



TRE  
The Resource Exchange

**BOARD OF DIRECTORS' MEETING MINUTES**  
**Wednesday, July 21, 2021**

**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  
DIANE LOSCHEN  
HEIDI BRANDON – in person  
LOIS LANDGRAF – in person  
JUDITH LIGHT  
GEORGE MENTZ  
DAVE PAUL  
JULIA SANDS de MELENDEZ  
TINA SWONGER  
AMY YUTZY

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

ELIZABETH ALBO, Donor Relations Manager  
COLLEEN BATCHELOR, CEO – in person  
MEGAN ELLIS, Grants Manager  
TAMARA ENGRAM, Executive Assistant – in person  
REBEKAH FALETTI, Nursing Home Supervisor  
ROB FRANC, Project Manager  
DON GRAY, Facilities Manager – in person  
BRANDI GRIFFITHS, Service Coordination Manager  
RYAN KUYPER, Service Coordination Training Manager  
DEMETRIA LOPEZ, Benefits/Billing Senior Coordinator  
DANNI MEGYERI, Prior Authorization Senior Coordinator  
CALLIE MURPHY, State General Funds Manager  
VAUGHNA PELLICA, Prior Authorization Supervisor  
KENDRA RANDERSON, Family Support Coordinator  
AMANDA REED, Early Intervention Manager  
KAREN RICE, EI Billing Manager  
KITTY SILVERS, Senior EI Billing Specialist  
GINGER STRINGER, Physician and Community Outreach Specialist  
JULIE WHITE, Marketing and Communications Manager  
HEATHER WHITWORTH, CFO

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**GUESTS (via Zoom unless noted)**

CHRIS CIPOLETTI, Cipoletti Consulting – in person  
TIM CUNNINGHAM, Cheyenne Village

**I. CALL MEETING TO ORDER**

The regular meeting was called to order at 7:32 am by Chair Deena Hartje.

**II. PUBLIC COMMENTS**

None.

**III. CONSENT AGENDA**

**A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY DIANE LOSCHEN TO ACCEPT AND APPROVE THE ITEMS PRESENTED ON THE CONSENT AGENDA (Board of Directors' Meeting Minutes dated June 16, 2021 and Equal Employment Opportunity Policy and Procedure. *Motion unanimously approved.***

**IV. BOARD COMMITTEE REPORTS**

a. Finance and Investment Committee (FIC)

**TRE Financial Statement Review** – Jordan Weimar, Treasurer reviewed the preliminary financial statements for June 2021 (Fiscal Year'21). These should be considered preliminary financials due to remaining revenues and expenses that continue to come in and will need to be applied to the final version for year-end. For example, TRE anticipates an increase in revenue of approximately \$200,000 for Community Centered Board (CCB) COVID Impact payment and other miscellaneous expenses as they come in over July/August for fiscal year 2021.

Cash on hand is slightly down while Accounts Receivables have increased. These are due to the timing of payments at month's end from state contractors but have already been received in July.

Fiscal Year 2021 operating income was \$498,340 to the positive which is a very strong performance, particularly considering there was a large projected loss in the budget for the year. Also shown is \$118,000 credit in Bad Debt posted as an expense since it was previously recognized as a loss. This relates to old claims from prior years that were actually paid in this fiscal year. This will likely be reclassified as revenue for the audit.

**Single Audit** – Work continues on this very intensive audit. Since this is the first year that a single audit has been required for TRE that incorporates SEP funds, the documentation being pulled for review is quite large.

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**Map Out Finance Committee Annual Calendar** - The FIC is creating a calendar showing work/reviews that must be completed on an annual basis along with showing due dates for this work.

**Finance and Investment Committee Members** -

**A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPOINT DEENA HARTJE, DAN MIRER AND JORDAN WEIMAR TO SERVE ON THE FINANCE AND INVESTMENT COMMITTEE FOR FY2022. Motion unanimously approved.**

**6385 Corporate Drive LLC**

**Funding for Marketing Services** – The FIC reviewed a request dated July 14, 2021 from 6385 Corporate Drive LLC to fund the cost of marketing services for the building and co-working space, not to exceed \$20,000.

**A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE \$20,000 FOR THE COST OF MARKETING SERVICES FOR 6385 CORPORATE DRIVE LLC (INCLUDING CO-WORKING SPACE). Motion unanimously approved.**

**Tenant Finish Costs** - Heather Whitworth, CFO advised the group that \$212,000 is due this week for tenant finish costs for the third floor. TRE will pay this cost so that 6385 Corporate Drive LLC won't have to use their line of credit and incur interest costs.

**A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE THE EXPENDITURE OF \$212,000 FOR TENANT FINISH WORK ON THE THIRD FLOOR OF THE BUILDING. Motion unanimously approved.**

**Strategic Plan – Revenue Diversification** - The group also discussed best practices for continued discussion on various methods of diversifying revenue when needed, reviewing 6385 Corporate Drive LLC financial statements and fundraising efforts, etc.

**Finance and Investment Committee Meeting Report Approval** - July 19, 2021

**A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE THE JULY 19, 2021 FINANCE REPORT AS PRESENTED. Motion unanimously approved.**

b. Executive Committee

Chair Hartje reminded the Board of Directors and Executive Team to complete the CEO Performance Evaluation Survey no later than July 28, 2021. This initial review will provide a benchmark to work from in conjunction with the Strategic Plan.

CEO Batchelor will also complete a self-evaluation covering the past year.

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CEO Batchelor will be joining the Vistage Program in August. This is a mentor and coaching program with other CEO-level members in the Pikes Peak Region.

Ed Bowditch, TRE Lobbyist will provide an overview of the past Legislative session and possible focus for the upcoming session at the August meeting.

TRE's current 401(k) plan is being reviewed by an outside agency who will provide feedback on possible changes that could be made.

The group also discussed the beginning of discussions on Shared Enterprise Structure and the variety of organizational options that could be available in the future.

## V. CHIEF EXECUTIVE OFFICER'S REPORT

*6385 Corporate Drive (TRE Building) – No changes or updates at this time.*

*IT Request for Proposals - The Executive Team is in the process of reviewing responses to the RFP.*

*American Rescue Plan Act Funding - Still awaiting information from the Colorado Department of Health Care Policy and Financing (HCPF) and EI Colorado on how they plan to allocate these funds.*

## VI. NEW BUSINESS

### a. Board Discussion – Mission Moments

The group shared that many mission moments have been very informative and impactful while others appeared to have needed additional support/coaching in order to share their story.

When planning and preparing for the mission moments, TRE staff are asked to help prepare the family or individual receiving services in sharing who and what they valued the most in working with TRE.

## VII. OLD BUSINESS

### b. Diversity, Equity and Inclusion (DEI) Workgroup Update

CEO Batchelor shared that the workgroup continues to meet monthly and has begun the focused work on subgroups for training/education, community engagement, book club, and presentations to staff to help educate all on the vital need of real diversity, equity and inclusion in our workplace.

As the education piece continues, TRE is moving forward from a more tactical approach to efforts to evolve culture supports and provide an inclusive work environment that supports staff, people in services, and community partners. This culture focuses on respect for varying perspectives, openness to listening to hear, and willingness to learn.

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There continue to be varying opinions on how to measure the progress of the integration of this work into the daily operations of the organization. CEO Batchelor explained that staff retention and engagement are the focus for measures of success that would demonstrate the organization's culture changing by demonstrating a reduction in turnover as a result of staff experiencing a more inclusive and supportive work environment.

It is important for all to understand that not all people need to be in total agreement with the information being shared, but that we all have an obligation to be aware of and own our actions/words and be willing to engage in difficult conversations when necessary.

Discussion was held on the growth of the current DEI Work Group and how they have developed their diverse perspectives on inclusion, respect, dignity and values in a group setting.

c. TRE Strategic Planning Workgroup

The Financial Planning Task Force meeting held on July 13, 2021, was well attended with many past Board members joining the work session. It was good to hear perceptions from past Board members and other community partners on the continued evolution of TRE and the improved financial status.

TRE Board of Directors and Executive Team will receive a survey in the next couple of days that will support work planned for the August meeting on the Strategic Plan. The next work session is scheduled for August 10 and will focus on a review of the Program Planning and Financial Planning Task Forces findings.

Critical key issues, in conjunction with the aspirations, will be well defined that will continue to help finalize the operational plan of the Strategic Plan to be developed in September.

d. 6385 Corporate Drive LLC Update

Mr. Cipoletti thanked the Board of Directors for approving the funding for the work on the Marketing and Branding plan for both the building and co-working space.

The Board of Directors for 6385 Corporate Drive LLC held its first meeting on July 7. The following officers were elected: Jesse Spaeth, Chair, Tina Swonger, Secretary. Colleen Batchelor as CEO of TRE will serve as Treasurer.

The property management agreement with Olive Real Estate will be terminated effective August 31, 2021. 6385 Corporate Drive LLC will assume those property management responsibilities. Don Gray will be handling most of these responsibilities minus the accounting responsibilities which will be handled by Mr. Cipoletti until a manager is hired.

The co-working space operates on a month-to-month membership agreement with tenants. Feedback from the current tenant is good. However, evaluation on a true co-

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working experience cannot be evaluated yet due to the lack of other tenants sharing the same area.

CEO Batchelor shared that work has begun on the social enterprise component of the co-working space. A meeting was held with several provider agencies who provide training and employment supports for individuals that receive supports from TRE to look at how best to formulate efforts to become a training location as well as an employer of people that TRE serves.

The August meeting will focus on the budget for this fiscal year for 6385 Corporate Drive LLC.

### **XIII. PUBLIC COMMENTS**

None.

### **IX. SCHEDULE OF NEXT MEETING**

The next Board of Director's meeting is scheduled for **Wednesday, August 18, 2021** at 7:30 am at The Resource Exchange and via Zoom.

### **X. ADJOURNMENT**

The Regular Session was adjourned at 8:24 am.

**APPROVED AT THE AUGUST 18, 2021 BOARD OF DIRECTORS' MEETING.**

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

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TRE  
The Resource Exchange

**BOARD OF DIRECTORS' MEETING MINUTES**  
**Wednesday, August 18, 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  
DIANE LOSCHEN  
HEIDI BRANDON – in person  
GEORGE MENTZ  
DAVE PAUL  
JULIA SANDS de MELENDEZ – in person  
TINA SWONGER  
AMY YUTZY

**MEMBERS ABSENT:**

LOIS LANDGRAF  
JUDITH LIGHT

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

ELIZABETH ALBO, Donor Relations Manager  
AMANDA BAKER, Service Coordinator  
COLLEEN BATCHELOR, CEO – in person  
MEGAN ELLIS, Grants Manager  
TAMARA ENGRAM, Executive Assistant – in person  
REBEKAH FALETTI, Nursing Home Supervisor  
ROB FRANCO, Project Manager  
LORI GANZ, Clinical Services Director  
BRANDI GRIFFITHS, Service Coordination Manager  
SAMANTHA MAURO, Pueblo Team Supervisor  
CALLIE MURPHY, State General Funds Manager  
SARAH NOLAN, Break Time Coordinator  
KAREN RICE, EI Billing Manager  
GINGER STRINGER, Physician and Community Outreach Specialist

**GUESTS (via Zoom unless noted)**

ED BOWDITCH, Bowditch & Cassell Public Affairs - in person  
CHRIS CIPOLETTI, Cipoletti Consulting – in person  
TIM CUNNINGHAM, Cheyenne Village  
INDY FRAZEE, The Independent Center

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KENDALL MAJERES, TRE Client, Community Member  
GAIL NEHLS, Envida  
TAMARA TRUJILLO, Goodwill of Southern Colorado  
406.788.4209 – Did not identify self when asked  
Galaxy Z Flip – Did not identify self when asked

## **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**

Samantha Mauro, Pueblo Team Supervisor introduced Kendall Majeres. Ms. Majeres shared how staff at TRE and Pueblo Diversified Industries (PDI) has helped her be more independent in her community. Ms. Majeres shared pictures from Lions' Camp that she recently attended.

## **IV. LEGISLATIVE UPDATE**

Ed Bowditch, Bowditch & Cassell Public Affairs shared an overview of the 2021 Legislative Session. The State did invest a sizable increase in programs for people with intellectual and developmental disabilities (IDD) – increased DD Comprehensive waiver slots to address the waitlist and increased provider rates.

The State is also working on its plan to spend its share of the Federal Stimulus funds.

The June Quarterly Revenue Estimates indicated that Colorado was projected to exceed its revenue limits for FY2020-21 which will result in TABOR refunds to taxpayers.

Mr. Bowditch then reviewed highlights from several pieces of legislation that were signed by the Governor that could affect TRE services and supports.

HB21-1304, Early Intervention System creates the Department of Early Childhood and establishes a transition working group and advisory group to develop a plan for the new department and recommendations for a statewide, voluntary preschool program beginning in Fiscal Year 2023-24.

Long term budget issues will continue to be voted on by Colorado citizens. Initiative #27 has been approved for circulation and would reduce assessment rates for both residential and nonresidential properties. If adopted, this would result in a revenue decrease for all agencies that have mill levies. Initiative #31 would reduce the income tax by 3.0%. This

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would reduce General Fund revenues by approximately \$570 million in Fiscal Year 2022-23.

The 2022 General Assembly will convene on January 12, 2022. This is an election year for the legislature (all of the house, half of the senate) and the Governor. The legislative districts will also be redrawn for 2022. The final maps should be available in mid-September.

A question was raised on whether groups of citizens will be allowed to visit the State Capitol this coming year. Mr. Bowditch responded that it is too early to predict. If group tours are again allowed, early February is a good target.

## V. CONSENT AGENDA

**A MOTION WAS MADE BY JULIA SANDS de MELENEZ, SECONDED BY HEIDI BRANDON TO ACCEPT AND APPROVE THE ITEM PRESENTED ON THE CONSENT AGENDA (Board of Directors' Meeting Minutes dated July 21, 2021). Motion unanimously approved.**

## VI. BOARD COMMITTEE REPORTS

### a. Community Engagement Committee

Elizabeth Albo, Donor Relations Manager thanked Tina Swonger, Board member, for hosting TRE at her recent birthday party of which TRE was one of the beneficiaries. Ms. Swonger shared that to date \$1,935 was raised for TRE. Photos will be shared soon. The goal was to increase TRE awareness with community members who might not know much about the organization.

Ms. Albo shared that work continues on TRE's Gratitude Event scheduled for October 14, 2021 beginning at 5:30 pm at TRE. Full participation is being requested from TRE Board of Directors and Executive Team. Board members will be asked to place follow-up calls/emails with past donors that you know to encourage them to attend. The group was informed that information is available on the Board of Directors' Teams site.

Also thank you to Dan and Jen Mirer for their design work on the logo and invitations for this event.

The July 30<sup>th</sup> Go Baby Go was a huge success. Scheels hosted the event with a group of the Southern Colorado Chapter of the Shiners also participating on a build team.

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

TRE Financial Statement Review – Jordan Weimar, Treasurer reviewed the preliminary financial statements for July 2021. The reason that statements are preliminary again this month is due to being closed out earlier than most months due to scheduling needs Also the summary sheet is being transitioned from Vice Chair Mirer to Heather Whitworth, CFO and this work is in process. This will be available again in August.

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TRE shows a loss of \$262,919 for the month of July. This is higher than budgeted. However, the budget is based on 1/12 for the year and actuals will fluctuate from month to month. Due to early reporting, revenue estimates are conservative and will likely increase and an adjustment will be shown for August financials.

Cash on hand is slightly down due to payments for 3<sup>rd</sup> floor tenant finishes and consultant fees.

PTO liability was discussed. The group felt that with the new Paid Family Leave rules in Colorado it is best to table this discussion until changes at the State level are finalized. More information will be shared soon.

6385 Corporate Drive LLC – TRE's investment in the building has increased due to Classic's move and tenant finish work on the 3<sup>rd</sup> floor.

The building's Board of Directors is finalizing the budget and will be reviewed at their October meeting. An overview will be provided to TRE's Board of Directors after it is approved.

Community Engagement Goals – The committee will begin reviewing status of goals each month based on fundraising and grant reports from the Community Engagement Committee.

Single Audit – Work continues on this audit. Since this is the first year that a single audit has been required for TRE that incorporates SEP funds, the documentation being pulled for review is quite large and time-consuming. Of note, next year's single audit will also be difficult due to funding mechanism changes at the State level.

Annual Calendar - The FIC annual calendar deadlines will be incorporated into the full Board of Directors' calendar. In the interim, CFO Whitworth will share the FIC's monthly deadlines prior to each month's meeting.

Finance and Investment Committee Meeting Report Approval – August 13, 2021  
**A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE THE AUGUST 13, 2021 FINANCE REPORT AS PRESENTED. Motion unanimously approved.**

c. Executive Committee

Chair Hartje shared the Committee continues to review process of the 401k Plan review.

Discussions continue on a possible Shared Enterprise Structure and the variety of organizational options that could be available in the future.

Feedback from the recent CEO performance review is being compiled. It is hoped that this information can be shared in Executive Session at the September meeting.

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## VII. CHIEF EXECUTIVE OFFICER'S REPORT

*TRE Executive Team Meeting* – Colleen shared that an overview of the work/projects being done by the Executive Team will be shared in the CEO's monthly report rather than forwarding of weekly Executive Team minutes to the Board.

The Executive Team is focused on building out the Operations Plan that will support the Strategic Plan. This will be presented at the October Strategic Planning session.

The team has finished its fifth development session with Dr. Pamela Shipp. The sessions were very productive. Many of the needed outcomes from these sessions will be implemented into the Operations Plan.

Workforce challenges are also a priority of the leadership team of TRE and how it is affecting our ability to perform our responsibilities under our State contracts. TRE continues to provide feedback to Health Care Policy and Financing (HCPF) and EI Colorado on the impacts of this shortage. HCPF is very engaged on this topic and are currently looking at adjusting qualifications for case managers.

The State continues planning on how best to utilize funds from the American Rescue Plan Act (ARPA). It is believed that a portion of these funds will be used to help remedy workforce challenges. Stakeholder webinars are scheduled for next week. No funds will be allocated for use until the Joint Budget Committee has reviewed and approved that plan.

*IT Request for Proposals* - The Executive Team continues the process of reviewing responses to the RFP and has scheduled several follow-up meetings with responders.

*Early Intervention (EI)* – As Mr. Bowditch reported, it is anticipated that EI Colorado will be moved to the new Office of Early Childhood. In addition, the transfer of EI evaluations from Colorado Department of Education (CDE) to EI Colorado could also present several challenges. It is unknown whether the State will implement statewide or regional systems for intake and evaluations rather than contracting with each community centered board (CCB). The State's deadline for these changes is May 2022.

## VIII. NEW BUSINESS

None.

## IX. OLD BUSINESS

a. Diversity, Equity and Inclusion (DEI) Workgroup Update  
CEO Batchelor shared that the group is working on processes for supporting and creating an inclusive work environment and ensuring that what TRE is doing is really benefitting from the diverse perspectives and experiences that TRE's staff brings. With this focus, it

is hoped that TRE can then support the people that TRE supports based on their diverse needs and perspectives as well.

b. TRE Strategic Planning Workgroup

It was felt that this process is going very well. Much work and thought has gone into the strategic direction of TRE with input from many stakeholders.

c. 6385 Corporate Drive LLC Update

Mr. Cipoletti reported that the first marketing meeting with Realistic was held on August 2. Work is progressing on logo design and colors and website design.

The name of the co-working space will not be Community Works. This name has been branded by another non-profit and they plan to begin the use of this name in the future.

The budgeting process for the co-working space is almost complete. 6385 Corporate Drive LLC budget work is also progressing. It is hoped this will be presented at the 6385 Corporate Drive's Board of Directors' meeting in October.

The transition from Olive Management Group is beginning, to be complete by the end of August.

Draft lease and use agreements have been received from TRE's counsel. These will be revised a bit to make them more user-friendly. Use agreements will cover the use of meeting room space and will cover responsibilities of both parties.

The group is also working on identifying philanthropic gifts and/or grants that are more focused on 6385 Corporate Drive and the co-working space.

## X. PUBLIC COMMENTS

*Thank you* – Tamara Engram, Executive Assistant thanked TRE's Board of Directors and staff for their caring support during the recent loss of her daughter.

*Email from Person Receiving Services* – CEO Batchelor read an email from the family of Michael and Scott thanking TRE case management for their caring and tireless work in helping them find a host home quickly. This new host home has brought life and happiness back to their lives.

## XI. SCHEDULE OF NEXT MEETING

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

## XII. ADJOURNMENT

The Regular Session was adjourned at 8:43 am.

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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 Huisingsh, Secretary

**THESE MEETING MINUTES WERE UNANIMOUSLY APPROVED AT THE  
RESOURCE EXCHANGE BOARD OF DIRECTORS' MEETING ON SEPTEMBER 15,  
2021.**



**BOARD OF DIRECTORS' MEETING MINUTES**  
**Wednesday, September 15, 2021**

**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 – in person  
LOIS LANDGRAF – in person  
DIANE LOSCHEN  
GEORGE MENTZ  
DAVE PAUL  
TINA SWONGER  
AMY YUTZY

**MEMBERS ABSENT:**

JULIA SAND de MELENDEZ  
JUDITH LIGHT

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

ELIZABETH ALBO, Donor Relations Manager - in person  
COLLEEN BATCHELOR, CEO – in person  
KYLE COX, Intake Manager  
MEGAN ELLIS, Grants Manager  
TAMARA ENGRAM, Executive Assistant – in person  
REBEKAH FALETTI, Nursing Home Supervisor  
ROB FRANCO, Project Manager  
DON GRAY, Facilities Director – in person  
BRANDI GRIFFITHS, Service Coordination Manager  
JORDAN LOWNSDALE, Prior Authorization Coordinator  
CALLIE MURPHY, State General Funds Manager  
AMANDA REED, Early Intervention Director  
KAREN RICE, EI Billing Manager  
GINGER STRINGER, Physician and Community Outreach Specialist  
LAURA THOMAS, Case Management Director  
CHERI ULMER, Program Support Manager  
NANCY VIGIL, Navigation and Quality Director  
HEATHER WHITWORTH, CFO  
JACKIE WOODS, Human Resources Director

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**GUESTS (via Zoom unless noted)**

KYLE BLAKELY, Blakely & Company  
SARAH BRITTAIN JACK, Sarah B. Jack and Associates  
CHRIS CIPOLETTI, Cipoletti Consulting – in person  
DEB MAHAN, Gazette Charities  
TESSA SEANEY, Empty Stocking Fund  
JOSHUA SHIPMAN, Pikes Peak Respite  
CAROLYN SHOCKLEY, Community Member  
JILL STEINKE, Parent  
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**

Ms. Jill Steinke addressed the Board of Directors regarding issues with transportation services for her son, and possibly other families. Due to certification and billing regulations for non-medical transportation, the company that was providing transportation to and from Day Program for her son, can no longer be paid by Medicaid through the waiver services that he receives until new certification is received. Ms. Steinke asked for assistance from TRE in resolving this issue or finding a stop gap as quickly as possible.

Lois Landgraf, Board member offered to provide information and assist with this issue if at all possible.

Laura Thomas, Case Management Director, stated that she is working with Health Care, Policy and Financing (HCPF) to expedite the transportation company's application review/approval. Unfortunately, the timeline given is at least six weeks out. Ms. Thomas continues to be in contact with representatives from HCPF daily.

**III. EMPTY STOCKING FUND**

Elizabeth Albo, Donor Relation Manager introduced Deb Mahon, Gazette Charities Foundation and Tessa Seaneay, First Year Fellow at El Pomar Foundation. Ms. Mahon and Ms. Seaneay shared information on the history of Empty Stocking Fund and the upcoming Empty Stocking Fund's campaign which officially begins on Thanksgiving, November 25, 2021, and ends on January 22, 2022. For information on Empty Stocking Fund, please visit their website at [www.emptystockingfundco.org](http://www.emptystockingfundco.org).

The first partner event is the opening celebration event scheduled for November 15, 2021. Also, a gathering for members of partner Board of Directors will be scheduled for mid to late October. Invitation will be sent soon.

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TRE's percent allocation for this year's campaign is 4.58% which is an increase from last year's 4.09%.

#### IV. MISSION MOMENT

Ms. Albo shared a video from Santa Joe. Santa Joe expressed his love in spending time with the families that attend Breakfast with Santa and Drive Thru Santa.

TRE is one of the only partners of the Empty Stocking Fund that hosts/sponsors an event for this campaign. Our Breakfast with Santa pivoted last year, due to the pandemic, to a Drive Thru Santa event. This format will continue for this year. This event is scheduled for December 11, 2021 at TRE's parking lot.

#### V. CONSENT AGENDA

One correction was noted in the August 18, 2021 TRE Board of Directors' Meeting Minutes- Diane Loschen was listed as both attending and absent from the meeting. Ms. Loschen did attend the meeting.

**A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY LOIS LANDGRAF TO ACCEPT AND APPROVE THE ITEMS PRESENTED ON THE CONSENT AGENDA (Holidays Policy and Procedures, Board of Directors' Meeting Minutes with one noted correction dated August 18, 2021, and Community Engagement Meeting Notes). *Motion unanimously approved.***

#### VI. BOARD COMMITTEE REPORTS

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

*New IT Vendor Proposal* – The FIC reviewed and recommends approval of the proposal from Wipfli. Their proposal was lower than our current vendor. It also appears that their expertise, mission and values align well with TRE. Wipfli also is well known for their change management consultation which could benefit TRE.

*Single Audit for FY20* – This audit will be completed in September and submitted to the State and Federal agencies as required.

Audits for FY21 are scheduled to begin in mid-October.

*Update of Checking Account Signature(s) Authorization* – The following changes were recommended to the accounts at the Bank of San Juans.

The Resource Exchange Account: delete Dan Mirer; add Jordan Weimar  
6385 Corporate Drive LLC Account: delete Carolyn Wharton; add Jesse Spaeth (*This item will be referred to the 6385 Corporate Drive LLC Board of Directors*).

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Annual Committee Calendar – More information should be available next month.

TRE Financial Statement Review – July's estimated reports were updated in August. TRE shows a loss of \$42,956 for July and August 2021. This is less of a loss than projected in the current budget.

The Committee discussed the effect of lack of staffing on the level of services being delivered which also results in revenue going down. The Employee Retention/Engagement Committee will present at next month's FIC meeting outlining TRE's plan on recruitment etc.

The Family Support Services Program will also report to FIC on its program.

Discussion was held on the building and how activities for the building are impacting TRE's financial position. These funds are being expended for the building now with the projection that returns from the building will cover its expenses in the near future.

The one-page financial summary was reviewed with the group showing that TRE has 2.49 months reserve in cash on hand.

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

c. Executive Committee

Chair Hartje reminded the group of the Board's annual commitment form which includes giving to Empty Stocking Fund. Please complete and return to Ms. Albo. Any questions, please contact Chair Hartje or Ms. Albo.

Work continues on the annual calendar template. This should be available for review at the October 2021 meeting.

A tentative date for TRE's Board of Directors' meeting to be hosted at the Scheel's All Sports store was discussed. Ms. Albo will check to determine if November 17, 2021 is available.

## VII. CHIEF EXECUTIVE OFFICER'S REPORT

6385 Corporate Drive – There has been a lot of activity in the building. Third floor renovations are complete; 1<sup>st</sup> floor entrance ramp is complete; striping of parking lot and TRE office renovations continue.

TRE Executive Team Meeting – Colleen Batchelor, CEO asked for feedback on the summary of the Executive Team's activities during the past month in her report. If other types of information are needed, please let CEO Batchelor know.

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The team's activities have focused on the build-out of the Operations Plan in conjunction with TRE's Strategic Plan development. The higher-level Operations Plan will be presented at the Strategic Plan work session in October. After that meeting, the more detailed work plan will be shared with the Board of Directors to include how work and success will be measured in priority areas of the Operations Plan.

The top priority remains to be staff engagement, staff retention and staff recruitment. Work has already begun on adding/changing recruitment efforts and finding different ways to market job opportunities showing the value beyond salary in working at TRE. Also collaborating with other community partners to help all recruit individuals qualified to work in the human services field.

TRE has adjusted many salaries in current positions to remain competitive in the market. Also, TRE's benefit package is being reviewed. Recently changed TRE's current holiday policy (which was approved in the Consent Agenda today) to recognize all holidays as floating holidays so that staff can have more flexibility for this type of leave. TRE's front desk will continue to recognize the ten Federal holidays and will be closed to visitors and phone calls on those days.

The development of self-directed teams will also help build the peer-to-peer support for individual team members. This team structure shifts a large portion of decision-making to the team level rather than a hierarchical and top-down approach in order to benefit people in services more quickly and effectively. The planning meeting to identify staff and pilot areas is being held this week.

Legislative Town Hall – The 15<sup>th</sup> Annual Legislative Town Hall is scheduled for Wednesday, September 29, 2021, beginning at 6:00 pm at Centennial Hall, 200 South Cascade Ave. The reception for Board members and elected officials will begin at 5:30 pm. Ed Bowditch will again serve as moderator.

Early Intervention (EI) Services – Legislation was approved to transfer the responsibility of EI Evaluations from the Colorado Department of Education to the Colorado Department of Human Services/EI Colorado.

EI Colorado is in the process of developing a statewide intake system. Initial impressions of a statewide intake system is that this will contribute to a more complicated system for families rather than a more streamlined system as was the hope with this transfer.

There is concern that EI program staff across the state will not know of these referrals in a timely manner, will not be able to assist family with other needed community resources, nor know of other services being received from the CCB or SEP programs. In addition, regional evaluation to determine eligibility teams will be established through RFP and may or may not be the local CCB/EI Program. This could introduce a third team/person to the family before they ever begin receiving services.



TRE is extremely concerned about this proposed process and have expressed same to EI Colorado. Reason given for this complicated process is to address potential conflict of interest in determining eligibility and then providing services. TRE and Alliance have requested a meeting with the Director of the Office of Early Childhood to express our concerns for families with the implementation of this new process.

It was suggested that a letter writing campaign be organized if needed.

## **VIII. NEW BUSINESS**

a. Legislative Town Hall – Representative Lois Landgraf, Board member shared that she has been in contact with elected officials throughout the Pikes Peak Region. There is a conference at the same time which may impact the attendance by several of our long-time panel members.

## **IX. OLD BUSINESS**

a. Gratitude Event – Ms. Albo shared that preparations continue for the event scheduled for October 14, 2021. Invitations have been sent.

Ms. Albo will send needed donor information to Board members to make follow-up calls or emails reminding those invited to attend if possible.

Training for Board members and Executive Team members will be held the first week of October showing the layout and information stations through the second floor of TRE. Please look for the invite(s) to these virtual training sessions.

b. Diversity, Equity and Inclusion (DEI) Workgroup Update  
CEO Batchelor shared that all staff have been invited to be part of a conversation on diversity, equity and inclusion. It is scheduled for today at 12noon with approximately 100 staff planning to attend. Chris Cipoletti will assist with the initial facilitation with several others assisting with the small group breakout activities/discussions.

TRE's Strategic Plan and Operations Plan include work on intentional efforts around building an inclusive culture supporting a diverse workforce.

c. TRE Strategic Planning Workgroup  
There was not a work session in September. The next session is October 12, 2021 beginning at 3:30 pm.

d. 6385 Corporate Drive LLC Update  
Mr. Cipoletti reported that work continues with Realistic on the marketing and branding plan for the co-working space and the future event space. The two spaces will be managed under the same umbrella, but each will have distinctive branding.



The marketing plan should be complete by the end of September. Website is hoped to be complete by mid-October.

Event space renovation bids have been received and will be helpful as talks begin with potential donors/grantors.

Mr. Cipoletti assured the group that he is working closely with TRE's Community Engagement team so not to pursue the same grant opportunities as TRE.

Several outside agencies have enquired about conference room usage. Mr. Cipoletti is working with those agencies on availability and cost.

The co-working space and building budget will be presented to the 6385 Corporate Drive LLC Board of Directors at their October 6 meeting.

Transition from Olive Property Management Group is going well. The team will meet today to review any items that need further attention.

#### **X. PUBLIC COMMENTS**

None.

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

The next Board of Director's meeting is scheduled for **Wednesday, October 20, 2021** at 7:30 am at The Resource Exchange and via Zoom.

#### **XII. EXECUTIVE SESSION**

**A MOTION WAS MADE BY CHAIR HARTJE TO ADJOURN INTO EXECUTIVE SESSION.**

#### **XIII. ADJOURN**

The meeting was adjourned at 9:40 am.

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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 Huisingsh, Secretary

**THESE MEETING MINUTES WERE UNANIMOUSLY APPROVED AT THE  
RESOURCE EXCHANGE BOARD OF DIRECTORS' MEETING ON OCTOBER 20,  
2021.**

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**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.

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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.

**THESE MEETING MINUTES WERE APPROVED AT THE NOVEMBER 17, 2021 MEETING.**

SUBMITTED BY:

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Colleen Head Batchelor, CEO

RECORDED AND TRANSCRIBED BY:

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Tamara Ingram, Executive Assistant

APPROVED AS TO FORMAT:

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Laurie Huisingh, Secretary





**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.

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*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.

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**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.

**APPROVED AT THE BOARD OF DIRECTORS' MEETING ON DECEMBER 15, 2021**

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



**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.**

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## 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.

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## 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.

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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.

**APPROVED AT THE JANUARY 19, 2022 BOARD OF DIRECTORS' MEETING.**

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 Huisingsh, Secretary