manager, and a Marketing Coordinator will be hired soon.

During the transition of the department, Mrs. Blakely thanked Board members for their time and openness during her continuing "Listening Tour". The information shared by Board members will help provide direction and priorities for the department.

Updated and new brochures including a case statement (for philanthropy) will be available soon. An updated social media strategy will also be available soon.

Mrs. Blakely added that we are on track to meet this fiscal year's fundraising goal.

*Empty Stocking Fund* – Total received for this year's campaign was \$42,224.80.

*Upcoming events –*

- The Quarterly Art Walk and Reception was rescheduled to Wednesday, April 3 (due to inclement weather). 90 people have RSVP'd and currently TRE has 100 pieces of art to display.
- Go Baby Go Spring Event is scheduled for Saturday, April 27 at Eagleview Middle School.

b. Finance and Investment Committee

Heather Whitworth, CFO reported. CFO Whitworth reviewed the February YTD Profit & Loss Summary with the group. The month ended showing a loss of approximately \$165,000 and YTD loss of \$16,000. This is due to February being a short month so less billing was completed and several larger PTO payouts for staff that left the agency were made.

Revenue should increase during the third quarter with true cost-based reimbursements for early intervention services being made. TRE still has not been paid in full (made whole) for past invoices.

David Ervin, CEO shared that Health Care Policy and Financing sent a directive memo in early March regarding Targeted Case Management and how it can be billed. Staff anticipated this change and are adjusting operations to accommodate this directive. TRE does not know if this change will negatively impact services and/or operations.

*FY2020 Budget Hearings* – Budget hearings are scheduled April 1-12.

*Ratification of Signatory Resolutions* – Resolutions for Integrity Bank and Trust and Integrity Wealth Advisors passed by a unanimous email vote on February 14, 2019 and February 26, 2019, respectively. These resolutions made changes to the signatory authorizations for these accounts, removing Keith Schumacher and adding Heather Whitworth.

c. Legislative Committee

Sarah Brittain Jack, Committee Chair reported that the TRE Day at the Legislature was well attended and met with many legislators.

The 13<sup>th</sup> Legislative Town Hall has been set for Wednesday, October 23. The format may change this year by working with Food for Thought. TRE's Board committee is scheduled to meet with the Legislative Town Hall planning committee and representatives from Food for Thought to begin planning this event.

d. Nominating Committee

Ms. Jack, Committee Chair updated the group on recruiting efforts for Board membership. Interviews with self-advocates continue with those interviewed to date declining this opportunity. CEO Ervin stated that he has names of additional interested parties. Two other areas of needed representation are legal and financial.

Chair Hallock then informed the group that TRE By-Laws allow for officers of the Executive Committee of the Board to serve more than one two-year term if needed. Chair Hallock expressed his interest in serving another term at the Board's discretion, if necessary. Treasurer Carolyn Wharton is also interested in continuing as either Vice

Chair or Treasurer. Vice Chair Jonathan Liebert will be leaving the Board in June due to time constraints.

e. Succession Planning Committee

Judith Light, Board Member informed the group that she, Julia Melendez and Amy Yutzy will be meeting next week to begin work on this plan.

f. Social Enterprise Committee

Chair Hallock reported that the Committee met and discussed the status of Futures.

g. Executive Committee

Chair Hallock informed the group that CEO Ervin has tendered his resignation. Chair Hallock thanked CEO Ervin for his dedication and friendship to the people we serve, TRE staff and Board, and our community.

Following are current priorities for the organization: budget preparation, strategic plan direction and social enterprise including Futures.

The Board of Directors will form a Search Committee and plans to conduct a national search for CEO using a national search firm. Members are Chair Hallock, Vice Chair Liebert, Treasurer Wharton, and Amy Yutzy. If other Board members are interested, please contact Chair Hallock.

*CFO Position* – CFO Whitworth informed the group that it is her plan to stay on full-time with TRE as CFO.

**VI. CHIEF EXECUTIVE OFFICER'S REPORT**

*State Budget* – The proposed increase to rates and contract for FY2020 remains at 1% (common policy). Unfortunately the delta between proposed increase and the inflation adjusted value of the dollar through 2020 is now over 30%.

*CEO's portion of New Employee Orientation* – Board members were invited to the next session (CEO's last session prior to departure) on Monday, April 8. Tammie Engram will send an Outlook meeting invitation.

*New Staff* – New staff were welcomed to TRE.

**VII. NEW BUSINESS**

None.

**VIII. OLD BUSINESS**

None.

**IX. PUBLIC COMMENTS**

None.

**X. SCHEDULE OF NEXT MEETING**

The next Board of Director's meeting is scheduled for **Wednesday, April 17, 2019** at 7:30 am at The Resource Exchange.

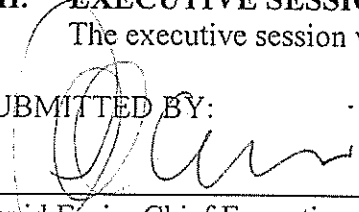
**XI. ADJOURN REGULAR MEETING**

The regular meeting was adjourned at 8:35 am.

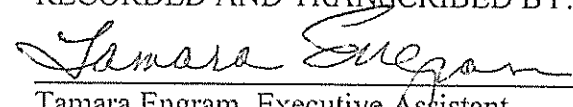
**XII. EXECUTIVE SESSION**

The executive session was convened at 8:45 am and adjourned at 10:15 am.

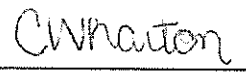
SUBMITTED BY:

  
\_\_\_\_\_  
David Ervin, Chief Executive Officer

RECORDED AND TRANSCRIBED BY:

  
\_\_\_\_\_  
Tamara Engram, Executive Assistant

APPROVED AS TO FORMAT:

  
\_\_\_\_\_  
Carolyn Wharton, Treasurer/Secretary



**BOARD OF DIRECTORS' MEETING MINUTES**  
**Wednesday, April 17, 2019**

**MEMBERS PRESENT:**

BRAD HALLOCK, Chair  
JONATHAN LIEBERT, Vice-Chair  
CAROLYN WHARTON, Treasurer/Secretary  
SARAH BRITTAIN JACK  
DEENA HARTJE  
JUDITH LIGHT  
DIANE LOSCHEN  
RON RUBIN  
JULIA SANDS de MELENDEZ  
AMY YUTZY – via telephone

**MEMBERS ABSENT:**

TONY FELTMAN  
LISA WIELAND

**STAFF PRESENT:**

ELIZABETH ALBO, Donor Relations Manager  
COLLEEN BATCHELOR, Child and Family Services Director  
CAMILLE BLAKELY, Community Engagement Director  
JEN DeFRANCO, Human Resources Director  
MEGAN ELLIS, Grants Manager  
TAMARA ENGRAM, Executive Assistant  
ROB FRANC, Project Manager  
KIRSTI FRIAS, Human Resources Representative  
LORI GANZ, Clinical Services Director  
DON GRAY, Facilities Coordinator  
JULIE WHITE, Marketing Coordinator  
HEATHER WHITWORTH, CFO  
JACKIE WOODS, Human Resources Manager  
CALLIE TOLBERT, Lead Family Support Coordinator  
NANCY VIGIL, Navigation and Quality Director

**GUESTS:** DANNETTE NELSON, Discover Goodwill

**I. CALL MEETING TO ORDER**

The regular meeting was called to order at 7:32 am by Chair Brad Hallock.

**II. PUBLIC COMMENTS**

None.

**III. APPROVAL OF MEETING MINUTES – March 20, 2019**

**A MOTION WAS MADE BY RON RUBIN, SECONDED BY JUDITH LIGHT TO APPROVE THE MARCH 20, 2019 MEETING MINUTES AS PRESENTED.**

*Motion unanimously approved.*

**IV. CONSENT AGENDA**

**a. Policy Review/Approval**

The Hours of Work & Time Keeping and Paid Time Off (PTO) policies/procedures were briefly reviewed.

The PTO policy is provided for information only as the policy statement did not change. Leadership wanted the Board of Directors to know that the Board's concerns over the growing aggregated accrual were addressed and also to recognize the importance of PTO to employees.

**A MOTION WAS MADE BY CAROLYN WHARTON, SECONDED BY JULIA SANDS de MELENEZ TO APPROVE THE HOURS OF WORK AND TIME KEEPING POLICY AND PROCEDURE AS PRESENTED. *Motion unanimously approved.***

**V. BOARD COMMITTEE REPORTS**

**Board members were asked to RSVP when planning to attend any Committee meetings.**

**a. Development Committee**

Camille Blakely, Community Engagement Director introduced Julie White, Marketing Coordinator and Megan Ellis, Grants Manager.

The Spring Art Show/Reception was a huge success. 35 artists displayed approximately 100 pieces of art. Twenty-five of the artists attended the event. Twenty pieces have sold.

Go Baby Go Spring Event is scheduled for Saturday, April 27 at Eagleview Middle School.

Mrs. Blakely provided an update on grants activity, donor relations and marketing:

- Quarterly grant report(s) will be shared with all Board members. First report will be shared in May.
- Work has begun on consistent branding of brochures, etc. (any info from TRE).

- Spring Mailing will focus on the Power of Peers program. The mailing will be sent in late April.
- A TRE Fall Festival concept was discussed. Proposed date is September 28.
- Sarah Nolan will now provide TRE event planning support to the Community Engagement Team.

b. Finance and Investment Committee

Carolyn Wharton, Treasurer thanked Heather Whitworth, CFO, for her hard work on the financial statements over the past months. CFO Whitworth reviewed the March Financials and YTD Profit & Loss Summary with the group. The month ended showing a profit of approximately \$910,000 and YTD profit of \$894,473. Cash flow is much more stable than past months. Deferred revenue is down. EI billing revenue increased mainly due to the three payroll period and reallocating salaries that were missed in earlier invoices to EI Colorado. Expenses continue to be down. Grants revenue and expenses were reviewed and allocated accurately.

Break Time is funded by several sources – salary is allocated to Family Support Services and sessions' expenses are funded mostly through grants. Families that are requesting this respite has grown dramatically this year. Several sessions have served up to 40 families at each event. Friday night sessions are held at Discover Goodwill Possibilities and Saturday afternoon sessions are held at the UCCS Family Development Center.

*FY2020 Budget Hearings* – Round one of budget hearings are complete. The initial budget proposal will be presented at the May Finance and Investment Committee meeting.

c. Legislative Committee

Sarah Brittain Jack, Committee Chair reported that the current session ends in two weeks.

The 13<sup>th</sup> Annual Legislative Town Hall will be held on October 23, 2019. The group is planning to work with Food 4 Thought to conduct a community gathering/roundtable before the Town Hall to help identify issues to be discussed in further detail at the Town Hall. More details soon.

A question was raised about proposed legislation that could be detrimental to nonprofits working with people with disabilities. Ms. Jack will research this and report back to the Board.

d. Nominating Committee

Ms. Jack, Committee Chair updated the group on recruiting efforts for Board membership.

e. Succession Planning Committee

Judith Light, Board Member informed the group that she, Julia Melendez and Amy Yutzy have met several times to begin the development of the plans for succession and recruitment of CEO, Board and Leadership staff (three separate plans).

f. Social Enterprise Committee

Jonathan Liebert, Vice Chair spoke to the group about the need for continued discussion about TRE's philosophy, strategy and messaging toward social enterprise. The future and new direction of foundations providing different types of one time funding for nonprofit's innovation (explore, risk, learn, implement, etc.) and social enterprise type ventures was discussed.

Board members and staff are encouraged to attend the Colorado Institute for Social Impact classes/events. A calendar of these free events will be sent to Board and staff after the meeting.

Vice Chair Liebert then provided an update on Futures' activities. Referrals are now being received from Division of Vocational Rehabilitation. Due to time constraints of current staff, Futures may be losing out on additional revenue opportunities. A part-time staff person is needed to continue the growth of Futures.

g. Executive Committee

Chair Hallock welcomed Colleen Head Batchelor as the Interim CEO. Mrs. Batchelor officially starts this position on April 29, 2019.

David Ervin, CEO continues work on the strategic plan outlined at the November 2018 retreat. The detailed framework will be submitted to the Board prior to May 10. Strategic coaching will continue with Third Sector Group.

**VI. CHIEF EXECUTIVE OFFICER'S REPORT**

*Office of State Auditors' Performance Audit* – TRE's request for a payment plan on the approximate \$23,000 was granted. Health Care Policy and Financing will hold back from payments to TRE on April 30 and May 15, 2019.

*Early Intervention (EI) – Cost Reimbursement Payment* – TRE has not yet received the final true up payment of approximately \$68,000 from EI Colorado. Mrs. Batchelor will follow-up later this week if payment is not received.

*EI Budget for FY20* has been submitted for approval and/or direction to revise.

*New Staff* – New staff were welcomed to TRE.

**VII. NEW BUSINESS**

None.



**VIII. OLD BUSINESS**

None.

**IX. PUBLIC COMMENTS**

None.

**X. SCHEDULE OF NEXT MEETING**

The next Board of Director's meeting is scheduled for **Wednesday, May 17, 2019** at 7:30 am at The Resource Exchange.

**XI. ADJOURN REGULAR MEETING**

The regular meeting was adjourned at 8:35 am.

**XII. EXECUTIVE SESSION**

The executive session was convened at 8:45 am and adjourned at 10:10 am.

SUBMITTED BY:

Colleen Batchelor

Colleen Head Batchelor, Child and Family Services Director

RECORDED AND TRANSCRIBED BY:

Tamara Engram

Tamara Engram, Executive Assistant

APPROVED AS TO FORMAT:

C. Wharton

Carolyn Wharton, Treasurer/Secretary



TRE

The Resource Exchange

## BOARD OF DIRECTORS' MEETING MINUTES

Wednesday, May 15, 2019

### MEMBERS PRESENT:

BRAD HALLOCK, Chair  
CAROLYN WHARTON, Treasurer/Secretary  
SARAH BRITTAIN JACK  
TONY FELTMAN – via telephone  
DEENA HARTJE  
JUDITH LIGHT  
DIANE LOSCHEN  
RON RUBIN  
JULIA SANDS de MELENDEZ  
AMY YUTZY

### MEMBERS ABSENT:

JONATHAN LIEBERT, Vice-Chair  
LISA WIELAND

### STAFF PRESENT:

ELIZABETH ALBO, Donor Relations Manager  
COLLEEN BATCHELOR, CEO  
CAMILLE BLAKELY, Community Engagement Director  
MEGAN ELLIS, Grants Manager  
TAMARA ENGRAM, Executive Assistant  
ROB FRANC, Project Manager  
KIRSTI FRIAS, Human Resources Representative  
DON GRAY, Facilities Coordinator  
HEATHER WHITWORTH, CFO  
JACKIE WOODS, Human Resources Manager  
CALLIE TOLBERT, Lead Family Support Coordinator  
CHERI ULMER, Program Supports Supervisor  
NANCY VIGIL, Navigation and Quality Director  
LISA WIENER, Human Resources Coordinator

### GUESTS:

DANNETTE NELSON, Discover Goodwill  
INDY FRAZEE, The Independence Center  
TRACY HIESTER, The Independence Center

**I. CALL MEETING TO ORDER**

The regular meeting was called to order at 7:35 am by Chair Brad Hallock.

**II. PUBLIC COMMENTS**

None.

**III. APPROVAL OF MEETING MINUTES – APRIL 17, 2019**

**A MOTION WAS MADE BY CAROLYN WHARTON, SECONDED BY JUDITH LIGHT TO APPROVE THE APRIL 17, 2019 MEETING MINUTES AS PRESENTED. *Motion unanimously approved.***

**IV. CONSENT AGENDA**

None.

**V. BOARD COMMITTEE REPORTS**

**Board members were asked to RSVP when planning to attend any Committee meetings.**

**a. Community Engagement Committee**

*Development* – Camille Blakely, Community Engagement Director reported that TRE is 96% to our goal of \$618,000 for this fiscal year.

New representation from the Board of Directors is needed. Lisa Wieland's second term is June 2019 and Ron Rubin is not renewing his second term.

*Marketing* – Facebook analytics indicate that month over month review shows 40% more activity/engagement than in previous months. The number of times that people like or share posts is up 87%.

Rocky Mountain Options' transition communications is going well. The State is using information shared by TRE. Letters to families, providers, community members, etc. have all been sent and a press release has been issued.

Mrs. Blakely also noted that TRE will need to rebrand due to the assignment of the RMO contract in FY2020. In July 2019, TRE will begin providing services/supports to all eleven waivers in the State which includes much more than services to people with intellectual and developmental disabilities. The plan is to start this process with focus groups during the next month or so and to launch the new brand in July 2019. The logo and name will not change.

The last Go Baby Go event was a success – Eighty volunteers were on build teams and 10 children received cars. One volunteer also set up a Facebook fundraising opportunity for Go Baby Go and TRE.

The next Art Show/Reception is scheduled for Wednesday, June 5. Please plan to bring a friend who might be interested in learning more about TRE.

b. Finance and Investment Committee

Carolyn Wharton, Treasurer and Heather Whitworth, CFO, reported on the continuing work in preparation for the FY20 budget presentation at the June Board of Directors' meeting.

CFO Whitworth reviewed the April Financials and YTD Profit & Loss Summary with the group. The month ended showing a profit of approximately \$117,000 and YTD profit of approximately \$1 million. Most likely revenues will decrease as May and June are typically much slower revenue-earning months.

Cash flow was concerning in April due to the State paying on a net 45 basis per our contract, given that it had been net 30 or less to-date.

c. Legislative Committee

Sarah Brittain Jack, Committee Chair reported that the Committee met to review the end of session report from Ed Bowditch. Mr. Bowditch will report at the August 2019 Board of Directors' meeting.

A legislative reception is also being planned to begin speaking with legislators about the upcoming legislative year.

The 13<sup>th</sup> Annual Legislative Town Hall will be held on October 23, 2019. The group is planning to work with Food 4 Thought to conduct a community gathering/roundtable before the Town Hall to help identify issues to be discussed in further detail at the Town Hall. It has also been suggested to host a roundtable after the Town Hall to address action items. More details soon.

d. Nominating Committee

Ms. Jack, Committee Chair updated the group on recruiting efforts for Board membership. Interested prospects will be invited to the future Board meetings and other upcoming TRE events.

Heidi Brandon will return as the self-advocate representative on the Board of Directors in July 2019.

Please send contact information and resumes, if available, if you know anyone that might be interested in serving on the Board, especially in the areas that were identified as an area of need.

e. Succession Planning Committee

Judith Light, Board Member distributed information from the Committee regarding Board Succession Planning. The Committee will continue to work on future implementation.

f. Social Enterprise Committee

Deena Hartje, Board Member and Colleen Batchelor, CEO reported on Futures' status to date. Rachel Tomlin and Samantha Satchell have tendered their resignations effective at the end of May. Ms. Tomlin and Ms. Satchell will assist with the transition as needed. The Committee and Leadership will continue to look at ways to restructure to better support Futures' efforts.

CEO Batchelor and Futures' staff are scheduled to meet with DVR on Thursday to stress TRE's continued commitment to this enterprise and status of the pilot. Currently, referrals have been put back on hold so these changes will not affect services.

g. Executive Committee

Chair Hallock reported that discussion was held on the Futures' changes and the opportunities presented with these changes.

Morale of the organization was also discussed in light of the continued transitions that TRE is experiencing and ways that the Board and Leadership can support staff.

Work continues on the Strategic Plan framework/roadmap. This information will be shared as soon as it is available.

The Board of Directors' held an executive session in regards to the CEO search. The Board has approved the use of the services of a national search firm. The Board will select which organization during the executive session today.

## VI. CHIEF EXECUTIVE OFFICER'S REPORT

*Rocky Mountain Options* – Both agencies have formed a joint transition team to ensure consistent communication, expanding true understanding of TRE culture and to better filter and handle rumors, questions etc.

RMO staff have been invited to complete applications for positions transitioning to TRE. One on one meetings are being scheduled to discuss contingent offers of employment.

CEO Batchelor shared additional information regarding proposed space and data transfer.

*Informal Visit from US Department of Health and Human Services – Lynn Johnson, Assistant Secretary for Administration of Children and Families at the US Department of Health and Human Services and other representatives are scheduled to visit TRE to learn more about TRE's efforts and innovations. It is hoped that we can begin the process of sharing information and collaborating on best practices.*

**VII. NEW BUSINESS**

*Banking Signatory Changes Resolutions –*

**A MOTION WAS MADE BY SARAH BRITTAIN JACK, SECONDED BY DIANE LOSCHEN TO APPROVE THE FOLLOWING CHANGES TO TRE'S INTEGRITY BANK AND TRUST'S ACCOUNTS: DELETE DAVID ERVIN AND ADD COLLEEN BATCHELOR. NO CHANGES WERE MADE TO OTHER SIGNATORIES ON THE ACCOUNT. *Motion unanimously approved.***

**A MOTION WAS MADE BY JULIA SANDS de MELENDEZ, SECONDED BY RON RUBIN TO APPROVE THE FOLLOWING CHANGES TO TRE'S INTEGRITY WEALTH SERVICES ACCOUNTS: DELETE DAVID ERVIN AND ADD COLLEEN BATCHELOR. NO CHANGES WERE MADE TO OTHER SIGNATORIES ON THE ACCOUNT. *Motion unanimously approved.***

**VIII. OLD BUSINESS**

None.

**IX. PUBLIC COMMENTS**

None.

**X. SCHEDULE OF NEXT MEETING**

The next Board of Director's meeting is scheduled for **Wednesday, June 19, 2019** at 7:30 am at The Resource Exchange.

**XI. ADJOURN REGULAR MEETING**

The regular meeting was adjourned at 8:20 am.

**XII. EXECUTIVE SESSION**

The executive session was convened at 8:25 am and adjourned at 9:05 am.

SUBMITTED BY:

Colleen Head Batchelor

Colleen Head Batchelor, CEO

RECORDED AND TRANSCRIBED BY:

Tamara Engram

Tamara Engram, Executive Assistant

APPROVED AS TO FORMAT:

CWharton

Carolyn Wharton, Treasurer/Secretary



TRE  
The Resource Exchange

**BOARD OF DIRECTORS' MEETING MINUTES**  
**Wednesday, June 19, 2019**

**MEMBERS PRESENT:**

BRAD HALLOCK, Chair  
CAROLYN WHARTON, Treasurer/Secretary  
SARAH BRITTAIN JACK  
TONY FELTMAN – via telephone  
DEENA HARTJE  
JUDITH LIGHT  
DIANE LOSCHEN  
RON RUBIN  
JULIA SANDS de MELENDEZ  
LISA WIELAND  
AMY YUTZY – via telephone

**MEMBERS ABSENT:**

JONATHAN LIEBERT, Vice-Chair

**STAFF PRESENT:**

ELIZABETH ALBO, Donor Relations Manager  
COLLEEN BATCHELOR, CEO  
CAMILLE BLAKELY, Community Engagement Director  
KYLE COX, Navigation Supervisor  
JEN DeFRANCO, Human Resources Director  
MEGAN ELLIS, Grants Manager  
TAMARA ENGRAM, Executive Assistant  
ROB FRANC, Project Manager  
DON GRAY, Facilities Coordinator  
BRANDI GRIFFITHS, Service Coordination Supervisor  
HEATHER MEIZIS, Quality Review Supervisor  
GINGER STRINGER, Physician and Community Outreach Specialist  
CALLIE TOLBERT, Lead Family Support Coordinator  
CHERI ULMER, Program Supports Supervisor  
HEATHER WHITWORTH, CFO

**GUESTS:**

HEIDI BRANDON, Prospective Board Member  
CHRIS CIPOLETTI, Prospective Board Member



INDY FRAZEE, The Independence Center  
TRACY HIESTER, The Independence Center  
JESSE SPAETHE, Bank of the Sam Juans

**I. CALL MEETING TO ORDER**

The regular meeting was called to order at 7:32 am by Chair Brad Hallock.

**II. PUBLIC COMMENTS**

Ginger Stringer, parent and employee of TRE, addressed the group with support for the current interim CEO, and concerns/comments about the cost of hiring a national search company to conduct the search for the next TRE CEO.

**III. APPROVAL OF MEETING MINUTES – MAY 15, 2019**

It was noted that there was a typo on page 5, Diane Loschen's name was misspelled.

**A MOTION WAS MADE BY CAROLYN WHARTON, SECONDED BY JULIA MELENDEZ TO APPROVE THE MAY 15, 2019 MEETING MINUTES WITH THE ABOVE CORRECTION NOTED. *Motion unanimously approved.***

**IV. CONSENT AGENDA**

None.

**V. BOARD COMMITTEE REPORTS**

**Board members were asked to RSVP when planning to attend any Committee meetings.**

**a. Community Engagement Committee**

*Community Engagement* – Camille Blakely, Community Engagement Director shared the new schedule for the New Employee Orientation. Board members are encouraged to attend whenever possible.

New representation from the Board of Directors is needed on the committee. If interested, please contact Chair Hallock.

The philanthropic goals for FY19 have been met.

*Marketing* – A draft of a new branding brochure was sent to Board members for review and comments. Please send to Mrs. Blakely as soon as possible.

The group also received a print-out explaining the ten waivers that TRE will be responsible to administer effective July 1.

*Grants* – Three grants were recently secured (Colorado Health Foundation, The Nutrition Camp Foundation and PPUW). Work continues on other Research Center grants.

b. Finance and Investment Committee

Carolyn Wharton, Treasurer and Heather Whitworth, CFO, reported that the Committee met and reviewed the Fiscal Year 2020 budget proposal in detail. The proposal shows a balanced budget. The assumptions included:

Revenue:

- All Medicaid waivers revenue were increased by 1%.
- TCM revenue was slightly increased from FY19 levels.
- DD Waiver determinations will be completed for EI clients to determine what services they may be eligible for when they age out of EI. This hopefully will assist families to know their future options.
- Single Entry Point (SEP) contract assumption.
- Consultancy and Training Program.
- Futures and DVR Contract.
- Does not include Investment Income.
- TRE will continue with 401(k) match as specified in policy.

Expenses:

- 93 new positions -- includes 59 employees moving over for the SEP contract.
- 2% pay increase for eligible staff.
- Health and dental premiums increased 9.5%. This increase was shared between TRE and staff with TRE paying the higher percentage of this increase.
- IT infrastructure. TRE data will be moved from the server environment to the Cloud (Sharepoint), except for accounting software that is not well supported by the Cloud versions.
- Costs for possible move to the first floor.
- Replacement of aging equipment.
- Furniture and equipment. May not be needed due to furniture that is moving to TRE with the SEP contract.

Capital Item:

- Replacement of at least two servers (for accounting software) in the amount of \$80,000 over three years for the depreciation.

**A MOTION WAS MADE BY JULIA SANDS de MELENDEZ, SECONDED BY JUDITH LIGHT TO APPROVE THE FISCAL YEAR 2020 BUDGET AS PRESENTED. *Motion unanimously approved.***

**A MOTION WAS MADE BY RON RUBIN, SECONDED BY JUDITH LIGHT TO APPROVE THE FISCAL YEAR 2020 CAPITAL EXPENDITURE AS PRESENTED. *Motion unanimously approved.***

**A MOTION WAS MADE BY JUDITH LIGHT, SECONDED BY JULIA SANDS de MELENDEZ TO MATCH EMPLOYEE CONTRIBUTIONS TO THE 401(K) FUND AT 2 1/2 TO 6% MATCHED BASED ON CURRENT POLICY.**

CFO Whitworth reviewed the May Financials and YTD Profit & Loss Summary with the group. The month ended showing a loss of approximately \$451,000 and YTD profit of \$561,000. The loss is mainly due to moving Futures LLC Financials back under TRE and budgeting issues with the current EI funding mechanism. Conversations continue with EI Colorado regarding being made whole on services provided.

Colleen Batchelor, CEO added that FY19 was the first year that the Colorado Department of Human Services (CDHS) moved to a cost based reimbursement method of paying for Early Intervention. TRE was required to submit a budget of estimated costs and then bill against that budget for the year. Another complication for TRE is around Medicaid funds. Approximately 40% of children in program are covered by Medicaid. However, at least half have Medicaid as a secondary insurance so other insurances must be billed prior to Medicaid. CDHS makes Medicaid revenue assumptions based only on the total number of children with Medicaid and to date have not considered whether it is primary or secondary insurance, which then makes their assumption of Medicaid revenues not realistic.

CDHS does have an obligation to make TRE whole for services provided due to not being able to refuse providing services. To be made whole for costs above budget, a lengthy process must be followed to access additional funds. TRE does anticipate receiving these funds for services provided and is currently working with CDHS on both issues.

c. Legislative Committee

Sarah Brittain Jack, Committee Chair reported that Ed Bowditch will report at the August 2019 Board of Directors' meeting.

The 13<sup>th</sup> Annual Legislative Town Hall will be held on October 23, 2019. The group is working with Food 4 Thought to conduct a community gathering/roundtable before the Town Hall to help identify issues to be discussed in further detail at the Town Hall. It has also been suggested to host a roundtable after the Town Hall to address action items. More details soon.

d. Nominating Committee

Ms. Jack, Committee Chair updated the group on recruiting efforts for Board membership.

Chris Cipoletti was introduced to the group as a prospective member. Mr. Cipoletti provided information on his background.

Heidi Brandon will also return as a self-advocate representative on the Board of Directors in July 2019.

Chair Hallock thanked Lisa Wieland, Ron Rubin and Jonathan Liebert for their many years of service to TRE. All have agreed to stay involved with TRE.

Ms. Jack presented the slate for Officers of the Board of Directors for Fiscal Year 2020:

Brad Hallock, Chair

Deena Hartje, Vice Chair

Carolyn Wharton, Secretary/Treasurer\*

No other nominations were presented from the floor for these positions.

\*Mrs. Wharton has agreed to serve in this capacity until a replacement can be named.

**A MOTION WAS MADE BY RON RUBIN, SECONDED BY JULIA MELENDEZ TO APPROVE THE ABOVE SLATE OF OFFICERS FOR THE BOARD OF DIRECTORS FOR FISCAL YEAR 2020. *Motion unanimously approved.***

e. Social Enterprise Committee

CEO Batchelor reported on Futures' status. Interviews are being held for a manager level position. The Committee and Leadership will continue to look at ways to restructure to better support Futures' efforts and fulfill the current DVR contract. A change of focus for this program was needed due to not operating as a true social enterprise but more as a program of TRE. Work will continue with school districts and DVR at this time.

TRE continues to work with the landlord and others in hopes of sub-leasing the current Futures' space or utilizing it for other TRE space needs.

f. Succession Planning Committee

Judith Light, Board Member reported that most work has moved to the Nominating Committee and working together to plan for future needs of the Board of Directors.

g. Executive Committee

Chair Hallock shared that work has been authorized with a Trane-authorized technician to review TRE's current HVAC issues. It is anticipated that this diagnostics and work can extend the life of the system.

Updates continue on the status of the transition of the SEP contract to TRE. The current staff of Rocky Mountain Options will move to TRE effective July 1. This move was made possible with a request from Data Systems Analysts to end their lease early at 6385 Corporate Drive.

A brief update was given on the status of TRE's strategic plan. Work continues as TRE waits for clarification on future system changes from the State. A one year plan will be developed using input from the November retreat and current operations of TRE.

Chair Hallock updated the group on the CEO Search. TRE's Search Committee felt it is important that the Board conduct a thorough search for the absolute best candidate for this position. The firm hired has completed its initial interviews with staff and stakeholders, has developed a draft of the job specifications that the Search Committee is reviewing, and will begin the national search soon.

If anyone has been contacted about applying for this position, please send that information to Lumenis Partners or Chair Hallock.

## VI. CHIEF EXECUTIVE OFFICER'S REPORT

*Single Entry Point Transition* – Both agencies continue to work through any issues identified. Current RMO staff will bring much needed expertise in providing services in the “new to TRE” waivers. The cultures of the two organizations is an area that all will need to be aware of. Combining two agencies will necessitate evolution to a new and different agency that supports people who have special needs in our communities.

*Family Support and Services Program* – Callie Tolbert and her team were congratulated on a recent review from the State. The State congratulated this team on how effectively it is being run. Great job!!!

*Early Intervention Colorado* – The Joint Budget Committee (JBC) requested a study be done on the evaluation system because there is no direct line of authority. Colorado Department of Education oversees evaluations for eligibility. These are done through local school districts and administrative units. The delivery of service coordination and services is done through the CCB. Recommendations from this study along with cost recommendations will soon be presented to the JBC. This most likely will become legislative work in the future. CEO Batchelor has met with Mr. Bowditch, TRE Lobbyist on this.

*Informal Visit from US Department of Health and Human Services* – Lynn Johnson, Assistant Secretary for Administration of Children and Families at the US Department of Health and Human Services and other representatives visited TRE recently. It is hoped that we can continue the process of sharing information and collaborating on best practices.

## VII. NEW BUSINESS

*New Staff Introductions* – None were in attendance.

## VIII. OLD BUSINESS

None.

IX. PUBLIC COMMENTS

None.

X. SCHEDULE OF NEXT MEETING

The next Board of Director's meeting is scheduled for Wednesday, July 17, 2019 at 7:30 am at The Resource Exchange.

XI. ADJOURN REGULAR MEETING

The regular meeting was adjourned at 8:55 am.

SUBMITTED BY:

Colleen Head Batchelor  
Colleen Head Batchelor, CEO

RECORDED AND TRANSCRIBED BY:

Tamara Engram  
Tamara Engram, Executive Assistant

APPROVED AS TO FORMAT:

Carolyn Wharton  
Carolyn Wharton, Treasurer/Secretary