



THE RESOURCE EXCHANGE
BOARD OF DIRECTORS' MEETING NOTICE

TO: PATRICK DAVIS, Vice Chair SARAH BRITTAIN JACK GEORGE MENTZ
 JESSIE MARTINEZ, Treasurer BERNARD BYERS DAVE PAUL
 LAURIE HUISINGH Secretary RAQUEL DOMINGUEZ SHARON THOMPSON
 HEIDI BRANDON TRACI MARQUES AMY YUTZY

FROM: LOIS LANDGRAF, Chair

THE BOARD OF DIRECTORS OF THE RESOURCE EXCHANGE WILL MEET ON WEDNESDAY, FEBRUARY 21, 2024, AT 7:30 A.M. AT THE RESOURCE EXCHANGE OR VIA MICROSOFT TEAMS (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 – Lois Landgraf, Chair
- II. PUBLIC COMMENTS – 10 minutes
- III. MISSION MOMENT – Development Team
- IV. STRATEGIC FOCUS – Community Engagement and Fundraising – Kelly Lyng, Development Director
- V. CONSENT AGENDA (These items requiring Board action will be considered together by one vote of the Board. Any officer or director may object to including a single item on the Consent, and the item will be added to New or Old Business below for full discussion.)
 - a. Board of Directors' Meeting Minutes, January 17, 2024
 - b. Development Committee Meeting Minutes, February 2, 2024
- VI. BOARD COMMITTEE REPORTS
 - a. Finance and Investment Committee Report – Jessie Martinez, Treasurer
 - Financial Reports, January 2024
 - Approve Finance and Investment Committee Report, January 2024
 - b. Executive Committee – Lois Landgraf, Chair
- VII. CEO REPORT – Colleen Batchelor, CEO
- VIII. NEW BUSINESS
 - a. March 2024 Board Meeting Strategic Focus – Collaboration and Community Partners – Pueblo
- IX. ONGOING BUSINESS
 - a. 6385 Corporate Drive LLC and New Altitude Updates – Jenn Strehlow

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.*

AGENDA (CONT)

- X. PUBLIC COMMENTS – 5 minutes
- XI. SCHEDULE OF NEXT MEETING – March 20, 2024 – Location: Pueblo County DHS
- XII. MOTION TO ADJOURN REGULAR SESSION



BOARD OF DIRECTORS' MEETING MINUTES
Wednesday, January 17, 2024

MEMBERS PRESENT: (via Zoom unless otherwise noted)

LOIS LANDGRAF, Chair – in person
PATRICK DAVIS, Vice Chair – in person
JESSIE MARTINEZ, Treasurer – in person
LAURIE HUISINGH, Secretary – in person
HEIDI BRANDON
SARAH BRITTAIN JACK – in person
BERNARD BYERS
TRACI MARQUES
GEORGE MENTZ
DAVE PAUL
SHARON THOMPSON
AMY YUTZY

MEMBERS ABSENT:

RAQUEL DOMINGUEZ

STAFF PRESENT:

COLLEEN BATCHELOR, CEO
KYLE COX, Navigation Manager
OLIVIA COSZALTER, Service Coordinator
TAMARA ENGRAM, Executive Assistant – in person
DORA FERNANDEZ, IT Project Manager
LORI GANZ, Clinical Services Director
BRANDI GRIFFITHS, Service Coordination Manager
TAMIE KNERR, Controller
RYAN KUYPER, Learning and Staff Development Director – in person
HEATHER LaFRANCE, IT Coordinator – in person
DEMETRIA LOPEZ, Navigation and Quality Supervisor
KELLY LYNG, Development Director
ANTORIA MASON, Service Coordinator – in person
HEATHER MEIZIS, Quality Manager
CALLIE MURPHY, State General Funds Manager
SARAH NOLAN, Respite Programs Specialist
AMANDA REED, Early Intervention Director

STEPHANIE SAMORA, Contracts and Grants Manager
MICHELLE ST. JOHN, Service Coordinator
GINGER STRINGER, Physician & Community Outreach Specialist
CANDY ULIBARRI, PARS Coordinator – in person
CHERI ULMER, Program Support Manager
KAREY URBANSKI, Human Resources Director
DEREK VIGIL, Navigation Service Coordinator
NANCY VIGIL, Navigation and Quality Director
JULIE WHITE, Marketing and Communications Manager
HEATHER WHITWORTH, CFO
ELLA WILLIAMS, Service Coordinator – in person

GUESTS:

JENNIFER STREHLOW, Operations Director, 6385 Corporate Drive LLC
and New Altitude – in person
TIM CUNNINGHAM, Cheyenne Village
BRIDGET KIRBY, Community Intersections
TAMARA TRUJILLO, Goodwill Services of Southern Colorado
INDY FRAZEE, The Independent Center
RICHARD, Special Kids Special Families
504.495.1748 (did not identify)

I. CALL MEETING TO ORDER

The regular meeting was called to order at 7:35 am by Chair Lois Landgraf.

II. PUBLIC COMMENTS

None.

III. MISSION MOMENT – Gazette Best Workplaces Award

Julie White, TRE's Marketing and Communications Manager shared that TRE was awarded 2nd place in the Extra Large Employer Category. This is the sixth year that TRE has received this award. This honor is the result of the TRE staff responding to a survey regarding the culture and work environment of the agency they work for.

A video is available that highlights comments from TRE staff regarding the above. Unfortunately, due to technical issues that was not available to share.

IV. STRATEGIC FOCUS – Governance Best Practices

Emails Review – Dora Fernandez, TRE's IT Manager covered information on Phishing and Spam emails, cyber security training opportunities; and contact information when issues arise.

When uncertain about an email – prior to opening – look at the sender’s email (do you recognize it); look at logos (usually just slight changes); the body of the email usually contains spelling errors and/or grammar that isn’t correct when it is not legitimate. Never provide information to people that you do not know as legitimate senders.

The Board of Directors will begin receiving the Wizer Cyber-Security trainings.

If questions, please contact IT@tre.org or Wipfli on 1.877.698.5718.

MS Teams Site (for BOD) – A tour of Microsoft Teams was provided to the Board. The group discussed whether they wanted to begin using MS Teams to better organize and/or share governing documents, appointments, and have the ability to Chat with other BOD members. It was also discussed to begin using MS Teams for Board meetings starting in February since this is included with the MS 365 subscription.

A MOTION WAS MADE BY PATRICK DAVIS, SECONDED BY HEIDI BRANDON TO APPROVE USING MS TEAMS AS A COMMUNICATIONS TOOL FOR THE BOARD OF DIRECTORS. *Motion unanimously approved.*

Prior to the February 21st BOD Meeting, Ms. Fernandez will meet with each member to reset their @tre.org email passwords and to answer any other questions (if needed).

V. CONSENT AGENDA

A MOTION WAS MADE BY SARAH BRITAIN JACK, SECONDED BY PATRICK DAVIS TO ACCEPT AND APPROVE THE ITEM PRESENTED ON THE CONSENT AGENDA (TRE Board of Directors’ Meeting Minutes dated November 15, 2023, and Development Committee Meeting Minutes dated January 5, 2024. *Motion unanimously approved.*

VI. BOARD COMMITTEE REPORTS

a. Finance and Investment Committee (FIC)

Financial Statements, December 2023 – Reports for the month of December 2023 showed a gain of \$430,370 and a year-to-date loss of \$998,758. A breakdown of the losses are:

- Case Management Agency (CMA) - loss of \$857,521
 - Possible reasons for this loss:
 - The new Care in Case Management (CCM) system’s data is not reliable at this point.
 - TRE is meeting with representatives from the Colorado Department of Health Care Policy and Financing (HCPF), the CCM developer and Wipfli to discuss the on-going issues with the integrity of the report data being generated from the new system.



- Breaks in services due to the end of the Public Health Emergency. TRE is working to finalize a partnership with El Paso County Department of Human Services (DHS) where a DHS staff member will work out of TRE's office to more efficiently provide coordination of the needed corrections/additions to reports to clear the breaks in service.
- Staffing shortages and extremely heavy workloads. TRE is continuing with projects to improve the technology available to staff to streamline work processes to the degree possible.
- Early Intervention (EI) - loss of \$331,223 due to delays in implementing the budget amendment approved by CDEC and CDEC established limits on allowable billables for administrative costs.
- CCB Family Support Services - the State General Fund activities are reported within the CMA contract.
- Building and New Altitude - loss of \$305,143 (primarily depreciation).

Cash on Hand shows a ratio of 0.41 month. Due to this, the Line of Credit at Bank of San Juans had to be used to meet Payroll. It is anticipated that State contract payments will be received within 2 weeks, allowing payback of the LOC.

Single Entry Point (SEP) Deferred Revenue in the approximate amount of \$560,000 will be due for repayment in the Summer of 2024. The reason for the increase in the amount to be repaid is HCPF's reconciliation during the close-out period.

Early Intervention Services – The EI Task Force (sponsored by Alliance) will meet with the CFO of the Department of Early Childhood (CDEC) regarding the delayed payment challenges and possible solutions.

The Request for Proposal (RFP) for EI Services is due in mid-February 2024.

FTE – the vacancy rate remains the same, down 42 from budget.

Income Statement – Revenue is down approximately \$1.6 million compared to the budget, mainly due to underperformance in Per Member Per Month (PMPM) and Monitorings. These areas are being monitored closely.

Expenses – Due to the terms of the Start Up Grant from HCPF, TRE has delayed payment to Wipfli for IT equipment received under the grant. Colleen Batchelor, CEO reported that a request has been sent to HCPF to change the terms of these grants to proactive payment instead of reimbursement. TRE hopes to hear from HCPF soon.

FY 23 Financial Audits have begun. Target complete date is March 31, 2024.

THE FINANCE AND INVESTMENT COMMITTEE RECOMMENDS THE APPROVAL OF THE DECEMBER 2023 FINANCIAL REPORTS FOR THE RESOURCE EXCHANGE. Motion unanimously approved.

b. Nominating Committee

George Mentz, Committee Chair reported. Two candidates to represent Pueblo County were introduced – Jennifer Thornton and Jules Horner.

A MOTION WAS MADE BY PATRICK DAVIS, SECONDED BY GEORGE MENTZ TO ACCEPT THE NOMINATIONS OF JENNIFER THORNTON AND JULES HORNER. *Motion unanimously approved.*

The final vote to approve their memberships will be held at the February 21, 2024, BOD meeting.

c. Development Committee

Patrick Davis, Vice Chair and Kelly Lyng, Development Director provided the following updates:

- Awaiting approval on the Capital Campaign application. Expected January 18, 2024.
- Empty Stocking Fund (ESF) – There is still time to donate if you have not done so. The Check Presentation is scheduled for February 13, 2024, 5:30-7:00 pm. Reservation information will be sent to the BOD.
- The 60th Anniversary Planning Committee's work has begun.

d. Executive Committee

Chair Landgraff provided the following updates from the Committee:

- Encouraged all BOD members to donate to Empty Stocking Fund.
- Reviewed the 2024 Governance Calendar.
 - If any questions, please contact CEO Batchelor.
- Staff will secure a location for the March 2024 meeting in Pueblo.
- TRE's Legislative Committee was discussed. The next Committee meeting should focus on the Committee's purpose, should flyers be developed to provide information to elected officials outlining TRE's policy, and how often the Committee should meet. (Tamme Engram, Executive Assistant was asked to schedule the Committee meeting soon).

VII. CHIEF EXECUTIVE OFFICER'S REPORT

CMA Designated Service Agency (DSA) 12 (Pueblo County) – CEO Batchelor reported that Pueblo County DHS will subcontract with TRE to provide Intake services and Service Coordination for members receiving long term care services in nursing facilities.

Work continues to secure a lease for office space in the Wells Fargo building in downtown Pueblo.

The Wipfli projects for Pueblo County have all begun.

TRE is hosting a hiring fair with current Colorado Bluesky Enterprises (CBE) staff interested in employment with TRE in Pueblo.

Nancy Vigil was commended for her excellent coordination of the transition activities for Pueblo County.

VIII. NEW BUSINESS

TRE Day at the Capital – January 31, 2024. Currently all spaces are filled. If you are interested in attending if there is a cancellation, please let Ms. Engram know.

Annual Review/Acknowledgement of Policies – The group discussed the need for the BOD to review and acknowledge the Conflict-of-Interest Policy, Code of Ethics Policy, and Confidentiality Policy annually. It was noted that this annual review is required by TRE's Independent Financial Auditors and part of the Governing Documents.

Ms. Engram will send the policies and signature pages to the BOD.

Strategic Focus for February 21, 2024 – Community Engagement and Fundraising

IX. ONGOING BUSINESS

a. 6385 Corporate Drive LLC (Building) and New Altitude Updates

Jennifer Strehlow, New Altitude Director shared information on the following:

- Third floor flooding repairs are complete. Insurance covered any damage.
- Tenant Improvements continue on the 1st floor for Learning Rx's new space. The tentative move in is mid-March 2024.
- New Altitude continues to have a waiting list for office space. Marketing also continues for flex desk memberships.

X. PUBLIC COMMENTS

New Employee Introductions – Ryan Kuyper, Learning and Staff Development Director introduced new staff to the group. The group was welcomed to TRE.

XI. SCHEDULE OF NEXT MEETING

The next Board of Director's meeting is scheduled for **Wednesday, February 21, 2024, at The Resource Exchange or via Teams.** TRE BOD are encouraged to attend in person if possible.

XII. MOTION TO ADJOURN THE REGULAR SESSION

A MOTION WAS MADE BY JESSIE MARTINEZ, SECONDED BY HEIDI BRANDON TO ADJOURN THE REGULAR SESSION OF THE BOARD OF DIRECTORS' MEETING. *Motion unanimously approved.*

The regular session of the meeting adjourned at 9:05 am.

SUBMITTED BY:

Colleen Head Batchelor, CEO

RECORDED AND TRANSCRIBED BY:

Tamara Engram, Executive Assistant

APPROVED AS TO FORMAT:

Laurie Huisingh, Secretary



The Resource Exchange, Inc.

Chief Executive Officer Report
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TRE

- **Organization News and Updates.**
 - CMA Contract for Defined Service Area 12 (DSA 12) Pueblo –
 - Town Halls – TRE collaborated with Pueblo County DHS (PCDHS) and Colorado Bluesky (CBE) to hold 3 Town Halls in January – SEP Provider Town Hall, CCB Provider Town Hall, and CCB Member Town Hall. Updates on the transition were provided as well as information on TRE’s database project and its impact for Members and providers. Community concerns expressed included stability of the system through the transition, current challenges TRE is experiencing with timeliness of completing responsibilities and understanding the logistics of operations after 3/1/24. Participants in the Town Halls also expressed excitement for the benefits the new database and web portal could provide for both Members and providers. Three additional Town Halls are scheduled in February and a demonstration of the web portal will be provided for attendees. TRE staff are also preparing FAQ documents to maintain on the website and distribute to Members and providers as the transition continues.
 - Staffing – Staffing for the Pueblo office is being built through 3 different methods. Seventeen existing staff from CBE were interviewed and accepted positions with TRE to start on 3/1/24. Seven staff who live in Pueblo and are currently with TRE will be transitioned to Pueblo caseloads. Finally, additional staff (numbers unknown at this time) are being recruited and hired through Express Staffing in Pueblo using PCDHS deferred revenue to complete hiring and some training in February. These staff will transfer to employment with TRE on 3/1/24. TRE anticipates hiring approximately 50 staff for the Pueblo office including supervisors, Intake Coordinators, Quality Coordinators, Ongoing Service Coordinators, Billing, Case Aides, and Front Desk Receptionist.
 - Office Space – TRE has collaborated with Pueblo County to secure space at 201 W. 8th St. This county building was formerly a Wells Fargo building and provides reasonably priced space, good parking, and building security. TRE anticipates occupying approximately 6,000 sf within the building on the 6th floor.
 - Pueblo County Subcontract – TRE has negotiated a subcontract with PCDHS to provide intake services for people seeking waiver supports provided by Single Entry Point agencies prior to the Case Management Agency transition as well as



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ongoing case management for people in nursing facilities and receiving long term home health. The subcontract will take effect 3/1/24 and is seen as a strong way to maintain the expertise that has already been built in Pueblo by PCDHS.

- Colorado Community Health Alliance (CCHA) Partnership – Amy Yutzy, TRE Board Member, and CCHA honored TRE in December with a \$10,000 community donation, along with numerous community donations to many other Pikes Peak region organizations. This was an exciting surprise and wonderful holiday celebration. In addition, Amy was recently featured in The Gazette speaking about Whole Person Care. You can read the article here [GUEST COLUMN: Whole-person care supports patients, saves money | Opinion | gazette.com](#). TRE partners monthly with CCHA to identify people who may need additional care coordination to support appropriate access to health care and specialty care. This partnership is part of an incentive grant TRE has received from CCHA for more than 5 years.

- **Executive Team Updates.**

- Wipfli Database Project – Work continues on this project. TRE and Wipfli staff are actively developing and testing the database. Phase 1 is expected to be completed in April and Phase 2 will begin in April 2024. Phase 3 will also be added and completed by 9/30/24 using additional TA funds received under ARPA. This project will establish a database that supports a web portal which will allow Members to track their progress in accessing services through TRE and will also allow providers to track progress and necessary paperwork to support their services for people.
- Wipfli Change Management/Process Improvement/IDEA Discovery Project – This 3-part project was kicked off on 11/28/23.
 - The IDEA Discovery Project has completed a collection of 100 surveys from community stakeholders and is in the process of conducting focus groups with various stakeholder groups to learn more about the needs within Pueblo. The project seeks to understand stakeholder experiences with long term care and services and their feedback on how to make that effective for their needs. These stakeholders include people receiving services, providers and community partners, Pueblo staff, and family/caregivers/guardians.



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- The Process Improvement Project has been paused while the Database Project is prioritized. The Database Project will change and influence processes by providing more streamlined and automated ways to accomplish administrative tasks. Therefore, a review of processes will be more appropriate once this is fully defined. The project will analyze TRE's current processes as a CMA to identify how these can be reconfigured to become more effective, more streamlined, and more automated utilizing our new technology tools.
- The Change Management Project held its initial meeting on 1/11/24 and will equip leaders at TRE and within Pueblo County with methodology and tools to smoothly implement change based on the results of the IDEA Discovery and Process Improvement Projects learnings. This effort will focus on the people side (versus the process side) of ensuring a successful transition to minimize the disruption to stakeholders' work and/or services.
- TRE has included staff from Pueblo County DHS and CBE to participate in the management teams for these projects.

State

- **Health Care Policy and Finance (HCPF).**
 - TRE has continued to advocate through a variety of methods for remedy to the numerous system challenges creating workload issues for staff, disruption in services for people, and financial issues for TRE as well as provider organizations serving people. These include:
 - Individual meetings with HCPF staff which have been helpful and provided numerous strategies to support TRE's efforts.
 - Working with Ed Bowditch and partner CMA organizations to educate legislative partners regarding the short and long term needs to stabilize the system.
 - Working with Alliance Colorado to advocate within HCPF for short and long term remedies to the system issues.
- **Early Intervention (EI).**
 - Early Intervention Request for Proposal (RFP) for Early Intervention Services, Service Coordination, and Administration - The RFP response is due by 2/14/24. The availability of funding to support the administrative functions required to meet all the requirements of this contract have been the most challenging to address within this proposal. Any



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administrative supports are no longer allowed within the program budget under the staffing categories previously allowed. For instance, IT supports provided by Wipfli are no longer allowed to be charged based on our FTE within the program. TRE will be required to negotiate an administrative rate to cover these costs.

A handwritten signature in cursive script that reads 'Colleen Batchelor'.

Respectfully submitted:

Colleen Batchelor, Chief Executive Officer

6 February 2024