



**THE RESOURCE EXCHANGE**  
**BOARD OF DIRECTORS' MEETING NOTICE**

TO: DAN MIRER, Vice Chair	LOIS LANDGRAF	JULIA SANDS de MELENDEZ
JORDAN WEIMAR, Treasurer	DIANE LOSCHEN	TINA SWONGER
LAURIE HUISINGH Secretary	GEORGE MENTZ	AMY YUTZY
HEIDI BRANDON	DAVE PAUL	

FROM: DEENA HARTJE, Chair

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**THE BOARD OF DIRECTORS OF THE RESOURCE EXCHANGE WILL MEET ON WEDNESDAY, NOVEMBER 17, 2021 AT 7:30 A.M. VIA ZOOM (SEE WEBSITE FOR LOG IN INFORMATION). PLEASE CONTACT TAMMIE ENGRAM ON 719.785.6425 or [TENGRAM@TRE.ORG](mailto:TENGRAM@TRE.ORG) TO CONFIRM YOUR ATTENDANCE OR WITH ANY QUESTIONS.**

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**MEETING AGENDA**

- I. CALL MEETING TO ORDER – Deena Hartje, Chair
- II. PUBLIC COMMENTS – 10 minutes
- III. MISSION MOMENT – TRE Resource Guide – Callie Murphy, State General Funds Manager
- IV. STRATEGIC FOCUS – Person-Centered Service Delivery
- V. CONSENT AGENDA (These items requiring Board action will be considered together by one vote of the Board. Any officer or director may object to including a single item on the Consent, and the item will be added to New or Old Business below for full discussion.)
  - a. Board of Directors' Meeting Minutes – October 20, 2021
  - b. Family Support Services Program's Advisory Council Member Approval
    - Carol Raburn
- VI. BOARD COMMITTEE REPORTS
  - a. Finance and Investment Committee – Jordan Weimar, Treasurer
  - b. Community Engagement Committee – Dan Mirer/Elizabeth Albo
  - c. Executive Committee – Deena Hartje, Chair
- VII. CEO REPORT – Colleen Batchelor
- VIII. NEW BUSINESS
- IX. OLD BUSINESS
  - a. Diversity, Equity and Inclusion Workgroup Update – Colleen Batchelor
  - b. 6385 Corporate Drive LLC Update – Chris Cipoletti
- X. PUBLIC COMMENTS – 5 minutes
- XI. SCHEDULE OF NEXT MEETING – December 15, 2021 @ 7:30 a.m.
- XII. MOTION TO ADJOURN INTO EXECUTIVE SESSION
- XIII. EXECUTIVE SESSION
  - a. Strategy Discussion
- XIV. MOTION TO ADJOURN EXECUTIVE SESSION INTO REGULAR SESSION
- XV. MOTION TO ADJOURN REGULAR MEETING

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**TRE Mission**

*Advocating for independence and inclusion, TRE partners with children and adults who have a variety of disabilities, delays, mental health or long-term care needs.*

*We do this using a person-centered approach in coordinating care, promoting choices, and collaborating with community partners.*



**BOARD OF DIRECTORS' MEETING MINUTES**  
**Wednesday, October 20, 2021**

**MEMBERS PRESENT (via Zoom unless noted)**

DEENA HARTJE, Chair – in person  
DAN MIRER, Vice Chair – in person  
JORDAN WEIMAR, Treasurer – in person  
HEIDI BRANDON – in person  
LOIS LANDGRAF  
DIANE LOSCHEN  
GEORGE MENTZ  
DAVE PAUL  
TINA SWONGER  
AMY YUTZY

**MEMBERS ABSENT:**

LAURIE HUISINGH, Secretary  
JULIA SANDS de MELENDEZ  
JUDITH LIGHT

**STAFF PRESENT (via Zoom unless noted)**

COLLEEN BATCHELOR, CEO – in person  
MEGAN ELLIS, Grants and Communications Manager – in person  
TAMARA ENGRAM, Executive Assistant – in person  
REBEKAH FALETTI, Nursing Home Supervisor  
ROB FRANCO, Project Manager  
LORI GANZ, Clinical Services Director  
DEMETRIA LOPEZ, Benefits/Billing Senior Coordinator  
JORDAN LOWNSDALE, Prior Authorization Coordinator  
DANNI MEGYERI, Prior Authorization Senior Coordinator  
CALLIE MURPHY, State General Funds Manager  
KITTY SILVERS, Early Intervention Senior Billing Specialist  
GINGER STRINGER, Physician and Community Outreach Specialist  
LAURA THOMAS, Case Management Director  
NANCY VIGIL, Navigation and Quality Director  
HEATHER WHITWORTH, CFO  
JACKIE WOODS, Human Resources Director

**GUESTS (via Zoom unless noted)**

KYLE BLAKELY, Blakely & Company – in person  
SARAH BRITAIN JACK, Sarah B. Jack and Associates – in person

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CHRIS CIPOLETTI, Cipoletti Consulting – in person  
TIM CUNNINGHAM, Cheyenne Village  
INDY FRAZEE, The Independent Center  
LISA HRINIK, Wipfli – in person  
JEFF OLEJNIK, Wipfli  
RYAN PEASLEY, Wipfli  
DANIEL KELLEY, Wipfli – in person  
ANTHONY SHIBATA, Wipfli – in person  
TAMARA TRUJILLO, Goodwill of Southern Colorado  
TOM WOJCINSKI, Wipfli – in person  
JASON, Wipfli

#### **I. CALL MEETING TO ORDER**

The regular meeting was called to order at 7:30 am by Chair Deena Hartje.

#### **II. PUBLIC COMMENTS**

None.

#### **III. CONSENT AGENDA**

**A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY JORDAN WEIMAR TO ACCEPT AND APPROVE THE ITEMS PRESENTED ON THE CONSENT AGENDA (Board of Directors' Meeting Minutes dated September 15, 2021 and Community Engagement Meeting Notes dated October 1, 2021). *Motion unanimously approved.***

#### **IV. BOARD COMMITTEE REPORTS**

##### **a. Finance and Investment Committee (FIC)**

TRE Financial Statement Review – TRE shows a loss of \$126,477 for September 2021 and YTD loss of \$169,433. This loss is mainly due to decreased/slower revenue and other expenses that were incurred at the beginning of the fiscal year. Information will be updated as final billing etc. is completed.

Cash flow is down due to not receiving payments from EI Colorado since June invoicing. Attempts to determine when payments will be received for June through September continue. Colleen Batchelor, CEO stated that this is a statewide issue.

Staff Engagement and Retention – CEO Batchelor noted that TRE staff have been doing an amazing job in maintaining revenue generation even with staff challenges. It is anticipated that if staffing challenges continue at this rate, it may begin to affect revenue generation.

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The Colorado Department of Health Care Policy and Financing (HCPF) has made recent changes to requirements in credentials for our ongoing service coordination positions. It is anticipated that this will help greatly with filling open positions.

Jordan Weimar, Treasurer added that members from the Employee Engagement and Retention Group provided an update on activities to date to recruit new employees and to increase staff satisfaction and retention. This group will provide quarterly updates to the FIC with metrics showing success and/or changes being implemented as needed.

Audits – TRE and 6385 Corporate Drive Independent Financial Audits for Fiscal Year 2021 are underway.

Possible Mill Levy – The FIC also reviewed proposals for possible future education and mill levy campaigns.

**A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE THE FINANCE AND INVESTMENTS REPORT AS PRESENTED. Motion unanimously approved.**

b. Executive Committee

TRE Conflict of Interest Policy Review/Acknowledgements – Chair Hartje asked the group to review, update and return their Conflict of Interest acknowledgements.

Committee Attendance and RSVPs – Chair Hartje shared disappointment with attendance at the most recent Finance and Investment Committee meeting. The group was encouraged to attend committee meetings of interest whenever possible. Also, please remember to respond to Tammie Engram, Executive Assistant, on whether you will be attending in person or virtually.

Scheels Offer to Host TRE Board Meeting – Due to conflicts with available times, TRE will not be able to hold the November Board of Directors' meeting at their Colorado Springs location.

Annual Calendar – Work continues on the annual calendar template. This should be available for initial review at the November 2021 meeting. It is hoped that most activities and other responsibilities will be posted on this calendar for full use beginning in January 2022.

It is hoped that this planning tool will assist the Board of Directors and its Committees to focus on more strategic discussions during monthly meetings. Strategic discussions will be held at the beginning of each monthly Board of Directors' meeting.



November and December will begin the more focused strategic discussions.

- November's discussion will better define person-centered thinking and service delivery.
- December's focus will be a detailed review of TRE's Operations Plan and how the strategic plan is being translated into true work initiatives for each year.

Questions were raised on how often the Legislative Committee should meet and a need to confirm the members on this committee. Chair Hartje and Lois Landgraf, Committee Chair will meet to discuss.

## V. CHIEF EXECUTIVE OFFICER'S REPORT

6385 Corporate Drive – First floor tenant finish work should be completed by the end of October 2021. Reception for TRE will move to the first floor. General reception will be maintained in Suite 201 until the coworking space business can hire for this position.

TRE Executive Team Meeting – The team's activities have continued to focus on the build-out of the Operations Plan in conjunction with TRE's Strategic Plan.

### TRE Contract(s) Updates

Early Intervention (EI) Services – Concern continues regarding EI Colorado's new statewide intake system implementation. It is felt that this shift will impact the timely services and supports that families are able to receive. TRE continues to advocate for reconsideration of this shift.

HCPF – The case management redesign work continues along with the rollout of its new Care and Case Management data system. TRE's new IT vendor has already been introduced to these projects and hopefully can assist TRE with their implementation and our reporting requirements to HCPF.

## VI. NEW BUSINESS

### a. Wipfli Introductions

CEO Batchelor welcomed representatives from Wipfli. Work has already begun on the transition from Navakai to Wipfli. Wipfli representatives are beginning the work to create a technology roadmap that will assist in assuring that technology and TRE's mission align to best serve TRE and its customers. This should assist all involved to better set priorities and budget for the coming years.

## VII. OLD BUSINESS

a. Gratitude Event – All who attended expressed how wonderful the event was. Many guests expressed appreciation for this type of event. Megan Ellis, Grants and Communications Manager thanked the members of the Board of Directors and Executive Team who attended and assisted in making the event a success.

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The follow-up recognition event at Mollica's also went well. Look for the social media coverage later today or tomorrow.

b. 6385 Corporate Drive LLC Update

Chris Cipoletti, Consultant updated the group with the names selected for the coworking space and possible event space:

- New Altitude (coworking space)
- Level One at Monument Creek (possible event space)

Work continues with Realistic on the logos, marketing and branding plan for the coworking space and the future event space. Website development should be completed by mid-November. Messaging and social media will also begin November to create more exposure for the coworking space and conference rooms and expand memberships.

Possible software applications are being reviewed to determine availability of functions to meet the needs of the building and coworking space. Also reviewing the possibility of replacing the keying and badging security process with an application-based system.

The coworking space and building operating budgets were approved by the 6385 Corporate Drive LLC Board of Directors at their October 6 meeting. The operating budget for 6385 Corporate Drive LLC will be forwarded to TRE's FIC for their information. The budget shows an estimated loss of \$7000 for the current fiscal year.

The future plan includes grant and philanthropic funds to assist with the build out of the event space, hopefully no later than Spring 2022. Also, plans include updating/refreshing the conference rooms on the 2<sup>nd</sup> floor and possible changes to kitchen/office layout in the current coworking area and reception area.

CEO Batchelor added that there is interest in a 1–2-year lease on the garage area of the building. No specific details yet.

The marketing plan will be shared with TRE Board of Directors after the 6385 Corporate Drive LLC Board of Directors approves same.

## VIII. PUBLIC COMMENTS

None.

## IX. SCHEDULE OF NEXT MEETING

The next Board of Director's meeting is scheduled for **Wednesday, November 17, 2021** at 7:30 am at The Resource Exchange and via Zoom.



**X. MOTION TO ADJOURN INTO EXECUTIVE SESSION**

**A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY JORDAN WEIMAR TO ADJOURN INTO EXECUTIVE SESSION. *Motion unanimously approved.***

**XI. ADJOURN**

**A MOTION WAS MADE BY JORDAN WEIMAR, SECONDED BY DAN MIRER TO ADJOURN THE REGULAR SESSION. *Motion unanimously approved.***

The regular meeting was adjourned at 9:35 am.

SUBMITTED BY:

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Colleen Head Batchelor, CEO

RECORDED AND TRANSCRIBED BY:

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Tamara Engram, Executive Assistant

APPROVED AS TO FORMAT:

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Laurie Huisingh, Secretary





## The Resource Exchange, Inc.

Chief Executive Officer Report

November 2021

### TRE

- **Executive Team Updates.**
  - The Executive Team has finalized the Operations Plan for 2022. Priorities include:
    - Workforce – retention, engagement, and recruitment – TRE has experienced an increase in number of applicants and new hires and is very encouraged by the trend. Turnover data indicates annual turnover at 26-27% organization-wide.
    - Measures for Success – the group is in the process of identifying key performance indicators for measuring success in the implementation of the operations plan to drive towards the identified aspirations.
    - Costs of Strategic Initiatives – the group is refining anticipated costs of the recommended strategic initiatives in order to prioritize implementation and spending.
  - The Executive Team has been working through the month of October with Wipfli on the transition of IT support for the organization from Navakai. Discovery meetings have been held with all departments and an IT Roadmap is in development to drive prioritization of projects for the next 2-3 years. Automation of processes within and across departments, streamlining management of equipment, and coordination of TRE IT systems with state IT systems have been identified by staff involved in this process as priorities. Final meetings with Administration departments will be held the first week of November and the Roadmap will be finalized during the month of November.
- **Strategic Plan Updates.** The Strategic Plan Board Dashboard has been uploaded to the BOD Microsoft Teams' site. Highlights include:
  - Self-Directed Teams – Efforts are underway to work with 4 existing teams within TRE to understand what has supported their efforts toward self-direction and what additional support they may need to develop further. Based on these discussions, efforts will be made to support enhancement and develop out a description of the necessary components for success of self-directed teams in order to create a plan for replication.
  - Benefits – HR is currently working on a description of the direction TRE would like to take to enhance the flexibility of benefits and share this with the Benefits Broker, IMA. This will support learning of options for the organization as we approach renewal of benefits in the Spring 2022.
  - Organizational Structure –
    - Two Executive Team staff have transitioned from TRE at the end of October. **Rob Franc** has supported Project Management and IT Liaison efforts. This position will be adjusted to focus more intensively on TRE's IT implementation and be the internal staff responsible for day-to-day efforts and connections to Wipfli (TRE's





## The Resource Exchange, Inc.

Chief Executive Officer Report

November 2021

IT Vendor), state data systems, electronic client record system, and other software systems used by the organization, and coordinating continued identification of system re-engineering needs for the organization. **Megan Ellis** has supported Grants and Communication within our Community Engagement Team. Her position will be adjusted to focus on Contracts, Grants and Program Evaluation to support TRE's efforts to enhance access to large grants and response to upcoming competitive RFPs for state contracts.

- A Culture and Leadership Specialist position has been created to support TRE's efforts in building out a leadership development plan and coordinate efforts to ensure an inclusive environment that supports diversity and positive work relationships. This position will begin as a .50 FTE that will support an individual currently employed by TRE to continue half-time in existing work and use the additional half time to focus on leadership and culture development strategic initiatives identified in the TRE Operations Plan and the DEI Workgroup's Action Plan.
- Maximize 6385 Corporate Drive – Marketing and branding efforts have been completed and materials to support the recruitment of additional members for New Altitude Co-Working Space is underway. In addition, meetings are in process with provider partner organizations who offer supported employment services to build out training and employment opportunities within the co-working space.

### State

- **Health Care Policy and Finance (HCPF).**
  - HCPF will implement a 2.11% rate increase for Case Management agencies in March 2022 using ARPA funds. This rate increase will be for 1 year and the funds can be used by TRE to support our priorities for workforce development.
  - Additional ARPA funds will be distributed to support workforce, IT systems, organizational development, and system re-engineering. Plans for this distribution have not yet been released but are expected over the next several months.
- **Early Intervention (EI).**

TRE has continued its efforts with Alliance Colorado to provide feedback to Colorado Department of Human Services (CDHS) regarding the plans for establishing separate Intake and Evaluation processes as evaluation for eligibility responsibilities transfer from Colorado Department of Education (CDE) to CDHS. Most recent meetings have focused on the following anticipated challenges with the proposed system:



## **The Resource Exchange, Inc.**

Chief Executive Officer Report

November 2021

- Increased complexity of system for families – the system proposes to implement a state level intake office that would receive all referrals for EI statewide. EI Programs would not be notified of a child’s referral until the child is determined eligible for EI. A family would have to interact with 3 different teams before ultimately beginning services – Intake, Evaluation, IFSP teams. The current system of referral to the EI Program and then completion of the evaluation for eligibility by the school district has been criticized for its complexity for years and the new system is seen by EI Programs as making the system even more complex.
- Increased cost of the proposed system and its impact on the system as it continues to grow and be scrutinized by the Colorado Legislature – Implementing and staffing a state level intake system to receive all referrals and manage scheduling of evaluations for eligibility creates an additional administrative level within the system and does not replace the need for intake functions at the local EI Program level. Growth in the EI Program over the years most recently caused EI Colorado to change its eligibility criteria for the program to reduce the number of children eligible. As referral rates return to previous rates prior to the pandemic, this growth will return and the state will face the same scrutiny regarding increased costs.
- Access and equity for families across Colorado – Building off local processes that have proven effective for families needing to access EI and creating a system to support areas of the state that experience more challenges due to size would better serve families than creating an entirely new and separate system that forces families to go through a state level office in order to access local agencies. Using technology and data systems that can be accessed by local programs as well as state staff to enhance consistency would improve equity across the state without forcing families to go through multiple teams/organizations to gain access.
- Future meetings will discuss workforce challenges expected in the roll-out of the new evaluation for eligibility RFP expected later this year for implementation May 2022 and the very short timeline for successful implementation of all of these initiatives.

*Colleen Batchelor*

Respectfully submitted:

Colleen Batchelor, Chief Executive Officer

3 November 2021