



**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, DECEMBER 15, 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. STRATEGIC FOCUS – TRE Operations Plan
- IV. 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 – November 17, 2021
  - b. Community Engagement Meeting Minutes – December 3, 2021
- V. BOARD COMMITTEE REPORTS
  - a. Finance and Investment Committee – Jordan Weimar, Treasurer
  - b. Executive Committee – Deena Hartje, Chair
- VI. CEO REPORT – Colleen Batchelor
- VII. NEW BUSINESS
- VIII. OLD BUSINESS
  - a. Diversity, Equity and Inclusion Workgroup Update – Colleen Batchelor
  - b. 6385 Corporate Drive LLC Update – Chris Cipoletti
- IX. PUBLIC COMMENTS – 5 minutes
- X. SCHEDULE OF NEXT MEETING – January 19, 2022 @ 7:30 a.m.
- XI. MOTION TO ADJOURN INTO EXECUTIVE SESSION
- XII. EXECUTIVE SESSION
  - a. Developing Business Strategy
  - b. Legal Counsel
- XIII. MOTION TO ADJOURN INTO REGULAR SESSION
- XIV. MOTION TO ADJOURN REGULAR SESSION

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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.*



TRE  
The Business Exchange

**BOARD OF DIRECTORS' MEETING MINUTES**  
**Wednesday, November 17, 2021**

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

DEENA HARTJE, Chair – in person  
DAN MIRER, Vice Chair  
JORDAN WEIMAR, Treasurer – in person  
LAURIE HUISINGH, Secretary – in person  
HEIDI BRANDON – in person  
LOIS LANDGRAF  
DIANE LOSCHEN – in person  
JULIA SANDS de Melendez – in person  
GEORGE MENTZ  
DAVE PAUL  
AMY YUTZY

**MEMBERS ABSENT:**

TINA SWONGER

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

ELIZABETH ALBO, Development Manager – in person  
COLLEEN BATCHELOR, CEO – in person  
TAMARA ENGRAM, Executive Assistant – in person  
REBEKAH FALETTI, Nursing Home Supervisor  
DON GRAY, Facilities Director  
BRANDI GRIFFITHS, Service Coordination Manager  
RYAN KUYPER, Case Management Training Manager  
DEMETRIA LOPEZ, Benefits/Billing Senior Coordinator  
DANNI MEGYERI, Prior Authorization Senior Coordinator  
CALLIE MURPHY, State General Funds Manager  
SARAH NOLAN, Break Time Program Coordinator  
KENDRA RANDERSON, Family Support Coordinator  
SANQUENETTA RUSSELL, Human Resources Manager  
KITTY SILVERS, Early Intervention Senior Billing Specialist  
GINGER STRINGER, Physician and Community Outreach Specialist  
LAURA THOMAS, Case Management Director  
CRYSTA VAUGHN, Human Resources Generalist  
JULIE WHITE, Marketing and Communications Manager  
HEATHER WHITWORTH, CFO  
JACKIE WOODS, Human Resources Director

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**GUESTS (via Zoom unless noted)**

CHRISTINA BUTERO, The Arc Pikes Peak Region  
CHRIS CIPOLETTI, Cipoletti Consulting – in person  
TIM CUNNINGHAM, Cheyenne Village  
INDY FRAZEE, The Independent Center  
MAXIE NEWTON  
TAMARA TRUJILLO, Goodwill of Southern Colorado

**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. MISSION MOMENT**

Callie Murphy, State General Funds Manager provided information on the collaboration between The Resource Exchange (TRE) and The Arc Pikes Peak Region to create a Resource Library for families in our community. This library is available for families in services and others to have access to adaptive equipment/toys and other items to try before they would purchase items elsewhere.

There is also a totally accessible/adaptive kitchen and living area, gardening area, sensory wall, sensory floor tiles, sensory furniture, swings and a sand and water table for use by individuals and families.

The Resource Library is in a soft launch phase. The full opening will be scheduled for early next year. A check out/use in library database has been created so that tracking can be done to determine who is using the library, identify more popular items, etc.

TRE has also been able to expand its Break Time events within this space once a month. They have added a quarterly cooking club and will add events for a newly developed program called Gathering Time for young adults with intellectual and developmental disabilities that will begin in January. It is hoped that this collaboration can grow to include other partners and community members.

If other groups serving people with disabilities are interested in reserving use of the library, please contact The Arc. *(This presentation is available for review. Contact TRE for information.)*

The Arc has offered to host a future Board of Directors' meeting so that others can tour the library. It was suggested to schedule this in the Spring when the gardens have been planted, etc.

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#### IV. STRATEGIC FOCUS

##### *Person Centered Thinking*

Ryan Kuyper, Service Coordination Training Manager provided a condensed version of training on person centered thinking and how it relates specifically to people with disabilities and set a foundation for understanding TRE's aspirations within the most recent strategic plan.

The goals of person-centered thinking are to deliver a system where the people receiving services and supports tell us how they want to live/how they would like to participate in their community and with their families and friends, make use of public resources to have a life that they want or as close as possible and get the choices and supports that they need to achieve the first two items.

Mr. Kuyper also reviewed basics of Person First language. It is important and respectful to use the person's given name when addressing and/or speaking of them. It was stressed that commonly used descriptors of events should be used (i.e., community outing versus going to dinner). (*This presentation is available for review. Contact TRE for information.*)

#### V. CONSENT AGENDA

Mrs. Murphy shared that the Family Support Services Advisory Council be comprised of families who receives services. This Council provides oversight to the program, set budget parameters each year, assist with most-in-need assessments, recommends changes to program and policy changes as needed.

In 2019 a review of processes in the program was conducted. It is now required that the Community Centered Board's (CCB) Board of Directors approve nominated members of the Council.

**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 October 20, 2021 and Family Support Services Program's Advisory Council Member Approval [Carol Raburn]). *Motion unanimously approved.***

#### VI. BOARD COMMITTEE REPORTS

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

Investments Review – For fiscal year-to-date (YTD) the portfolio is generating returns of 6.28% and for the last year returns of 15.25%. When compared to market, TRE's portfolio is still above the 6% fiscal YTD benchmarks.

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Family Support Services Presentation – The annual report for the last fiscal year (that was submitted to the State) was reviewed by the group.

TRE Financial Statement Review – TRE shows a loss of \$150,909 for October 2021 and YTD loss of \$320,343. Of note, TRE had budgeted a loss for this month. This loss is mainly due to decreased/slower revenue and other expenses that were incurred during the month. Also discussed was the effect that staffing has on revenue. The higher percentage of decreased revenue to budget is likely related to the difficulty in hiring needed staff at the current time.

Cash flow at end of October is still low due to delayed payments from EI Colorado. However, payments were received after month's end which brought cash on-hand up to \$5,703,174 as of 11/16/21 compared to \$3,915,270 at October month-end.

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

b. Community Engagement Committee

Dan Mirer, Vice Chair reported that with Judith Light's departure from TRE's Board of Directors and as a result Chair of the Community Engagement Committee, the Committee is reviewing its current structure and the possible need to make changes. Further discussion will continue after the first of year.

Elizabeth Albo, Development Manager updated the group on activities to date with Empty Stocking Fund. Ms. Albo gave specific reference to the upcoming Drive-Thru Santa on December 11, 10am-1pm at TRE. Request for participants and volunteers will be sent out via email shortly.

Chair Hartje reminded and encouraged Board members to make their Board member donation to Empty Stocking Fund (forms were handed out to those present and will be mailed to those attending via Zoom) which is separate from a member's donation to TRE. Please make your donation prior to January 22, 2022, and let Ms. Albo know that amount that you gave.

Bob Book, Strategic Financial Partners will be presenting on Endowments and Planned Giving at the next Community Engagement Committee meeting on 12/3/21.

c. Legislative Committee

Legislative Town Hall Debrief – Lois Landgraf, Chair reported on the debrief from the 14<sup>th</sup> Annual Legislative Town Hall. The first meeting for planning of the 2022 event is set for April 2022.

Legislative Committee – Committee Chair Landgraf reported that a Zoom Roundtable with El Paso County State Legislators will tentatively be held on January 5, 2022 via Zoom, time to be determined. This will provide an opportunity for legislators to hear details on the needs and challenges for people with disabilities in and for organizations to learn about proposed legislation that may be carried.

The legislation that Rep Landgraf carried to create a certificate program for individuals with IDD and has now been offered through many community colleges has been very successful. Representative Mary Bradford is going to run legislation this year to continue this program.

d. Executive Committee

Annual Strategic Calendar – Chair Hartje and Colleen Batchelor, CEO shared that the annual board calendar is being finalized and will be posted on the Board of Directors' Teams Channel.

The draft shows strategic themes for monthly meetings with more targeted topics for discussion during the meetings. Also, quarterly reports will be provided on the initiatives identified in the Strategic and Operations Plans. Other governance business can also be handled during these meetings, but the focus will be more strategic in nature.

This overall Board of Directors' Annual Calendar should also assist the Board Committees in setting their annual calendars as well.

When possible, the Mission Moment portion of the monthly meeting agenda will also focus on the strategic theme for that month.

## VII. CHIEF EXECUTIVE OFFICER'S REPORT

TRE Executive Team Updates – The team's activities have continued to focus on the build-out of the Operations Plan and presentation of this plan will be the strategic focus for December's Board of Directors' meeting.

A considerable amount of time has also been spent with TRE's new IT vendor, Wipfli. The Executive Team is scheduled to meet with them on November 30 to review their IT Roadmap proposal and how it syncs with TRE's Strategic Plan. Measurement tools to show progress or lack of on work in the Operations Plan will also be discussed at this meeting.

Two members of the Executive Team left TRE in October – Rob Franc and Megan Ellis. Work continues on identifying needed changes to job descriptions and/or types of positions to fulfill the current and future needs of TRE.

Dora Fernandez is currently handling the IT responsibilities with Wipfli. Ms. Fernandez brings excitement and great skill sets to this work.

COVID Pandemic and Directives Update – CEO Batchelor stated that TRE is currently interacting with the recent OSHA vaccine mandate for employers with over 100 employees. The mandate requires that a policy be in place with plans set in motion on how TRE will comply with the mandate no later than December 6, 2021 (even though there is a current Federal Stay on the mandate).

The finalized policy and messaging language will be sent to legal counsel prior to being submitted for Board of Directors' review/approval.

TRE's stance at the current time is that no changes are being made to the requirements for mandating vaccines. If a staff is not vaccinated, they will be required to comply with the steps in the mandate (masks and weekly testing).

TRE Contract(s) Updates

Early Intervention (EI) Services – CEO Batchelor reported that conversations and expressed concerns regarding the statewide intake system and requests for proposal on the evaluation process are going well. It appears that the State is willing to consider other options for building a consistent intake system. Workgroups should be convened soon to review all options to better serve families in Colorado.

The Alliance's Early Intervention Task Force is continuing to address with the State the late contract payments, lack of communication on the payments being made, and that the State is out of compliance with their contract.

## VIII. NEW BUSINESS

None.

## IX. OLD BUSINESS

a. *Diversity, Equity and Inclusion Workgroup Update*

The group is brainstorming how best to formalize structure within that group that addresses the creation of and support for ensuring an inclusive work environment, maintaining a positive and productive culture, and build leadership capacity for all staff.

The group has recommended the development of a structure within TRE focused on Culture and Leadership and the creation of a position to continually coordinate and align efforts that support TRE's efforts in staff engagement, retention and recruitment and ultimately impacts our ability to provide highest quality person-centered services. TRE does not want to create a program that just meets a checkbox need. The embedding of the culture and value pieces throughout the organization that both drive how TRE staff interacts and builds skills for people that will filter through to the people that receive supports and services from TRE.

A question was raised on how to fund this type of position. CEO Batchelor stated that the Executive Team will use priorities in the Strategic Plan to guide the need for any

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organizational structure changes. Staff retention requires TRE to continue to identify ways to enhance the work experience for staff so that TRE will be the best place to work. Savings in staff turnover will be a primary strategy to cover this expense.

b. 6385 Corporate Drive LLC Update

Chris Cipoletti, Consultant informed the group that they are in the process of finalizing the marketing plan and priorities. Logo designs for New Altitude and Level One are also being finalized and should be ready to share the first week of December.

The soft launch for New Altitude is December 1, 2021. This will allow for the group to begin reaching out to partners in our network and those who have expressed interest. Mr. Cipoletti's focus will then shift to more sales and outreach at that time. The hard launch is scheduled for February 1, 2022, which will include a broader marketing initiative using social media, press releases, etc.

In December, wayfinding signage will be installed throughout the building. This will assist in directing visitors to specific places within the building while tying in the brand and color scheme.

The group is also reviewing several different software platforms that will assist with the day-to-day business of New Altitude. Hopefully, this platform can be implemented by January 1, 2022.

Leases for TRE and New Altitude for space in 6385 Corporate Drive should be executed by January 1, 2022. This will allow for financials to reflect more accurately the revenues and expenses for 6385 Corporate Drive.

Discussion will also be held in the near future on whether New Altitude should become its own LLC or other entity versus dba under 6385 Corporate Drive. Legal counsel will be consulted.

Fundraising will also begin in January 1, 2022 and will target institutional donors at first. Most donors will ask how this business is impacting the community. We will use the data from the staffing and training plans of people with disabilities. This could grow into assisting other communities in setting up training sites for people with disabilities to gain employment in their own communities.

Current occupancy includes one new member from Denver using one office and Joint Initiatives.

## X. PUBLIC COMMENTS

None.



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

The next Board of Director's meeting is scheduled for **Wednesday, December 15, 2021** at 7:30 am at The Resource Exchange and via Zoom.

#### **XII. MOTION TO ADJOURN INTO EXECUTIVE SESSION**

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

#### **XIII. ADJOURN EXECUTIVE SESSION AND REGULAR SESSION**

**A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY DIANE LOSCHEN TO ADJOURN THE EXECUTIVE SESSION AND REGULAR SESSION. *Motion unanimously approved.***

The executive session and regular meeting were adjourned at 9:25 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

December 2021

### TRE

- **Executive Team Updates.**

- The Executive Team has worked over the previous month to support the transition of IT services from Navakai to Wipfli.
  - Alignment with Strategic Plan - A meeting was held on 11/30/21 with key staff from Wipfli to review TRE's strategic plan and how Wipfli's services can support TRE's strategic initiatives towards our aspirations. The meeting was attended by 16 members of Wipfli staff and reviewed all 4 aspirations of the strategic plan. Wipfli offered expertise on growth and business development, non-profit practice, home health, change management and business practices, training, talent management, database solutions, digital and user experience, strategic planning, and leadership development. Wipfli will present a summary and recommendations in the near future.
  - IT Roadmap - Wipfli attended meetings of all departments and their leadership staff to understand the systems being used and the challenges faced by each department. These meetings will be used to produce an IT roadmap for the next 2 years. The IT Roadmap will be shared with Executive leadership in the near future.
  - Equipment Management - Wipfli is working with TRE staff to implement equipment management protocols and procedures to better track and monitor equipment and ensure the right equipment is provided to employees.
  - Business Strategy - Wipfli has also provided information to TRE Executive Team members in other business-related areas to consider for strategic investment:
    - Predictive Index – Wipfli staff presented information on Predictive Index, a 4-part platform that supports alignment of people strategy to business strategy. The tool can support hiring the right people, inspiring staff for strong teaming and productivity, building effective teams, and analyzing causes of disengagement within the organization. The potential use of the tool is being reviewed by Executive Team staff as well as staff currently working on Employee Retention and Engagement, and Leadership Development.
    - Employee Retention Credit – Information was provided to determine whether TRE may qualify for federal Employee Retention Credit dollars due to loss of revenue related to the pandemic. Additional information is being reviewed by Wipfli staff to further evaluate this possibility.



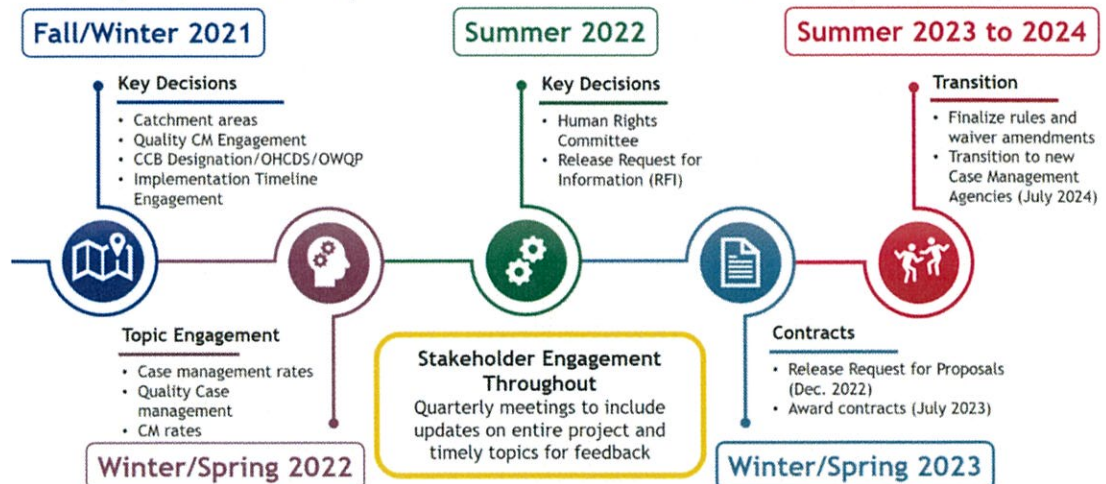
## The Resource Exchange, Inc.

Chief Executive Officer Report  
December 2021

- **Strategic Plan Updates.** The Strategic Plan and Operations Plan Summary has been distributed and presented to staff. Listening sessions are planned in December to hear from staff on their thoughts and feedback regarding this plan. Updates will be provided to the Board and staff on a quarterly basis.

### State

- **Health Care Policy and Finance (HCPF).**
  - TRE was highlighted in a recent HCPF meeting of Executive Leadership from Case Management Agencies due to TRE being the first organization to assume CCB and SEP responsibilities under one organization. The presentation was received very well and requests from other organizations have been received to better inform their decision-making as Colorado moves towards its competitive RFP process in 2023 for Case Management.
  - The diagram below provides the timeline for case management redesign. TRE is currently involved in all aspects of stakeholder feedback and support of the process.



- HCPF has formalized official regions as Case Management Redesign is fully implemented by 2024. A copy of the full policy update memo can be seen at this link - <https://hcpf.colorado.gov/sites/hcpf/files/HCPF%20IM%2021-055%20Case%20Management%20Redesign%20Policy%20Update%20Catchment%20Area.pdf>. The new regional definitions reduces the number of Case Management Agencies from 44 (24 SEP and 20 CCB) to 20 CMAs that will be responsible for both SEP and CCB operations. TRE’s region would remain the same as it is currently, El Paso, Teller, and Park counties. Pueblo County would constitute a separate service area.



## The Resource Exchange, Inc.

Chief Executive Officer Report

December 2021

- **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. Some progress was seen in November as a result of these meetings.
    - EI Colorado is willing to take a slower approach to building out/developing a statewide intake process. They have proposed to research a “cohort” approach where they would consider CCBs who have well established intake processes and allow them to continue with those processes. They would then build out a statewide process to fill the gaps in areas of the state where this type of successful intake process does not currently exist. They will pull together an ad hoc group to discuss and plan this further and TRE will be included in that ad hoc group.
    - EI Colorado will focus on EI Evaluations for Eligibility as a priority. The RFP for EI Evaluation contracts was expected by late November but have not been issued to date. It is expected that responses will be due by mid to late January. Awards will be effective for 5/1/22.
  - EI Colorado is also considering amending current policy to allow EI Programs to serve children beyond the age of 3 who have birthdays Spring/Summer. These children would be allowed to maintain EI services until they transition into Part B Preschool services in the Fall.

*Colleen Batchelor*

Respectfully submitted:

Colleen Batchelor, Chief Executive Officer

1 December 2021