



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, JUNE 15, 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. STRATEGIC FOCUS – Organizational Health – Executive Team
- 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 – May 18, 2022
 - b. Legislative Town Hall Planning Committee Meeting Notes – June 1, 2022
 - c. Community Engagement Committee Meeting Minutes – June 10, 2022
- V. BOARD COMMITTEE REPORTS
 - a. Finance and Investment Committee – Jordan Weimar, Treasurer
 - FY2023 Budget Review/Approval – Heather Whitworth/Jordan Weimar
 - FY2023 401k Match Review/Approval – Heather Whitworth/Jordan Weimar
 - b. Nominating Committee – George Mentz
 - Current Members Second Term
 - Officers for FY2023
 - New Members
 - c. Executive Committee – Deena Hartje, Chair
- VI. CEO REPORT – Colleen Batchelor
- VII. NEW BUSINESS
 - a. July Board Meeting Strategic Focus
 - Board Engagement and Leading a Clear Strategic Direction
- VIII. ONGOING BUSINESS
 - a. 6385 Corporate Drive LLC Update – Chris Cipoletti
- IX. PUBLIC COMMENTS – 5 minutes
- X. SCHEDULE OF NEXT MEETING – July 20, 2022
- XI. 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, May 18, 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
DIANE LOSCHEN
JESSIE MARTINEZ – in person
GEORGE MENTZ
JULIA SANDS de MELENDEZ – in person
TINA SWONGER
AMY YUTZY

MEMBERS ABSENT:

LOIS LANDGRAF
DAVE PAUL

STAFF PRESENT (via Zoom unless noted)

ELIZABETH ALBO, Development Manager
COLLEEN BATCHELOR, CEO – in person
SARAH BOUTON, Service Coordinator
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
DON GRAY, Facilities Director – in person
BRANDI GRIFFITHS, Service Coordination Manager
MICHAELA LUCK, Service Coordinator
DAISY MARTINEZ, Benefits & Billing Senior Coordinator
DANNI MEGYERI, Prior Authorization Senior Coordinator
CALLIE MURPHY, State General Funds Manager
SARAH NOLAN, Respite Programs Specialist
STEPHANIE SAMORA, Contracts and Grants Manager
GINGER STRINGER, Physician and Community Outreach Specialist
MYRA VEGA, Enrollment Coordinator
HEATHER WHITWORTH, CFO
JACKIE WOODS, Human Resources Director

GUESTS (via Zoom unless noted)

CHRISTINA BUTERO, The Arc Pikes Peak Region
BERNARD BYERS, Prospective Board Member
CHRIS CIPOLETTI, Cipoletti Consulting
TIM CUNNINGHAM, Cheyenne Village
INDY FRAZEE, The Independent Center
SHARON SHOCKLEY
TAMARA TRUJILLO, Goodwill 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 introduced a family via video with comments on how helpful the Resource Library at The Arc Pikes Peak Region was for her family. The staff were friendly and helpful. All of the resources available were wonderful from the kitchen to the more individualized items (swing, massage table) available to use.

Christina Butero, The Arc Pikes Peak Region shared that the garden beds were planted by their Sisterhood Group.

It is exciting to see what the Resource Library will offer with the entire community. The partnership with TRE has been phenomenal. Please plan to tour at The Arc whenever it is possible.

Colleen Batchelor, CEO shared that funding was available from the Family Support Program last year to assist with the purchase of much of the materials now available to the community. TRE has always wanted to offer this resource but never had available space. The collaboration with The Arc Pikes Peak Region has created a wonderful space for families.

IV. STRATEGIC FOCUS – Engaging Our Community

CEO Batchelor reminded the group of one of the Strategic Plan's aspirations – to serve the needs of the whole person. This requires that TRE partner with a number of community stakeholders along with the person in services, their family and caregivers.

CEO Batchelor then shared an overview on the many types of organizations that TRE partners with, the ways that partnerships are continually growing and changing, and also the challenges to continue to nurture these types of relationships.

Workforce shortages (for TRE and many other community and state agencies) are one of the main challenges in building many of these relationships in a more meaningful and ongoing manner.

CEO Batchelor added that TRE strives to collaborate with all stakeholders instead of viewing issues as an 'us versus them' mentality. This approach will lead to better outcomes for the people in services as well as all stakeholders involved.

(The PowerPoint presentation is incorporated into these minutes by reference and can be found in the May 18, 2022 Board records for further review.)

V. CONSENT AGENDA

A MOTION WAS MADE BY JORDAN WEIMAR, SECONDED BY DAN MIRER TO ACCEPT AND APPROVE THE ITEMS PRESENTED ON THE CONSENT AGENDA (TRE Board of Directors' Meeting Minutes dated April 20, 2022 and Flexible Work and Global IT Policies and Procedures.) Motion unanimously approved.

VI. BOARD COMMITTEE REPORTS

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

Jordan Weimar, Treasurer shared that the Balance Sheet shows \$1.76 million in deferred revenue for Single Entry Point (SEP). Of this, \$1.5 million relates to FY2022.

YTD loss of \$1.3 million, \$1.5 million loss due to changes in the administration of SEP funds and requiring the \$1.5 million to be deferred until the revenue is fully expended. April's financial report shows a net income for the organization of approximately \$360,000.

Accounts Receivables are higher, Sweep Account is lower due to past due payments from the State, mainly Early Intervention (EI) program. Payments do normally slow down as the fiscal year end approaches. TRE will continue to follow-up once payments become past due.

Deferred revenue allocations for SEP are improving with staff's time being more accurately allocated in TRE's timekeeping and tracking program (Paycom). The group was reminded that during the 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.

Reconciliation of Common Area Maintenance (CAM) costs for TRE were completed. This resulted in a reduction in those expenses for TRE.



Investments are showing a loss for this reporting period.

Fiscal Year 2023 Budget

The Committee reviewed preliminary budget information. The two focus areas for this budget are 1) Staff salaries to support hiring and retention, and 2) IT and Automation of Systems' Processes to improve the workload of staff.

The narrative to be included with the budget presentation in June will include information on reasons for wide range changes between FY22 actuals and FY23 budget; and the addition of a separate line item for Board Designated Strategic Funding showing the amounts spent directly related to TRE's Strategic Plan.

Other Information

Tax Returns for 2021 were submitted this week.

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 a third person may be added to the slate for new members' approval at the June meeting.

The proposed slate of officers for FY2023 is:

- Deena Hartje, Chair
- Dan Mirer, Vice Chair
- Jessie Martinez, Treasurer
- Laurie Huisingh, Secretary

A copy of the full slate of nominations will be sent to the Board of Directors prior to the June meeting.

c. Legislative Committee

Legislative Town Hall Planning Committee Report

CEO Batchelor provided information from the Planning Committee. The Olympic Museum has been tentatively reserved for the Town Hall scheduled for September 21, 2022. It is also planned to once again host a reception with elected officials and agency Boards of Directors and Executive Teams.

Due to the pandemic and busy schedules, the planning committee membership has dwindled to just a few PASAs with TRE Board members and staff. It is hoped that several past members of the Planning Committee (and possibly new members) will agree to rejoin this committee to assist with the planning and cost of the event.



TRE's Community Engagement Team is also seeking business sponsorships in the hopes of covering the cost of rent, food, parking and other costs associated with the event.

It was suggested that an alternate venue be looked at due to the cost of the museum and also the lower number of people attending in person.

d. Executive Committee

Chair Hartje reported that the group discussed the following:

Managed Services Organization Update – Discussion continues on the many possible structures for this concept.

Employee Retention Credit – No additional information available on the possible award of this credit.

Ft. Carson Military Spouses' Appreciation Award – TRE was recognized for its collaboration with the military to employ military spouses and family members.

Early Intervention (EI) Updates – See CEO's Report for details.

VII. CHIEF EXECUTIVE OFFICER'S REPORT

Early Intervention (EI) Colorado Updates – Collaboration, education and development work continues with EI Colorado, currently with budget planning.

EI Evaluation responsibilities have moved from the Department of Education to EI Colorado and CCBs. EI Colorado will be providing intake for new referrals for areas of the state that don't have the ability to do their own intakes. This will require EI Colorado to hire new positions to do these intakes. These staff are being hired at State salary levels that are 20-25% higher than CCBs are able to pay for the same position.

Discussions have been on-going regarding the above practice with EI Colorado relinquishing control of set salaries due to the fact that positions being offered are State positions. Of note, EI Colorado does minimize Community Centered Board's (CCB) ability to offer like salaries due to budget constraints. TRE currently has not lost any staff to the State but several other CCBs have.

Additional funds will soon be allocated to EI for reestablishment of qualifying guidelines which will in turn serve additional children. There is no plan in place to invest any of the additional funds in strategies to address workforce challenges and the need for increased salaries.

CCBs have already been asked to support EI Colorado in asking for supplemental funding from the Joint Budget Committee to address growth of the program and workforce challenges in the fall of 2022.

CEO Batchelor then shared that the Request For Proposal (RFP) for evaluations discussed above has been awarded to TRE for El Paso, Park and Teller Counties and overflow needs in rural counties and/or the Boulder/Broomfield areas. TRE has not received the contract for these services which begins July 1, 2022.

A question was raised about services in Pueblo County. TRE is not allowed to provide EI services in Pueblo County without a contract with the CCB in that area.

TRE is allowed to provide services in Pueblo County under the CCB contract. Evaluation continues to determine if the new rates will allow TRE to continue to provide these services when the new Case Management Agency (CMA) RFP for CCB and Single Entry Point (SEP) is released.

The Department of Health Care Policy and Financing (HCPF) is in the process of gathering information from time study surveys in an attempt to understand all of the case management activities that must be completed under the CCB and SEP contracts. This information will hopefully identify what the true costs are for case management services.

TRE Cultural Roots – CEO Batchelor asked for feedback from the Board of Directors on the emails focusing on individual ‘roots’ each week. The group shared that the information is very valuable, helps solidify the Board of Directors’ strategy and vision for TRE.

Feedback from staff is mostly positive. The purpose of this effort around culture is to build interactions around each ‘root’. This will be an evolution for staff as the ‘roots’ become daily practice for TRE, both internally and externally.

New Administrative Positions – Second interviews are being scheduled for the Training Director and the Strategy and Culture Specialist. An offer for the Controller position has been made.

TRE's Office Space – The group was invited to tour the first-floor office space. Much work has been done to make this space TRE’s home and welcoming for staff.

VIII. NEW BUSINESS

Strategic Focus – June’s Strategic Focus will be Organizational Health presented by TRE’s Executive Team.

IX. ONGOING BUSINESS

a. Diversity, Equity and Inclusion Workgroup Update

The hiring of the Strategy and Culture Specialist is one of the objectives of this group. No other updates at this time.

b. 6385 Corporate Drive LLC Update

Leasing – Chris Cipoletti, Consultant reported that a lease for space on the third floor has been signed. Tenant finish will begin in early June.

New Altitude will expand into the remaining space on the second floor. There is already interest for 3-4 offices for a membership for several months.

There will also be additional meeting room space. The larger meeting room (Redwood) will be primarily for TRE staff's use in addition to the smaller meeting rooms on the first floor. The other meeting spaces (Ponderosa, Pinon, Spruce, Aspen) will be held primarily for members of New Altitude and other community organizations that wish to rent these rooms for meetings.

The membership platform is almost operational and will be fully updated by the end of the week. The meeting rooms and memberships will be able to be reserved using the online portal on New Altitude's website.

CO-SPACE – This program supports energy efficient upgrades in commercial buildings. 6385 Corporate Drive is prequalified to apply for the long-term financing. The kick-off and information session are scheduled for June 2. This information will be shared with the Board of Directors for 6385 Corporate Drive LLC. If the decision is made to continue to move forward, information will then be shared with TRE's Finance and Investment Committee.

FY2023 Budget – 6385 Corporate Drive's budget is relatively straightforward with rent, CAMS and expenses associated with the building. A capital budget will also be developed in the future.

A separate budget for New Altitude will also be completed with the focus of identifying a break even plan to cover the expenses for New Altitude. Also, a plan will be developed to repay TRE for investments made over the past several years.

The group was also informed that a job description is being developed for the Operations Manager. This position will be responsible for operating New Altitude, staffing needs for New Altitude and front desk space in Suite 201 and acting as an interface/liason with current tenants of the building. It is hoped to advertise for this position next month.

X. PUBLIC COMMENTS

None.

XI. SCHEDULE OF NEXT MEETING

The next Board of Director's meeting is scheduled for **Wednesday, June 15, 2022**, at 7:30 am at The Resource Exchange and via Zoom.

XII. MOTION TO ADJOURN REGULAR MEETING

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

The regular meeting was adjourned at 8:50 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

June 2022

TRE

- **Executive Team Updates.**
 - The Executive Team has continued work to finalize the FY22-23 budget for presentation to the Finance and Investment Committee and approval by the full Board of Directors at its June meeting.
 - The Controller position has been hired and second interviews are in process and offers should be made in June for:
 - Strategy and Culture Specialist
 - Training Director
 - IDEA Discovery Project – A Kick-Off Meeting is scheduled at the end of June to initiate the Discovery process which will support TRE to learn from stakeholders regarding their experiences with TRE and provide thoughts on how the organization can improve its operations and processes. Wipfli is facilitating this process which will take approximately 6 weeks and will include:
 - Development of a Challenge Statement by TRE Executive Team with Wipfli Consultants – this involves identifying a meaningful challenge to our path forward and success. We will articulate the problem we are trying to solve for the organization.
 - Wipfli will create a Stakeholder Map with the TRE Executive Team that identifies target stakeholders to focus on during this engagement. These might include people we serve, their families or caregivers, staff, provider organizations, community partners, etc.
 - Wipfli will conduct multiple focus groups with the various stakeholder groups identified. Focus groups will include up to 6 members from each of the stakeholder groups identified.
 - Wipfli will conduct a survey to dig deeper into the more qualitative aspects of each stakeholder’s role – up to 100 participants across the various stakeholder groups.
 - Wipfli will review and assess survey and focus group results and develop “Journey Maps” that document opportunities for improvement for TRE.
 - June – Employee Appreciation Month. TRE is sponsoring its second annual employee appreciation month in June. Activities will also occur over the summer. These currently include:
 - **TRE's 5k Fun Run** will be next Friday, June 10 starting promptly at 10:30 am. Whether you want to participate or cheer on our staff, all are welcome. If you



The Resource Exchange, Inc.

Chief Executive Officer Report

June 2022

did not sign up and you'd still like to participate, you can participate for \$5 cash at the event which gets you a \$5 food voucher for the food truck. This event is open for TRE employees and your family and friends as well as Board Members.

- **Night at The Switchbacks** will be Friday, June 24th at 7:00 pm, gates open at 6:00. TRE has been offered 100 free tickets, if/when that amount is exceeded staff and Board members will be able to purchase tickets at a discounted rate for TRE employees and their family and friends and Board members.
- **Gift card raffle!!!** This will be at random in the General MS Teams Chat channel.
- **Employee and family BBQ** on Friday, August 5, more information to come in July. Board members invited too!

- **COVID and Public Health Emergency (PHE) Updates.** No updates at this time.

State

- **Health Care Policy and Finance (HCPF).**
 - HCBS Spinal Cord Injury Waiver (HCBS-SCI). HCPF will be expanding the availability of the HCBS-SCI waiver beyond Denver to all Case Management Agencies. Training and information are currently being provided on the administration of this waiver.
 - Workload and staffing challenges are being experienced across the state, creating significant burden and stress on staff at CCBs and SEPs. Discussions are being held both individually between TRE and HCPF as well as collaboratively through Alliance to determine additional supports that may be provided to maintain the sustainability of case management supports.
- **Early Intervention (EI).**
 - TRE has received the approval for the FY22-23 budget and is awaiting the final contract for signature. This contract will include a 2% increase to last year's budget as well as additional funds for positions funded under EI Evaluations in past fiscal years.
 - TRE was awarded the EI Evaluation Contract for El Paso, Park, Teller, Otero, and Crowley counties as well as overflow for Pueblo County. This award begins on 7/1/22. The draft contract has been received and approved by TRE. Final EI Colorado review and signatures is in process.
 - TRE continues to play a primary role with Alliance in expressing the concerns and priorities for the EI Program in hopes of creating a more proactive approach to the supplemental requests of this program and administration of existing new funding. Efforts are focused on restoring the previous eligibility criteria which was reduced during the pandemic to a



The Resource Exchange, Inc.

Chief Executive Officer Report

June 2022

33% delay in development. This would re-establish a 25% delay in any area of development. In addition, workforce strategies, including pay rates and flexible budgeting, and timely contract payments as key topics.

Colleen Batchelor

Respectfully submitted:

Colleen Batchelor, Chief Executive Officer

6 June 2022