



THE RESOURCE EXCHANGE
BOARD OF DIRECTORS' MEETING NOTICE

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

FROM: DEENA HARTJE, Chair

THE BOARD OF DIRECTORS OF THE RESOURCE EXCHANGE WILL MEET ON WEDNESDAY, MAY 18, 2022, AT 7:30 A.M. AT THE RESOURCE EXCHANGE, 6385 CORPORATE DRIVE, COLORADO SPRINGS CO OR 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 – Community Resources
 - a. Resource Library – Callie Murphy
 - b. Collaboration between The Arc and TRE – Christina Butero, The Arc Pikes Peak Region
- IV. STRATEGIC FOCUS – Engaging Our Community
- 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 – April 20, 2022
 - b. Approval of Policy and Procedures:
 - Flexible Work Policy
 - Global IT Policy
- VI. BOARD COMMITTEE REPORTS
 - a. Finance and Investment Committee – Jordan Weimar, Treasurer
 - b. Nominating Committee – Julia Sands de Melendez
 - c. Legislative Committee – Lois Landgraf
 - Legislative Town Hall Planning Committee Report
 - d. Executive Committee – Deena Hartje, Chair
- VII. CEO REPORT – Colleen Batchelor
- VIII. NEW BUSINESS
 - a. June Board Meeting Strategic Focus
 - Organizational Health
- IX. ONGOING 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 – June 15, 2022
- XII. MOTION TO ADJOURN

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 Resource Exchange

BOARD OF DIRECTORS' MEETING MINUTES
Wednesday, April 20, 2022

MEMBERS PRESENT (via Zoom unless noted)

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

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
DORA FERNANDEZ, IT Project Mgr, Bilingual Developmental Interventionist
LORI GANZ, Clinical Director, Early Intervention
BRANDI GRIFFITHS, Service Coordination Manager
MICHAELA LUCK, Service Coordinator
DANNI MEGYERI, Prior Authorization Senior Coordinator
CALLIE MURPHY, State General Funds Manager
SARAH NOLAN, Respite Programs Specialist
AMANDA REED, Early Intervention Director
STEPHANIE SAMORA, Contracts and Grants Manager
KITTY SILVERS, Sr EI Billing Specialist
GINGER STRINGER, Physician and Community Outreach Specialist
MYRA VEGA, Enrollment Coordinator
NANCY VIGIL, Navigation and Quality Director
HEATHER WHITWORTH, CFO
JACKIE WOODS, Human Resources Director
CHASITY YOUSIL, Case Management Service Coordinator

GUESTS (via Zoom unless noted)

BERNARD BYERS, Prospective Board Member
CHRIS CIPOLETTI, Cipoletti Consulting
INDY FRAZEE, The Independent Center
LISA HRINIK, Wipfli – in person
CAITLIN KELLS, Wipfli
THERON KELSO, Wipfli
JENNA KOCH, Cheyenne Village
RYAN PEASLEY, Wipfli
ANTHONY SHIBATA, Wipfli – in person
TAMARA TRUJILLO, Goodwill Colorado
iPhone, unknown

I. CALL MEETING TO ORDER

The regular meeting was called to order at 7:31 am by Chair Deena Hartje.

II. PUBLIC COMMENTS

None

III. MISSION MOMENT

Chasity Yousif shared the story of a person receiving services from TRE and her family. This young lady suffered many setbacks due to circumstances with family and life situations. She is now living in a host home and is becoming an outgoing member of her community.

Ms. Yousif added that this is very rewarding for all involved. Many families do not know about all of the resources in the community and/or system which then can limit their ability to effectively advocate for their loved one.

This success story shows how working together with family, providers and service coordination results in great outcomes for people in services.

IV. STRATEGIC FOCUS – Systems to Support Success

Colleen Batchelor, CEO reminded the group that one of TRE's strategic priorities is to improve its processes and systems across the agency in order to be as efficient and effective in the work that we do in support of the people needing our services. Today's information will highlight the work being done to improve and/or implement processes and systems for the staff of TRE.

Ryan Peasley, Wipfli provided an overview of the Technology and Cyber Security Roadmap developed for TRE. This roadmap looks at the people, process technology and

systems currently in place and outlines a direction for the organization to move toward to improve its technology and systems.

Mr. Peasley shared projects completed to date and upcoming projects for TRE and New Altitude.

Several upcoming projects were discussed in more detail. These projects will identify areas where TRE can improve a customer's experience as well as automate and streamline processes for staff. These projects are all planned in conjunction with TRE's strategic plan and identified imperatives/aspirations.

Wipfli is also implementing a more secure process for migrating current software applications being used to the Cloud.

Lisa Hrinik, Wipfli shared trends in non-profit organizations and how TRE's strategic priorities align industry wide. The top challenges identified were 1) Employee engagement and burnout; 2) Fundraising-how to engage current donors, get new donors, secure new ways to donate (stocks, crypto); 3) Recruitment and Workforce; 4) Mission and Community Awareness; 5) Operations-staying focused on mission and strategic priorities; and 6) Technology including cyber-security.

The group briefly discussed the Board of Directors' recruitment practices and succession planning processes.

The legislative activities to date include the possible establishment of \$20-50 million grant process using ARPA funds to better support Colorado's non-profit organizations.

The second proposed legislation focuses on the alternative transportation costs credit. This is a tax credit to encourage employers to assist with transportation costs for employees commuting to the office.

CEO Batchelor shared that industry trends show that the workforce challenges are most likely to continue for some time. It is important for TRE to combine its efforts in staff recruitment and staff retention with improving processes and systems.

The Board of Directors thanked Wipfli for the informative information. Monthly updates will be provided through the CEO's report and Wipfli representatives attending remotely and Wipfli representatives to also offer more detailed quarterly reports as needed.

(The PowerPoint presentation is incorporated into these minutes by reference and can be found in the April 10, 2022 Board records for further review.)



V. CONSENT AGENDA

A MOTION WAS MADE BY JULIA SANDS de MELENDEZ, SECONDED BY JORDAN WEIMAR TO ACCEPT AND APPROVE THE ITEMS PRESENTED ON THE CONSENT AGENDA (TRE Board of Directors' Meeting Minutes dated March 16, 2022 and Community Engagement Meeting Minutes dated April 8, 2022. Motion unanimously approved.

VI. BOARD COMMITTEE REPORTS

a. Finance and Investment Committee (FIC) TRE Financial Statement Review (March 2022)

Jordan Weimar, Treasurer noted that most of the YTD loss shown is related to deferred revenue for the Single Entry Point (SEP) program. This deferred revenue is a result of misleading language in the SEP contract. The contract states that services are "fee for service" which means that once you receive the fee for delivering the service, the money is TRE's. The State of Colorado interprets the contract as TRE must spend the money in certain ways or it needs to be returned. TRE has until June 30, 2024, to spend down the deferred revenue.

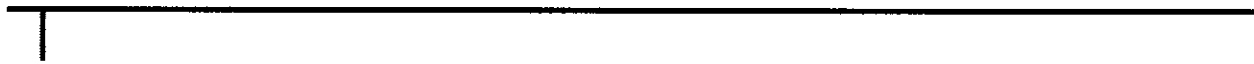
As budget planning begins for FY2023, work is being done to verify and correct (if needed) the home departments for staff in the payroll system as one strategy to better reflect the actual spending of SEP revenue. Also, training is being provided to staff to ensure that time is being properly entered under the correct program area, especially when said staff are working in two or more program areas. This will better identify the costs associated with each program area.

During next Fiscal Year, it will be important for a careful review of whether actual costs versus budgeted amounts are accurately reflected. If not, corrections must be made quickly especially related to SEP deferred revenue.

6385 Corporate Drive LLC-

Staff have been asked to provide historical data on investments in the building made by TRE. The Committee also felt that TRE should determine what is an acceptable amount of investment to be made each month or quarter. The Finance and Investment Committee will review these financials in more detail each quarter.

The 6385 Corporate Drive's Board of Directors will also be asked to project when the building will become a break-even entity.



IT Equipment

TRE has identified that it needs to purchase 120 laptops for new staff. This equipment was approved in FY2022's budget. However, this purchase was based on a lease purchase over 3 years. TRE would like to utilize current cash funds to straight purchase this equipment to save on interest costs and to be able to place the order much sooner. The cost for this equipment would not exceed \$158,000 based on estimates received to date.

A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE OF THE PURCHASE OF 120 LAPTOPS ON A STRAIGHT PURCHASE IN THE AMOUNT NOT TO EXCEED \$158,000. *Motion unanimously approved.*

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

b. Nominating Committee

Julia Sands de Melendez informed the group that the Committee has met with two possible candidates for Board membership. Bernard Byers provided information on his qualifications.

If there is continued mutual interest, Bios will be provided to the Board of Directors prior to the June 2022 Board of Directors' meeting.

Also being discussed is adding one additional member to TRE's Board of Directors.

c. Executive Committee

Board Committee Structure – the group is discussing the possibility of expanding the duties of the Nominating Committee to include Governance.

Shared Enterprise Concept Update – Discussion continues on the many possible structures for this concept.

Transportation Updates – Work continues with legislators on concerns raised in a past meeting.

Past Representative Lois Landgraf, Chair of TRE's Legislative Committee shared that the Sponsors of the Bill should be asked to amend the language of the current Bill to include Supported Living Services (SLS).

Employee Retention Credit – TRE has received confirmation from Wipfli that the application has been submitted to the IRS. A response is not expected for at least 10 to 12 months.

A question was asked of Ms. Hrinik on when other clients have recorded the proceeds of this credit. Under 958, nonprofits have the option to treat similar to grants or to record revenue once initial approval is received.

VII. CHIEF EXECUTIVE OFFICER'S REPORT

TRE Cultural Roots – CEO Batchelor shared information on this initiative being rolled out at TRE during the week of April 25. This work is based on a Culture Wise approach to ritualizing behaviors that are associated with a high performing culture that would drive organizational success. This work goes beyond values to identify the behaviors that are expected to be observed in our daily work with people in services, community partners and others that demonstrate this high performing culture. The Executive Team identified 29 behaviors for TRE's Cultural Roots.

After the initial roll out, staff will create intentional and repetitive actions around these behaviors by sending weekly emails with personal experiences shared by staff and by sharing at each team meeting. TRE Board members asked to receive the weekly emails and also look at the possibility of focusing the monthly mission moments to one of the behaviors.

Theron Kelso, Wipfli shared that the Roots identified are very aligned with discussions that will take place during the IDEA Journey project.

Early Intervention (EI) – EI is moving toward separate evaluation contracts. TRE has submitted its application to this RFP for these services. Intake and Referrals processes are shifting throughout the state. The State has also posted positions to cover areas of the State where existing agencies don't have the ability to support it locally. These positions are exactly like positions that TRE maintains for these services. Also, ones that TRE and other agencies are restricted by the State on what wages can be paid. The State's pay matrix is significantly higher (25%). This is creating significant relationship challenges with all EI providers and their partnership with the State. Discussions are being scheduled with the hope of resolving some of these issues.

VIII. NEW BUSINESS

Strategic Focus – May's Strategic Focus will be Engaging our Community. TRE's Board of Directors' meeting be hosted by The Arc Pikes Peak Region.

IX. ONGOING BUSINESS

a. Diversity, Equity and Inclusion Workgroup Update
No updates at this time.

b. 6385 Corporate Drive LLC Update

Chris Cipoletti, Consultant reported that New Altitude's signage has been designed. Final estimates will be provided by the end of the week. Signage should be installed within the next several weeks.

Work continues to prepare for the hard launch of New Altitude.

A lease was signed for 2500 SF on the third floor. Lease payments will begin in approximately four months.

Paperwork is being gathered for submittal for CO-CPACE funding. This could cover energy efficient upgrades. The Boards for 6385 Corporate Drive and TRE will need to approve the submittal of the loan application.

CAM Reconciliations for 2021 are complete and only increased two cents per square foot.

Many walkthroughs have been scheduled by interested parties. Also, interest is increasing for New Altitude as well.

X. PUBLIC COMMENTS

None.

XI. SCHEDULE OF NEXT MEETING

The next Board of Director's meeting is scheduled for **Wednesday, May 18, 2022**, at 7:30 am at The Arc Pikes Peak Region and via Zoom. All TRE Board members were highly encouraged to attend this meeting in person.

XII. MOTION TO ADJOURN REGULAR MEETING

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

The regular meeting was adjourned at 9:20 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

May 2022

TRE

- **Executive Team Updates.**
 - The Executive Team rolled out TRE's Cultural Roots, strategies to build a high-performing culture for TRE, at the quarterly All Staff Meeting on April 27. The material was well received, and active discussions were held with more than 300 staff. This work is based on Culture by Design by David J. Friedman. This document was shared with the Board at the April Board Meeting. Weekly emails and MS Teams postings will highlight each of the Roots over the next 29 weeks.
 - The Executive Team continues the process of developing the FY 22-23 budget for the organization. Preliminary information will be shared at the May Finance Committee Meeting.
 - Interviews are in process for the following administrative positions:
 - Strategy and Culture Specialist
 - Training Director
 - Controller
 - IT Updates – Dora Fernandez and the Executive Team continue to work on efforts to improve the IT environment for TRE. New equipment to replace expired equipment has been ordered and is expected in June. The ET is also awaiting a timeline and plan for the roll-out of the IDEA Discover process to look at experiences of the people we support to inform our streamlining of processes.
 - The Executive Team will be hosting a Staff Open House in the TRE space at 6385 on May 10, 2022, in preparation for more staff returning to the office as rules continue to lighten regarding quarantine. Efforts continue to create commuter space in several areas to provide a variety of environments for staff who will not work in the office full time but may want space periodically.
- **COVID and Public Health Emergency (PHE) Updates.** The federal PHE was extended again until July 2022. HCPF continues to anticipate the PHE and the federal waivers to virtual operations will extend through the end of calendar 2022.

State

- **Health Care Policy and Finance (HCPF).**
 - All CCBs and SEPs have been asked to complete an extensive time study survey for HCPF to support their efforts to create rates that better reflect the cost to deliver



The Resource Exchange, Inc.

Chief Executive Officer Report

May 2022

required supports and services. TRE will complete 2 surveys, one each for CCB and SEP. The survey will be due to HCPF on 5/31/22.

- HCPF continues to roll out TA and Training to support the move towards conflict free case management and integration of CCB and SEP into singular Case Management Agencies (CMAs). These are anticipated to support some of the training needs TRE has identified for the organization, such as Change Management.

- **Early Intervention (EI).**
 - TRE will be meeting with EI Colorado staff to discuss the expectations regarding the budget for 2023-24. While initially all programs were asked to include all anticipated increases to the budget to cover necessary salary increases and other expense increases, this has been retracted and a new budget will need to be submitted. EI Colorado has now indicated the budget should be no more than a 2% increase overall from the most current budget in place.
 - EI Intake and Referral – Additional information is being shared as to the expectations for Intake and Referral staff employed locally. The responsibilities will be state-wide rather than just local. As a result, TRE is evaluating whether to continue with this activity or turn the responsibility over to EI Colorado.
 - Extended Part C Option policy and rule revision – Information continues to be provided on how this will impact administrative responsibilities as well as ongoing services and service coordination. Medicaid billing responsibilities as well as Part C requirements for the service plan will need to be addressed. TRE currently estimates that 40-50 children will be served over the summer past their third birthdays.

Colleen Batchelor

Respectfully submitted:

Colleen Batchelor, Chief Executive Officer

4 May 2022