



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

THE BOARD OF DIRECTORS OF THE RESOURCE EXCHANGE WILL MEET ON WEDNESDAY, JANUARY 19, 2022 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 TO CONFIRM YOUR ATTENDANCE OR WITH ANY QUESTIONS.

MEETING AGENDA

- I. CALL MEETING TO ORDER – Deena Hartje, Chair
- II. PUBLIC COMMENTS – 10 minutes
- III. MISSION MOMENT – Jordan Habinck
- IV. STRATEGIC FOCUS – 6385 Corporate Drive LLC – Chris Cipoletti, Consultant
- 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. Correction of Board of Directors' Meeting Minutes – January 20, 2021
 - b. Board of Directors' Meeting Minutes – December 15, 2021
 - c. Community Engagement Meeting Minutes – January 7, 2022
- VI. BOARD COMMITTEE REPORTS
 - a. Finance and Investment Committee – Jordan Weimar, Treasurer
 - b. Nominating Committee – Julia Sands de Melendez
 - c. Executive Committee – Deena Hartje, Chair
- VII. CEO REPORT – Colleen Batchelor
- VIII. NEW BUSINESS
 - a. Review of February's Strategic Focus – Deena Hartje
- IX. OLD BUSINESS
 - a. Diversity, Equity and Inclusion Workgroup Update – Colleen Batchelor
- X. PUBLIC COMMENTS – 5 minutes
- XI. SCHEDULE OF NEXT MEETING – February 16, 2022 @ 7:30 a.m.
- XII. MOTION TO ADJOURN INTO EXECUTIVE SESSION
- XIII. EXECUTIVE SESSION
 - a. Legal Business
- XIV. MOTION TO ADJOURN EXECUTIVE SESSION INTO REGULAR SESSION
- XV. MOTION TO ADJOURN REGULAR SESSION

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, December 15, 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
LOIS LANDGRAF
DIANE LOSCHEN
JULIA SANDS de Melendez – in person
GEORGE MENTZ
TINA SWONGER
AMY YUTZY

MEMBERS ABSENT:

HEIDI BRANDON
DAVE PAUL

STAFF PRESENT (via Zoom unless noted)

ELIZABETH ALBO, Development Manager
COLLEEN BATCHELOR, CEO – in person
TAMARA ENGRAM, Executive Assistant – in person
REBEKAH FALETTI, Nursing Home Supervisor
LORI GANZ, Clinical Director, Early Intervention
DON GRAY, Facilities Director - in person
BRANDI GRIFFITHS, Service Coordination Manager
DEMETRIA LOPEZ, Benefits/Billing Senior Coordinator
CALLIE MURPHY, State General Funds Manager
SARAH NOLAN, Break Time Program Coordinator
AMANDA REED, Early Intervention Director
STEPHANIE SAMORA, Benefits/Billing Supervisor
GINGER STRINGER, Physician and Community Outreach Specialist
JULIE WHITE, Marketing and Communications Manager
HEATHER WHITWORTH, CFO
JACKIE WOODS, Human Resources Director



GUESTS (via Zoom unless noted)

CHRIS CIPOLETTI, Cipoletti Consulting – in person
INDY FRAZEE, The Independent Center
TAMARA TRUJILLO, Goodwill of Southern Colorado
406.788.4209 - Cell Phone, Name not identified

I. CALL MEETING TO ORDER

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

II. PUBLIC COMMENTS

The Best Workplace Award video was shown (unfortunately without sound for those online). The link to the video will be forwarded to TRE Board members and posted on TRE's website soon.

III. STRATEGIC FOCUS

Colleen Batchelor, CEO reviewed information from TRE's Strategic Plan/Operations Plan. Aspiration One-Providing the Highest Quality Person-Centered Service Delivery is the aspiration that is overarching to all of the work that TRE pursues.

A top priority for 2022 is staff recruitment and retention. Much work is focused on different ways of recruiting new staff, building out a performance management system that drives a career development path for staff that is not so position driven but more focused on individual interests, and ensuring competitive salaries and benefits.

Systems engineering is another area of focus. TRE is working with Wipfli to advance TRE to the next phases of automation, change management processes etc. An IT Roadmap for the next 2-3 years is anticipated from Wipfli in January 2022.

Organizational structure and the implementation of self-directed teams will be a focus for 2022. The process has been slower than anticipated, but TRE is still focused on learning about the successes from current teams and how to build on this concept.

Evaluation of our efforts is also an important aspect to the above work. TRE must be able to identify the measurable outcomes and data to ensure success or areas for changes. These measures will be identified in early 2022 and reported to the Board and staff to demonstrate progress and challenges at least quarterly.

Aspiration 2-Meet the Holistic Needs of Everyone Served by TRE. This goal will build on what is currently being done to fill some of the gaps in contracted services for people served by TRE. This will include working to build meaningful relationships with other partner agencies and stakeholders in the community who play a very large role in the



success of people in services. We understand that it will require all of us working together to be successful at meeting the wholistic needs for people.

TRE has expanded program offerings (i.e., Early Childhood Mental Health) as the State offers additional funding for these services. This particular program is not a new program, just expansion. We are preparing other areas for potential expansion when and if funding becomes available.

TRE will also prepare to respond to several competitive Request for Proposals (RFPs) when released in 2022 and 2023. The group briefly discussed the soon to be released RFP for Early Intervention Evaluations. With recent changes at the State level, these services will be solicited through an RFP process with a very quick turnaround timeline, expected in January 2022.

Aspiration 3-Expand Brand Recognition and Community Understanding of TRE's Mission and Impact. The goal is to increase TRE awareness and understanding of its services and supports throughout the community and help build a truly inclusive community and ensure that people in need of services know how to connect with TRE to access them.

This work will focus on the development of a Community Engagement/Development Plan that includes updating and/or replacing current website, identifying community events that TRE should have a presence at, updating marketing materials, etc. It will also consider the structure of the current Board Community Engagement Committee and determine if reorganization into a Development and Fundraising Committee with a Community Engagement Workgroup would better support expansion of brand recognition and fundraising efforts.

Aspiration 4-Diversify and Increase Revenue to Strengthen and Sustain TRE's Mission. This work includes diversifying how the building space is being used and continuing to identify other revenue streams that align with TRE's philosophy.

The plan is to report on progress quarterly to the Board using a dashboard type of reporting tool.

IV. CONSENT AGENDA

A MOTION WAS MADE BY JORDAN WEIMAR, SECONDED BY JULIA SANDS de MELENDEZ TO ACCEPT AND APPROVE THE ITEMS PRESENTED ON THE CONSENT AGENDA (Board of Directors' Meeting Minutes dated November 17, 2021, and Community Engagement Meeting Minutes dated December 3, 2021. *Motion unanimously approved.*

V. BOARD COMMITTEE REPORTS

a. Finance and Investment Committee (FIC)

Check Signature Cards - CEO Batchelor reported that updating the signature cards for bank accounts only needs to be completed when any of the current signatories change for any reason. It does not require an annual approval of the Board.

TRE Financial Statement Review – Jordan Weimar, Treasurer reported that deferred revenue is reported at \$540,000. This is due to information received from HCPF on how Single-Entry Point (SEP) revenue should be recorded. TRE was notified that it cannot record the revenue until expenses (services) are received. There will be an adjustment of \$1.4 million made to Fiscal Year's 2021 financial statements. This new instruction is not in line with what TRE understood from contract language or what was shared with CCB/SEPs prior to the release of the new funding methodology which is described as a Fee For Service payment methodology. Therefore, TRE is in contact with its legal counsel and the next step will be to schedule time with TRE's Independent Auditor to discuss the documentation needed and whether an official response needs to be made to Health Care Policy and Financing (HCPF). An update will be provided at the January 2022 meeting.

Cash balance/flow at end of November is again back to established norms due to Early Intervention catching up on delinquent payments.

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

Annual Board Calendar – Chair Hartje and CEO Batchelor reviewed the proposed topics and information for the first quarter of the calendar year.

At the January 2022 meeting, the strategic focus discussion will be diversifying TRE's revenue. Chris Cipoletti will provide more in-depth information on the use of the building, what a social impact business is and further updates on the co-working and office spaces.

The calendar will be posted on the Board's Teams Channel. All were reminded that this is a working document and can be changed as needed. The strategic focus for each upcoming month will be reviewed at the end of the Board Meeting.

Nominating Committee - This item will be discussed under New Business.

VI. CHIEF EXECUTIVE OFFICER'S REPORT

TRE Executive Team Updates – Work continues with Wipfli. The team is expecting a report with recommendations and roadmap for TRE in relation to projects and work being coordinated based on TRE's Strategic Plan's priorities. This information will be discussed in detail at the Executive Team's Strategic Work Session on December 21.

TRE Contracts Updates - Case Management Redesign (Care and Case Management System) continues to move forward. Unfortunately, the pilot for the new data system has been cancelled with the full rollout in April 2022.

Early Intervention Evaluation RFP has not been issued yet but it should be released prior to the end of the calendar year. One of the stipulations of receiving the contract is that the organization is ready with trained staff for the May 1 implementation. TRE is in a better position than most other organizations but could experience issues with the hiring and training of said providers.

COVID Updates – CEO Batchelor reported that TRE has experienced the death of a staff person due to COVID. This has hit the organization very hard.

Vaccine Mandate - The proposed OSHA vaccine mandates are still under a stay. Current State mandates continue.

VII. NEW BUSINESS

Nominating Committee – Chair Hartje shared that Julia Sands de Melendez, Board member has agreed to chair the Nominating Committee until her term on the Board of Directors expires (end of June 2021). This committee should be actively meeting during January-June of each year.

Chair Hartje asked for volunteers to serve on this committee. A meeting will be scheduled shortly after the first of the year to review the list of potential community members that might be a good fit for TRE's Board of Directors and fill positions of Board Members transitioning off in June.

VIII. OLD BUSINESS

- a. Diversity, Equity and Inclusion Workgroup Update
The DEI Workgroup is sponsoring a book club starting in January 2022. The book for this session is Includify. TRE Board of Directors are invited to participate. The sessions will be held beginning January 12, 12:00 noon-1:30 pm. The schedule is to meet every other Wednesday. Those interested in attending, please contact Tammie Engram. Ms. Engram will also resend the email invitation.

b. 6385 Corporate Drive LLC Update

Chris Cipoletti, Consultant updated the group on activities related to New Altitude. The hard launch for New Altitude is scheduled for February 1, 2022. A soft launch will begin as soon as marketing materials are received. This launch will consist of utilizing contacts from the 6385 Corporate Drive LLC Board of Directors and Chambers of Commerce (including South Denver).

The website should also be ready to launch shortly after the first of the year. Also, wayfinding within the building will be discussed with the marketing consultant very soon. Signage for outside will be discussed later due to the cost. Software for the management of the co-working space and conference room usage will be chosen soon.

The fee structure is in place, has been used for the past year and will not change at this time.

The goal for building usage is the third floor for traditional leases; second floor for co-working and conference room usage; and the first floor for TRE and event space. It is also hoped that in the future, some remodeling can be completed on the second floor.

January will begin grant writing. Information is being gathered focusing on the social impact that this work will bring by being a training site for people with disabilities to gain job training.

The logo for New Altitude was shared along with the brand guidelines which ties in well with TRE's logo and color scheme.

IX. PUBLIC COMMENTS

None.

X. SCHEDULE OF NEXT MEETING

The next Board of Director's meeting is scheduled for **Wednesday, January 19, 2022**, at 7:30 am at The Resource Exchange and via Zoom.

XI. MOTION TO ADJOURN INTO EXECUTIVE SESSION

The Board of Directors motioned to adjourn into Executive Session at 8:32 am.

XII. ADJOURN REGULAR MEETING

A MOTION WAS MADE BY LAURIE HUISINGH, SECONDED BY JULIA SANDS de MELENDEZ TO ADJOURN THE REGULAR MEETING. *Motion unanimously approved.*

The regular meeting was adjourned at 9:10 am.

SUBMITTED BY:

Colleen Head Batchelor, CEO

RECORDED AND TRANSCRIBED BY:

Tamara Engram, Executive Assistant

APPROVED AS TO FORMAT:

Laurie Huisingsh, Secretary



The Resource Exchange, Inc.

Chief Executive Officer Report

January 2022

TRE

- **Executive Team Updates.**

- The Executive Team completed a full-day session to identify the operations plan for 2022, including a review of recommendations from Wipfli. The following are the priorities determined for the coming year.
 - Staff Retention, Engagement, and Recruitment - staff are the most important assets for TRE to serve people in the best way possible. Ensuring that TRE remains competitive in both salaries and benefits is a key strategy to address retention and engagement.
 - Staff Salaries and Benefits – continue to review and adjust, as possible, staff salaries based on market analysis at least every 6 months and plan for significant benefit increases due to pandemic effects on insurance costs. Benefit review to also include review of Employee plus family rates to become more aligned with market on these costs to employees.
 - Recruitment – adapt language within job descriptions to bring more of the human element to the descriptions of responsibilities and initiate internships in partnership with local universities and colleges.
 - Training - Effective training is closely aligned with employee engagement and retention. Pursuing a more systematized and coordinated training program within TRE would improve workforce challenges and create stronger alignment and consistency in implementation of person-centered practices and contract requirements. Efforts in 2022 will include:
 - Establishing oversight and coordination of training across TRE to standardize expectations for effective training and the priorities for organizationally wide training needed.
 - Identify foundational training for the entire organization and develop out for regular (potentially monthly) offerings in support of individual professional and leadership development along with necessary training to support effective services for people, such as:
 - Person-Centered Practices
 - TRE Culture
 - Difficult Conversations
 - Facilitation and De-escalation Skills and Practices
 - Resiliency and Compassion Fatigue
 - IT Equipment and Software
 - HIPAA and FERBA Privacy



The Resource Exchange, Inc.

Chief Executive Officer Report

January 2022

- Support establishment of structure that addresses department and team level training needs, including coaching, peer-to-peer mentoring, and state level training curriculum.
- Change Management Standardization – work with Wipfli to establish a standardized practice for approaching and implementing change.
- Customer Experience – work with Wipfli to complete a Discovery Workshop to understand customer experience of TRE processes, services, and supports to determine next steps in improvements. This discovery would involve people in services, staff experiences, and community partner experiences.
- Database Assessment – work with Wipfli to map key database tools used by TRE under the various contracts to understand the requirements of these and how they can best meet our organizational needs, determine internal technology needs and plan for the future, and analyze current systems based on workstreams and documentation to identify strategies for improvement in efficiency and effectiveness.
- IT Roadmap – work with Wipfli to identify strategies for 2022 and beyond to maintain effective IT systems and security for the organization.
- Measure and Report on Progress – work with Wipfli to identify data measures and strategies for reporting at least monthly on effectiveness of our efforts towards our strategic priorities and aspirations.
- Fundraising Analysis – implement an analysis of TRE’s fundraising efforts to drive a development and community engagement plan for 2022 and beyond.
- **COVID Updates.** As of 12.20.21, the OSHA mandate has been reinstated. TRE has begun implementation of the requirements. TRE will document all vaccinated and unvaccinated employees. Employees who are unvaccinated and working from the office or out in the field in any capacity will be required to wear a mask when working out of the home (effective 1/10/22) and will be required to submit weekly COVID testing (effective 2/9/22). In addition, El Colorado has issued guidance asking all EI personnel to return to virtual visits for all EI activities and halt any in-person visits at least through 1/30/22.

State

- **Health Care Policy and Finance (HCPF).**
 - HCPF has postponed a soft launch of the new Care and Case Management System which was expected in November. They plan to do the formal launch of the system in April 2022. A meeting will be held in early January to provide additional information.



The Resource Exchange, Inc.

Chief Executive Officer Report

January 2022

- **Early Intervention (EI).**
 - TRE continues to be involved in state level work in support of effective intake process as EI Colorado assumes responsibility for EI Evaluations. TRE anticipated the release of the RFP for EI Evaluations in early December, but to date it has not been distributed.

Colleen Batchelor

Respectfully submitted:

Colleen Batchelor, Chief Executive Officer

5 January 2022