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**BOARD OF DIRECTORS' MEETING NOTICE**

TO:     PATRICK DAVIS, Vice Chair             SARAH BRITTAIN JACK             DAVE PAUL  
          JESSIE MARTINEZ, Treasurer           BERNARD BYERS                   SHARON THOMPSON  
          LAURIE HUISINGH Secretary           EMERALD DOYLE                   JENNIFER THORNTON  
          MEGAN BILLESBACH                   TRACI MARQUES                   STEPHEN VARELA  
          HEIDI BRANDON                       GEORGE MENTZ

FROM:     LOIS LANDGRAF, Chair

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**THE BOARD OF DIRECTORS OF THE RESOURCE EXCHANGE WILL MEET ON WEDNESDAY, JANUARY 15, 2025 AT 7:30 A.M. AT THE RESOURCE EXCHANGE, 6385 CORPORATE DRIVE, COLORADO SPRINGS, CO OR VIA MS TEAMS (SEE WEBSITE FOR LOG IN INFORMATION). PLEASE CONTACT TAMMIE ENGRAM ON 719.785.6425 or [TENGRAM@TRE.ORG](mailto:TENGRAM@TRE.ORG) TO CONFIRM YOUR ATTENDANCE OR WITH ANY QUESTIONS.**

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**MEETING AGENDA**

- I.     CALL MEETING TO ORDER – Lois Landgraf
- II.    PUBLIC COMMENTS – 10 minutes
- III.   INTRODUCTION OF NEW STAFF
- IV.   LEGISLATIVE COMMITTEE UPDATE – Ed Bowditch
- V.     MISSION MOMENT – Staff Retention
- VI.    STRATEGIC FOCUS – Staff Retention and Recruitment – Human Resources Dept
- VII.   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, November 20, 2024
  - b.    TRE's Family Support Council New Member Approval
- VIII.   BOARD COMMITTEE REPORTS
  - a.    Finance and Investment Committee (FIC) – Jessie Martinez, Treasurer
    - Monthly Report – November and December 2024
      - Approval of FIC Report for November and December 2024
  - b.    Nominating Committee – George Mentz
    - Introduce Sumer Liebold (Prospective BOD member)

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**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.*

- c. Development Committee – Patrick Davis / Kelly Lyng
- d. 6385 Corporate Drive LLC BOD Report – Jenn Strehlow
- e. Executive Committee – Lois Landgraf, Chair

IX. CEO REPORT – Colleen Batchelor, CEO

X. NEW BUSINESS

XI. ONGOING BUSINESS

- a. February 2025 Strategic Focus – Case Management Agency

XII. PUBLIC COMMENTS – 5 minutes

XIII. SCHEDULE OF NEXT MEETING – February 19, 2025 at 7:30 am

XIV. MOTION TO ADJOURN REGULAR SESSION



BUILDING INCLUSIVE COMMUNITIES SINCE 1964

**BOARD OF DIRECTORS' MEETING MINUTES**  
**Wednesday, November 20, 2024**

**MEMBERS PRESENT: (via Teams unless otherwise noted)**

LOIS LANDGRAF, Chair – in person  
PATRICK DAVIS, Vice Chair – in person  
JESSIE MARTINEZ, Treasurer  
MEGAN BILLESBACH  
HEIDI BRANDON  
SARAH BRITTAIN JACK – in person  
BERNARD BYERS  
EMERALD DOYLE  
TRACI MARQUES  
GEORGE MENTZ  
JENNIFER THORNTON  
DAVE PAUL  
SHARON THOMPSON – in person

**MEMBERS ABSENT:**

LAURIE HUISINGH, Secretary  
STEPHEN VARELA

**STAFF PRESENT:**

COLLEEN BATCHELOR, CEO – in person  
SUSAN CALLAN, Ongoing Case Management Supervisor  
TAMARA ENGRAM, Executive Assistant – in person  
DORA FERGUSON, Information Technology Director  
DON GRAY, Facilities Director – in person  
CHAD GUFAROTTI, Assistant Director of Development – in person  
LORI GANZ, Early Intervention Clinical Services Director  
BRANDI GRIFFITHS, Case Management Manager  
MORGAN JACOBUS, Marketing and Communications Manager  
JENNIFER JONES, Intake Coordinator  
ASHLEY JORDAN, Ongoing Coordinator  
TAMIE KNERR, Controller  
RYAN KUYPER, Learning and Staff Development Director  
DE'AURA LEMUS, Strategy and Culture Specialist  
KELLY LYNG, Development Director



CALLIE MURPHY, State General Funds Manager  
SARAH NOLAN, Volunteer Respite Programs Manager  
REBECCA PACK, Pueblo CMA Ongoing Coordinator  
MORGAN PANTALEO, Pueblo CMA Ongoing Coordinator  
MAKALA REYNOLDS, Learning & Staff Development Lead Coordinator  
KAREN RICE, Early Intervention Billing Manager  
KITTY SILVERS, Credentialing, Authorization & Billing Specialist  
GINGER STRINGER, Physician Outreach Program Specialist  
ROSEANNA STURTEVANT, Pueblo CMA Ongoing Coordinator  
KAREY URBANSKI, Human Resources Director  
NANCY VIGIL, Interim Director of Case Management Transition  
MADEJAN WATSON, Ongoing Coordinator  
HEATHER WHITWORTH, CFO

**GUESTS:**

DWAN ARAGON, Human Touch Home Health Care  
RUTH ANN ARBER, Lifeline  
RICHARD BARROS, Special Kids Special Families  
SARA CARDINAL, Goodwill Colorado  
DR KELLY, Ph Wellness  
KIM MATTHEWS, Community Member  
JEANETTE ORTIZ, ABC Home Health  
KELLY SPIEKER, Empty Stocking Fund Events Coordinator  
JENNIFER STREHLOW, New Altitude Director  
DEREK WAGNER, Community Member/Prospective BOD member  
CECILIA, no other information provided  
FALCON2004, no other information provided  
NAOMI, no last name or affiliation provided

**I. CALL MEETING TO ORDER**

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

**II. PUBLIC COMMENTS**

None.

**III. INTRODUCTION OF NEW STAFF**

The Board of Directors welcomed the new staff to TRE.

**IV. EMPTY STOCKING FUND (ESF)**

Ms. Kelly Spieker, Events Coordinator for ESF shared background information. 100% of all donations received go back to the partner agencies and can grow up to 45% thanks to



matching grants from the Bruni Foundation, Chapman Foundation and El Pomar Foundation.

TRE's percentage allocation for the 24-25 campaign is 5.5%, an increase of .25% from last year. TRE's allocation increased due to TRE meeting the volunteer hours required and completing all of the points of the memorandum from last year. And one of the goals of ESF is to continue to grow each year.

A question was raised on whether the funds received must be designated for El Paso and Teller Counties. The funds are given to TRE. They can use the funds in the areas where they serve. ESF does not put any parameters or rules on the funds given to their partner agencies.

TRE received \$68,000 last year and it was directed to General Operating.

How can TRE's Board of Directors designate their donations to TRE? ESF does not designate donations to a certain partner. However, when a BOD member makes a donation on the website, mark that you are a Board Member, select agency name and then complete the form as directed. If you are not a BOD member, you can select how you want to be acknowledged as a donor.

The campaign is a year-round fundraising campaign. However, 95% of the fundraising activities are kicked off on Thanksgiving Day through January 25, 2025.

Chair Landgraf reminded BOD members that it is the intent of TRE's BOD to have 100% participation in giving to ESF.

## **V. STRATEGIC FOCUS AND MISSION MOMENT – FUNDRAISING AND DEVELOPMENT**

As most know, TRE is primarily government funded. This type of funding comes with contracts, contract deliverables, and restricted funding which means a lot of red tape for the contract holders and TRE's independent auditors. This funding does not pay for many of the needs and/or wishes of Members above and beyond program services nor administrative costs for the CMA to do business.

The easiest way to differentiate funding is:

1. Grants are short term supplemental help for programs.
2. Major gifts, foundations and long-term donors that give over a period of time allow TRE to build up unrestricted funding which can help with filling the gaps in our contract funding, such as employment for people with disabilities.

Kelly Lyng, Development Director provided an example about employment for one of TRE's Members. TRE is sharing his story and highlighting the benefits to the company that hired him. This type of story can help educate our community about the benefits of employing someone with a disability.

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TRE also sponsors Lunch and Learn sessions for New Altitude members and Long-Term Tenants so they can learn more about people with disabilities and TRE's mission.

In the past year, TRE kicked off its Capital Campaign which will continue for five years. Donors receive a tax break when making a donation to this campaign.

Upcoming Events:

- Colorado Gives Day – Tuesday, Dec 10, 2024 (can give at any time). Focus: Respite Programs and Summer Camp Costs. Goal: \$10,000
- Drive Thru Santa, December 14, TRE Parking Lot. (ESF Event)  
Something new this year – partnering with the Olympic Museum. Every child who comes to the Drive Thru will also receive a toy from Santa.

## VI. CONSENT AGENDA

**A MOTION WAS MADE BY SARAH BRITAIN JACK, SECONDED BY HEIDI BRANDON TO ACCEPT AND APPROVE TRE BOARD OF DIRECTORS' MEETING MINUTES DATED OCTOBER 16, 2024, AS PRESENTED).** *Motion unanimously approved.*

## VII. BOARD COMMITTEE REPORTS

a. Finance and Investment Committee (FIC)

Financial Statements through October 2024 – The group reviewed the statements with the following notes:

- YTD for TRE only shows a positive of \$61,925, which is \$480,000 ahead of the budget.
- October 2024 shows a loss of \$785,000. Several factors for this loss in Expenses are:
  - Three payroll month.
  - Annual IT Licenses Renewals (were paid monthly in the past). This expense will be reallocated to a monthly expense in the financial statements.
  - Consultant payments to Addison Group for temporary staff and hiring assistance.
  - The Leaf Project Display in the main lobby.
  - Commissions due to Olive Real Estate for two long term leases.
  - Early Childhood Services shows a loss due to not being paid for payroll expenses for October. This is a timing issue.
  - Revenues have decreased in PMPM and Monitoring activities.
- Accounts Receivables for October 2024 are extremely high due to:
  - \$294,000 for prior fiscal year Targeted Case Management (TCM) claims that are still being submitted for payment. Unknown timeframe for payment.
  - Outstanding payments for EI Colorado and CMA. (Both are now current).

- CMA and accounts payable staff will focus on reconciliation for payments that need to be made to Pueblo County Department of Human Services (for services rendered).
- Cash position remains strong.
- Intercompany Activities include:
  - Tenant finish payments.
  - Salaries and other expenses paid.
  - TRE's Investment in 6385 Corporate Drive is \$4,138,000 to date.
- Long Term Investments are looking healthy. The market decreased some at the end of October which affected the investment income.
- Balance Sheet:
  - Accrued vacation liabilities have increased to over \$1.5 million.
  - Restricted Funding: \$133,000 restricted by donors and \$357,000 remaining BOD restricted funding for Strategic Capital.
- 401(k) Match Language Revision – Springs Wealth recommended a change in the language of the new matching criteria due to the need to revise the 401(k) Plan shortly after the new benefits period beginning January 1, 2025. The Plan will be amended so the Plan language will match what TRE has authority to change with discretionary matches/funding changes.

The FIC recommends the adoption of the revised language as follows (to comply with Plan requirements): “The company will match 50% of employee contributions up to 6% of their salary.”

- Audit Updates:
  - Early Childhood Mental Health Desk Audit begins this week.
  - A clean audit for HCPF grant funds.
  - Financial Audit- Ongoing issues with the EI contract portion due to missing federal expenditure numbers. (Of note: TRE recently received this information).
  - The Loan Agreement with the Bank of San Juan requires that TRE Audits are completed and submitted to them by mid-December. Heather Whitworth, CFO continues to update them as needed.

**A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE THE OCTOBER 2024 FINANCIAL REPORT FOR THE RESOURCE EXCHANGE. *Motion unanimously approved.***

**A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE THE REVISED LANGUAGE TO THE DISCRETIONARY MATCH FOR TRE'S 401(k) PLAN: THE COMPANY WILL MATCH 50% OF EMPLOYEE CONTRIBUTIONS UP TO 6% OF THEIR SALARY. *Motion unanimously approved.***

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b. Nominating Committee

Patrick Davis, Vice Chair informed the group that Derek Wagner is in attendance as a prospective BOD member. Members of the Nominating Committee will meet with Mr. Wagner to determine his continued interest. A formal nomination will be presented at the first BOD meeting after that meeting.

Another prospective candidate was not available to attend today's meeting but will join the BOD meeting in January 2025.

The Committee is looking at off-cycle nominations/elections due to vacancies on the BOD.

Commissioner Mentz then shared information on a personal honor that he and his wife received while in Indonesia. Congratulations and thank you for sharing this with the group.

c. Development Committee

Christmas in July 2025 – TRE will partner with the Adaptive Technology Fair in July 2025. Look for more details soon.

TRE's Gratitude Event is scheduled for Wednesday, January 29, 5:30-7:00 pm. Invitations will be sent soon.

TRE Art Show is tentatively scheduled for September 11, 2025. The theme for artwork is 'Stories'. More details will be shared soon.

Capital Campaign – Dr. David and Kim Matthews hosted an event in their home for TRE and its Capital Campaign. Mrs. Matthews shared how she planned the event and offered assistance to others when planning their event.

Other Committee and Board members were encouraged to host this type of event. This is an opportunity to share who TRE is, its mission, introduce a couple of people who receive TRE services, the need for additional funding and the positive aspects of TRE's Capital Campaign with your network and colleagues.

Jennifer Thornton, Board Member asked Mr. Davis, Vice Chair to contact her to discuss how and when one of these events could be held in Pueblo County.

d. 6385 Corporate Drive LLC Report

Jennifer Strehlow, Director reported.

- New Altitude has experienced turnover with Members and Offices being rented. The vacancies are being filled once again.
- Conference room rentals are also an area where revenue can be generated. A possible issue is the amount of time that conference rooms are being used by agencies without payment (i.e, TRE). Also, an area to research is why community



members are not using the conference rooms. More research needs to be done to pinpoint the answers.

- Conference rooms should also be available for educational purposes (i.e., Lunch and Learn sessions, sessions for schools, parents, providers to learn about waivers, etc.).
- Also want to be able to host other special events and fundraisers.

e. Executive Committee

Chair Landgraf shared that the Committee discussed BOD member nominations, development of the BOD and the Backlog Reduction project.

## VIII. CHIEF EXECUTIVE OFFICER'S REPORT

### Backlog Reduction Plan Update

Good progress is being made on the Backlog Reduction Plan. Staff are reporting that TRE is caught up to current items in almost all categories.

A question was raised about what the backlog reduction plans looks like at the State level. If TRE or another CMA is current, but the State is not, what is the true impact for people needing services. Colleen Batchelor, CEO will send a link to BOD members that shows this type of information.

Amanda Lofgren, HCPF shared that while she was on leave her staff contacted her to share how impressed they were with TRE staff and their engagement with HCPF on their backlog reduction efforts.

### Customer Service and Responsiveness

TRE must work on timely responses to Members, customers, etc. Caseload numbers are going down, which should help remedy our responsiveness issues.

TRE's Executive Team is also focusing on Customer Service – its definition, what steps are being taken to improve TRE's customer service in all areas.

### Systems Changes

Work continues with HCPF, TRE staff and others on the challenges that the continued systems changes are having on staff and for people with disabilities. These constant changes and workarounds are exhausting, and it is not sustainable. HCPF must address how they plan to minimize the administrative burden as the systems continue to change.

This also impacts TRE's internal work as changes needed for TRE's progress may need to be delayed so that staff are not burned out.

### State Budget

The Governor's budget does not include any "across the board" cuts to programs. However, there also is no common policy rate increase. The Governor's budget is being

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reviewed by the Joint Budget Committee and Alliance Colorado will be monitoring JBC Hearings in December to determine advocacy that may be needed.

Early Intervention Services has been receiving \$3.5 million to help with workforce investment for the past 3 fiscal years. The Governor's budget has included this money plus an additional \$100,000 to cover growth in the program. This means adjustments will be needed in how EI Colorado manages workforce investment activities. Currently, they are not anticipating any cuts to programs.

The Governor's budget also included a request to make Early Intervention an entitlement program in Colorado. This will require legislation, and it is hoped that it would be sponsored by the Joint Budget Committee.

Ms. Thornton shared another area that is expecting a huge cut is autism services and ABA Therapy (reimbursement from the State). This will not directly impact TRE but will impact many families receiving services from TRE. Ms. Batchelor and Ms. Thornton will meet to discuss needed advocacy.

TRE is working with both Alliance Colorado and Ed Bowditch, TRE Lobbyist, on these issues so that the Joint Budget Committee is made aware of the challenges associated with the proposed budget.

## **IX. NEW BUSINESS**

There will not be a BOD meeting in December 2024.

Governor Appointed Boards – Mayor Sharon Thompson, Board member shared that there are vacancies on several Governor Appointed Boards, including the DD Council. Ms. Engram will send the information to BOD members or use Google to find the information.

## **X. ONGOING BUSINESS**

None.

## **XI. PUBLIC COMMENTS**

Sarah Nolan, TRE Volunteer Respite Program Manager informed the group that TRE was awarded a grant from Disabling Barriers to help address the funding shortfall for TRE's Respite Programs. Thank you to the BOD for approving this grant application. It is a big win for our families.

Ms. Nolan then reminded the group that they are always looking for volunteers for the many programs offered to families, but especially in December. If you are able to help, please contact Ms. Nolan or Tammie Engram.

**XII. SCHEDULE OF NEXT MEETING**

The next Board of Director's meeting is scheduled for **Wednesday, January 15, 2025, beginning at 7:30 am at The Resource Exchange, 6385 Corporate Drive, Colorado Springs and/or via Teams.**

**XIII. MOTION TO ADJOURN THE REGULAR SESSION**

**A MOTION WAS MADE BY PATRICK DAVIS, SECONDED BY SARAH BRITAIN JACK TO ADJOURN THE REGULAR MEETING. *Motion unanimously approved.***

The regular session of the meeting adjourned at 8:55 am.

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



December 19, 2024

The Resource Exchange Board of Directors  
6385 Corporate Drive  
Suite 100  
Colorado Springs, CO 80919

Dear Board of Directors:

I am writing to ask for your approval to add Rhonda Berry as a member of The Resource Exchange's Family Support Council.

Rhonda is currently employed as an advocate with The Arc of Pueblo and is a family member of an individual with a disability. Rhonda is a member of the Pueblo community and will be an invaluable member of our council as we continue to learn more about the Pueblo community and their needs from the Family Support Program.

Rhonda meets all necessary requirements for Family Support Council membership. She has completed all the required training to become a Family Support Council member and has been approved to join by the rest of the council at our December 18, 2024, meeting.

Thank you for your consideration of this request.

Sincerely-

A handwritten signature in black ink, appearing to read 'Callie Murphy', is written over the printed name.

Callie Murphy  
State General Fund Programs Manager  
The Resource Exchange  
6385 Corporate Drive #100  
Colorado Springs, CO 80919  
719-301-9109  
[cmurphy@tre.org](mailto:cmurphy@tre.org)

## TRE Finance and Investment Committee Meeting Minutes

**Date:** Monday, January 13, 2025

**Time:** 4:00-4:38 pm

**Board Members Present:** Jessie Martinez, Treasurer and Patrick Davis, Vice-Chair

**TRE Staff Present:** Heather Whitworth, CFO, Colleen Batchelor, CEO, Heather Meizis, Cheri Ulmer, Kyle Cox, Nancy Vigil, Jenn Strehlow, Dora Fernandez, Amanada Reed, Amanda Price, Chad Gufarotti, Karey Urbanski and Tamie Knerr, Notetaker

### 1 Tenure Pay Rate Adjustment

Karey Urbanski gave an overview of the first steps in the Human Resources three-to-five-year strategic plan with the goal of staff salaries being in the 50-60<sup>th</sup> percentile. Currently, salary adjustments to address tenure at TRE have not been done since fiscal year 2022. To address the issue of new hire and tenured staff being paid similar salaries, it was recommended that a mid-year "true-up" be done to better align pay rates with tenure. The FIC was asked to approve a nominal (less than 1%) mid-year adjustment for all staff hired prior to June 24<sup>th</sup>, 2024, with a base salary cost of \$61,000 for the remainder of the current fiscal year. The FIC approved this adjustment and will bring it to the full Board for approval.

### 2 TRE Financial Statements Review – December 2024

For the month TRE showed a gain of \$416,096 bringing the year-to-date gain to \$16,838, which is well ahead of the anticipated budget loss of \$630,236 through December.

Revenues for TCM activities (PMPM and monitoring) were strong for the month due in part to the backlog reduction activities.

An adjustment was made to align EI targeted case management with actual experience year-to-date.

There was also an \$173 thousand adjustment to grant revenue during the month, as during the audit some grants were determined to be contributions, which then requires revenue to be recorded fully in the year the grant was received, not allocated over the fiscal years the funds were expended.

Salaries and wages are now the closest to the budget they have been all fiscal year, as we are nearing full staffing capacity and seeing reduced turnover. This will require careful monitoring of overtime utilization and the use of temporary staffing moving forward to ensure we do not overspend our budget.

The accounts receivable balances are creeping up again due to late payment by Early Intervention Colorado, despite their assurances that their new billing portal would speed up payment timelines. The CMA payments are timely, as a payment was received last week for November services.

Despite the recent holiday season, the paid time off liability is now at \$1.6 million which echoes that staff are still feeling they cannot afford to take time off and maintain their current workloads. Hopefully, once staffing capacity is reached and staff are fully trained there will be more opportunities for PTO usage, as caseload coverage will be available.

TRE - Key Performance Indicators  
 FY25 through 12/31/24

Summary Income Statement:	Cross-Systems			Early Childhood			TRE Total	Building	New Attitude	6385 Total	Combined Total
	M&G	CMA	Care Integration	Services	CES	Medicaid SLS					
Revenue	342,914	14,972,323	48,317	5,223,600	15,333	48,317	20,771,655	402,803	127,716	530,518	21,302,173
Expenses	(1,488,309)	(13,577,593)	(30,024)	(5,377,911)	(59,266)	(63,550)	(20,754,817)	(685,588)	(149,644)	(835,232)	(21,590,049)
Allocated M&G	1,097,647	(773,540)	(1,711)	(306,389)	(3,376)	(3,621)	0	-	-	-	0
Net Income (Loss)	(47,748)	621,190	(31,734)	(460,700)	(47,310)	(18,854)	16,838	(282,785)	(21,928)	(304,713)	(287,875)

Months-Cash on Hand:

Current Month	2.17	Variance	(0.10)
Prior Month	2.27		

Current Ratio: 3.65      Quick Ratio: 3.55

Accounts Receivable:

	Current	31-60 days	61-90 days	91-120 Days	121-150 days	151-180 days	Over 181 days	Total
Miscellaneous/M&G	15,667	-	-	-	-	-	-	15,667
CMA	1,542,283	654,679	-	-	-	-	73,730	2,270,692
Early Childhood Services	891,817	958,948	595,000	45,489	48,358	34,696	(2,619)	2,571,689
Purchase of Service	4,743	-	-	-	-	-	-	4,743
	2,454,510	1,613,627	595,000	45,489	48,358	34,696	71,111	4,862,791

Inter-Company Activity

	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
Beginning Balance	4,018,966	25,258	23,055	48,728	37,456	24,333	-	-	-	-	-	4,200,553
Ending Balance	-	22,758	23,055	48,728	37,456	24,333	71,111	4,862,791	-	-	-	-

THE RESOURCE EXCHANGE  
Balance Sheet  
As of Tuesday, December 31, 2024

	<u>Current</u> <u>Year</u>	<u>Previous</u> <u>Year</u>	<u>Change</u>
<b>Assets</b>			
<b>Current Assets</b>			
Cash	\$390,783.19	\$677,344.72	(\$286,561.53)
Accounts Receivable	4,862,790.68	4,019,524.79	843,265.89
Allowance for Credit Loss	(177,191.54)	(2,157.10)	(175,034.44)
Discount on Pledges Receivable	(1,227.44)		(1,227.44)
Net Accounts Receivable	4,684,371.70	4,017,367.69	667,004.01
Prepays & Deposits	331,269.63	(5,739.71)	337,009.34
Sweep Account	1,862,616.16	310,700.70	1,551,915.46
Long-term Investments	5,235,022.47	618,457.06	4,616,565.41
Total Current Assets	<u>12,504,063.15</u>	<u>5,618,130.46</u>	<u>6,885,932.69</u>
Equipment	623,233.43	538,944.62	84,288.81
Accum. Depreciation - Equipment	(549,102.11)	(521,907.58)	(27,194.53)
Net Equipment	<u>74,131.32</u>	<u>17,037.04</u>	<u>57,094.28</u>
Right of Use Assets	479,457.46	156,401.44	323,056.02
Investment in 6385 Corporate Dr LLC	4,200,552.61	3,370,953.54	829,599.07
Net Other Assets	<u>4,680,010.07</u>	<u>3,527,354.98</u>	<u>1,152,655.09</u>
Total Fixed Assets	<u>4,754,141.39</u>	<u>3,544,392.02</u>	<u>1,209,749.37</u>
Total Assets	<u><u>17,258,204.54</u></u>	<u><u>9,162,522.48</u></u>	<u><u>8,095,682.06</u></u>
<b>Liabilities &amp; Net Assets</b>			
<b>Current Liabilities</b>			
Accounts Payable	924,049.94	761,512.20	162,537.74
Security Deposit		1,900.00	(1,900.00)
Accrued Liabilities	31,996.39	67,418.59	(35,422.20)
Lease Liabilities	68,876.65	78,440.42	(9,563.77)
Accrued Salaries	766,506.58	415,780.01	350,726.57
Accrued Vacation	1,635,709.06	1,338,563.26	297,145.80
Deferred Revenue		526,300.53	(526,300.53)
Total Current Liabilities	<u>3,427,138.62</u>	<u>3,189,915.01</u>	<u>237,223.61</u>
Long Term Liabilities			
Lease Liabilities	<u>417,578.82</u>	<u>77,632.40</u>	<u>339,946.42</u>
Long Term Liabilities	<u>417,578.82</u>	<u>77,632.40</u>	<u>339,946.42</u>
Total Liabilities	<u><u>3,844,717.44</u></u>	<u><u>3,267,547.41</u></u>	<u><u>577,170.03</u></u>
<b>Net Assets</b>			
<b>Temporarily Restricted Funds</b>			
Contributions	132,364.92	43,960.58	88,404.34
<b>Unrestricted</b>			
Board Designated - Strategic Capital	357,266.10	357,266.10	
Net investment in equipment	74,131.32	17,037.04	57,094.28
Net investment in building	4,200,552.61	3,370,953.54	829,599.07
Net investment in right of use assets	479,457.46	216,326.77	263,130.69
Undesignated	8,152,876.65	2,878,189.37	5,274,687.28
Revenue Over (Under) Expense	16,838.04	(988,758.33)	1,005,596.37
Total Net Assets	<u>13,413,487.10</u>	<u>5,894,975.07</u>	<u>7,518,512.03</u>
Total Liabilities & Net Assets	<u><u>17,258,204.54</u></u>	<u><u>9,162,522.48</u></u>	<u><u>8,095,682.06</u></u>

THE RESOURCE EXCHANGE  
Statement of Cash Flow  
Month Ending 12/31/2024

	December
Revenues over (under) Expenditures	\$416,095.66
Adjustments to Reconcile Excess (Deficiency) of	
Revenues over (under) Expenditures to Cash	
Provided by Operations:	
Depreciation & Amortization	1,154.81
Changes in Current Assets and Liabilities:	
Clearing Account	0.00
Accounts Receivable	(577,888.67)
Allowance for Bad Debt	0.00
Prepays & Deposits	(164,593.67)
Notes Receivable	0.00
Accounts Payable	382,804.93
Notes Payable	0.00
Lease Liabilities	(4,915.57)
Accrued Salaries	209,467.34
Accrued Vacation	66,946.76
Deferred Revenue	185,749.81
Accrued Liabilities	(55,316.08)
Net Cash Provided by Operations	459,505.32
Cash Flows from Investing Activities:	
Changes in Investments	150,593.34
Changes in Fixed Assets	9,968.42
Collection of Notes Receivable	0.00
Net Cash Provided by Investing Activities	160,561.76
Increase (Decrease) in Cash	620,067.08
Cash at Beginning of Period	6,120,778.61
Cash at End of Period	5,975,997.65
Increase (Decrease) in Cash	(144,780.96)



THE RESOURCE EXCHANGE  
Statement of Cash Flows  
For the Six Months Ending Tuesday, December 31, 2024

	YTD
Revenues over (under) Expenditures	\$16,838.04
Adjustments to Reconcile Excess (Deficiency) of Revenues over (under) Expenditures to Cash	
Provided by Operations:	
Depreciation & Amortization	6,777.46
Changes in Current Assets and Liabilities:	
Clearing Account	
Accounts Receivable	738,952.56
Allowance for Bad Debt	
Prepays & Deposits	(270,650.11)
Notes Receivable	
Accounts Payable	(308,983.55)
Notes Payable	
Lease Liabilities	(59,775.85)
Accrued Salaries	272,525.82
Accrued Vacation	284,664.39
Deferred Revenue	(393,000.00)
Accrued Liabilities	1,953.91
Net Cash Provided by Operations	289,302.67
Cash Flows from Investing Activities:	
Changes in Investments	(481,770.32)
Changes in Fixed Assets	57,689.86
Collection of Notes Receivable	
Net Cash Provided by Investing Activities	(424,080.46)
Increase (Decrease) in Cash	(134,777.79)
Cash Ending Balance YTD	5,975,997.65
Cash Beginning Balance YTD	5,569,287.79
	406,709.86

THE RESOURCE EXCHANGE  
Income Statement  
Summary of All Units  
For the Six Months Ending Tuesday, December 31, 2024

December Actual	Budget	Variance		Year-to-date Actual	Budget	Variance
<b>Revenue</b>						
<b>State Funds:</b>						
\$80,000.00	\$64,066.80	\$15,933.20	Supported Living Services (SLS)	\$403,957.78	\$384,400.80	\$19,556.98
355,064.39	538,276.50	(183,212.11)	Early Intervention (EI) Services	2,538,435.50	3,229,659.00	(691,223.50)
133,512.85	140,158.33	(6,645.48)	Early Intervention (EI) Service Coordination	601,198.22	840,949.98	(239,751.76)
34,320.38	35,916.67	(1,596.29)	Early Intervention (EI) Trust Fund	251,134.40	215,500.02	35,634.38
27,525.72	33,188.40	(5,662.68)	Early Intervention (EI) Evaluations	225,196.52	199,130.40	26,066.12
75,271.74	143,398.03	(68,126.29)	Early Intervention (EI) Management & Indirect Service	625,380.55	860,388.18	(235,007.63)
7,525.82	12,825.08	(5,299.26)	ECMH Services	72,230.01	76,950.48	(4,720.47)
32,419.43	52,314.14	(19,894.71)	Family Support Services (FSSP)	248,205.48	313,884.84	(65,679.36)
54,726.99	62,793.95	(8,066.96)	Ongoing Case Management (SLS & FSSP)	345,870.91	376,763.70	(30,892.79)
3,159.45	2,946.30	213.15	Monitoring inc. Rural Adjustments (SLS)	15,011.40	17,677.80	(2,666.40)
166.25	1,643.10	(1,476.85)	Most In Need Assessments (MINA) - FSSP	1,330.00	9,858.60	(8,528.60)
0.00	0.00	0.00	Complaint & Critical Incident Review Trend Analyses	220.69	0.00	220.69
302.47	0.00	302.47	Critical Incident Review	1,917.92	0.00	1,917.92
1,551.89	1,551.89	0.00	Expenditure, Annual & Evaluation Reporting	9,933.13	9,311.34	621.79
418.29	627.44	(209.15)	Family Support Council	836.58	1,254.88	(418.30)
<b>805,965.67</b>	<b>1,089,706.63</b>	<b>(283,740.96)</b>	<b>Total State Funds</b>	<b>5,340,859.09</b>	<b>6,535,730.02</b>	<b>(1,194,870.93)</b>
<b>Medicaid Funds:</b>						
34,362.89	26,941.67	7,421.22	Comprehensive Services	169,169.10	161,650.02	7,519.08
10,342.95	8,693.33	1,649.62	Supported Living Services	48,316.54	52,159.98	(3,843.44)
2,679.98	8,000.00	(5,320.02)	Childrens Extensive Services (CES)	15,332.80	48,000.00	(32,667.20)
18,468.02	23,108.78	(4,640.76)	CES Applications	116,405.10	138,652.68	(22,247.58)
9,274.71	15,829.59	(6,554.88)	Home Care Allowance	55,648.27	94,977.54	(39,329.27)
(5,000.00)	35,000.00	(40,000.00)	Targeted Case Management	214,035.40	210,000.00	4,035.40
402,700.05	270,974.71	131,725.34	Monitoring	1,482,921.49	1,625,848.26	(142,926.77)
2,197,701.57	1,635,200.96	562,500.61	Per Member Per Month (PMPM)	8,994,632.34	9,811,205.76	(816,573.42)
0.00	7,314.11	(7,314.11)	Complaint & Critical Incident Review Trend Analyses	7,314.11	14,628.22	(7,314.11)
0.00	506.72	(506.72)	CQI Plan	506.72	506.72	0.00
37,764.16	31,812.34	5,951.82	Critical Incident Review	224,413.97	190,874.04	33,539.93
0.00	0.00	0.00	Onboarding/Capacity Building Funds	166,500.00	0.00	166,500.00
12,498.20	8,927.25	3,570.95	Supports Intensity Scale	56,420.27	53,563.50	2,856.77
2,974.69	1,983.12	991.57	Individual Career & Academic Plan (ICAP)	11,733.47	11,898.72	(165.25)
35,775.42	42,494.88	(6,719.46)	Determinations	273,594.72	254,969.28	18,625.44
406,848.26	324,945.47	81,902.79	Assessments & Functional Eligibility	2,028,200.04	1,949,672.82	78,527.22
490.97	1,022.57	(531.60)	Appeals	1,472.91	6,135.42	(4,662.51)
0.00	0.00	0.00	Operations Guide & Outreach Plan	1,424.14	4,967.45	(3,543.31)
0.00	648.75	(648.75)	Training	0.00	648.75	(648.75)
24,656.15	21,675.85	2,980.30	Human Rights Council (HRC)	144,754.31	130,055.10	14,699.21
0.00	535.87	(535.87)	Committee Updates	0.00	1,071.74	(1,071.74)
10,591.58	12,484.13	(1,892.55)	Wait List Management	64,694.87	74,904.78	(10,209.91)
<b>3,202,129.60</b>	<b>2,478,100.10</b>	<b>724,029.50</b>	<b>Total Medicaid Funds</b>	<b>14,077,490.57</b>	<b>14,836,390.78</b>	<b>(758,900.21)</b>
<b>Other Revenue:</b>						
34,044.82	4,166.67	29,878.15	EI Private Insurance	62,356.63	25,000.02	37,356.61
21,096.40	27,083.33	(5,986.93)	EI Tricare	163,067.16	162,499.98	567.18
36,777.84	72,747.95	(35,970.11)	EI Medicaid	391,955.60	436,487.70	(44,532.10)
0.00	4,250.00	(4,250.00)	EI Paso Cty DHS	0.00	25,500.00	(25,500.00)
833.33	56.25	777.08	United Way	5,973.79	337.50	5,636.29
21,316.69	0.00	21,316.69	Philanthropic Giving	122,466.54	0.00	122,466.54
1,100.00	0.00	1,100.00	Capital Campaign	78,366.66	9,000.00	69,366.66
(173,774.90)	37,500.01	(211,274.91)	Grant Revenue	149,111.06	225,000.06	(75,889.00)
0.00	65,000.00	(65,000.00)	Colorado Community Health Alliance (CCHA) Incentive Program	100,000.00	130,000.00	(30,000.00)
0.00	0.00	0.00	Miscellaneous Income	18,598.07	0.00	18,598.07
26.27	23,635.88	(23,609.61)	Service Income	43,211.97	141,815.28	(98,603.31)
5,089.13	5,789.36	(700.23)	Park County Funds	33,111.55	34,736.16	(1,624.61)
0.00	0.00	0.00	Breaktime Giving	9,000.00	0.00	9,000.00
<b>(53,490.42)</b>	<b>240,229.45</b>	<b>(293,719.87)</b>	<b>Total Other Revenue</b>	<b>1,177,219.03</b>	<b>1,190,376.70</b>	<b>(13,157.67)</b>
<b>3,954,604.85</b>	<b>3,808,036.18</b>	<b>146,568.67</b>	<b>Total Revenue</b>	<b>20,595,568.69</b>	<b>22,562,497.50</b>	<b>(1,966,928.81)</b>
<b>Expenses</b>						
<b>Staff Salary &amp; Benefits Expenses:</b>						
2,376,827.56	2,531,909.57	255,082.01	Regular Wages & Salaries	13,533,396.99	15,791,457.42	2,258,060.43
70,387.74	0.00	(70,387.74)	Overtime Wages	442,240.68	0.00	(442,240.68)
143,259.26	162,982.63	19,723.37	Social Security	826,280.52	977,895.78	151,615.26
33,671.70	38,162.70	4,491.00	Medicare	193,662.68	228,976.20	35,313.52
15,484.04	15,799.54	315.50	Unemployment	45,186.42	94,797.24	49,610.82
138,269.20	220,120.89	81,851.69	Employee Medical, Dental & Vision Insurance	776,802.47	1,320,725.34	543,922.87
1,750.79	1,944.07	193.28	Employee Life & ADD Insurance	10,317.48	11,664.42	1,346.94
20,198.71	23,687.20	3,488.49	Colorado FAMLI Program	117,088.95	142,123.20	25,034.25
27,997.00	48,601.74	20,604.74	Employee Retirement Match	150,302.93	291,610.44	141,307.51
0.00	833.33	833.33	401(K) Administration	0.00	4,999.98	4,999.98
545.00	569.69	24.69	Cafeteria Plan Administration	3,121.25	3,418.14	296.89
335.50	419.38	83.88	COBRA Administration	2,013.00	2,516.28	503.28
0.00	375.00	375.00	PTO Exchange Administration	224.94	2,250.00	2,025.06
14,643.30	14,125.00	(518.30)	ICHRA Administration	81,143.70	84,750.00	3,606.30
15,666.65	8,308.14	(7,358.51)	Workers Compensation	92,048.18	49,848.84	(42,199.34)
1,848.01	0.00	(1,848.01)	Lifestyle Spending Account	1,848.01	0.00	(1,848.01)
<b>2,860,884.46</b>	<b>3,167,838.88</b>	<b>306,954.42</b>	<b>Total Staff Salary &amp; Benefits Expense</b>	<b>16,275,678.20</b>	<b>19,007,033.28</b>	<b>2,731,355.08</b>
<b>Operating Expenses:</b>						
4,227.46	12,013.49	7,786.03	Staff Development	41,607.74	72,080.94	30,473.20
14,700.86	0.00	(14,700.86)	Leased Equipment	25,616.46	0.00	(25,616.46)
0.00	852.94	852.94	Printing & Copying	40.67	5,117.64	5,076.97
3,129.30	1,666.67	(1,462.63)	Assessment Tools	11,784.64	10,000.02	(1,784.62)
7,144.23	5,668.76	(1,475.47)	Office Supplies	26,493.12	34,012.56	7,519.44
22,061.91	16,575.97	(5,485.94)	Dues & Publications	97,628.12	99,455.82	1,827.70
6,253.96	4,825.82	(1,428.14)	Equipment Repair & Technical Support	19,972.43	28,954.92	8,982.49
23,500.28	24,992.72	1,492.44	Communication Systems	114,489.72	149,956.32	35,466.60

THE RESOURCE EXCHANGE  
Income Statement  
Summary of All Units  
For the Six Months Ending Tuesday, December 31, 2024

December			Year-to-date		
Actual	Budget	Variance	Actual	Budget	Variance
302.99	3,379.16	3,076.17	10,565.72	20,274.96	9,709.24
11.95	3,762.51	3,750.56	1,180.27	22,575.06	21,394.79
513.30	0.00	(513.30)	2,504.73	0.00	(2,504.73)
3,812.38	841.65	(2,970.73)	9,019.35	5,049.90	(3,969.45)
19,719.55	47,146.40	27,426.85	141,750.98	282,878.40	141,127.42
4,275.42	4,433.34	157.92	23,752.56	30,600.04	6,847.48
0.00	0.00	0.00	0.00	2,500.00	2,500.00
0.00	975.00	975.00	10,358.04	5,850.00	(4,508.04)
0.00	516.68	516.68	2,811.25	3,100.08	288.83
8,455.08	9,095.31	640.23	50,730.48	54,571.86	3,841.38
25,973.74	30,907.89	4,934.15	757,687.21	185,447.38	(572,239.83)
128,016.11	93,101.18	(34,914.93)	640,461.06	558,607.08	(81,853.98)
0.00	46,400.00	46,400.00	11,500.00	46,400.00	34,900.00
16,567.57	20,234.55	3,666.98	103,055.16	121,407.30	18,352.14
0.00	2,500.00	2,500.00	686.00	15,000.00	14,314.00
0.00	83.33	83.33	0.00	499.98	499.98
3,131.62	3,497.44	365.82	19,952.38	20,984.63	1,032.25
104.47	1,062.50	958.03	1,351.01	6,375.00	5,023.99
0.00	0.00	0.00	1,216.25	0.00	(1,216.25)
0.00	0.00	0.00	0.00	350.00	350.00
0.00	0.00	0.00	0.00	350.00	350.00
0.00	27,382.66	27,382.66	245,936.77	164,295.96	(81,640.81)
0.00	0.00	0.00	3,676.36	0.00	(3,676.36)
321.63	0.00	(321.63)	13,676.26	17,250.00	3,573.74
0.00	0.00	0.00	0.00	800.00	800.00
0.00	0.00	0.00	0.00	1,500.00	1,500.00
0.00	0.00	0.00	0.00	300.00	300.00
0.00	3,500.00	3,500.00	0.00	21,000.00	21,000.00
292,223.81	365,415.97	73,192.16	2,389,504.74	1,987,545.85	(401,958.89)
1,154.81	46.86	(1,107.95)	6,777.46	281.16	(6,496.30)
4,768.71	4,839.14	70.43	30,229.31	29,034.84	(1,194.47)
5,182.16	6,105.95	923.79	36,440.30	36,635.70	195.40
11,105.68	10,991.95	(113.73)	73,447.07	65,951.70	(7,495.37)
975.95	1,372.47	396.52	5,405.16	8,234.82	2,829.66
1,657.01	0.00	(1,657.01)	1,644.39	0.00	(1,644.39)
2,093.14	885.00	(1,208.14)	5,782.04	5,310.00	(472.04)
952.66	1,666.67	714.01	7,169.91	10,000.02	2,830.11
7,799.61	7,741.21	(58.40)	46,797.66	46,447.26	(350.40)
13,478.37	11,665.35	(1,813.02)	66,799.16	69,992.10	3,192.94
3,177,692.32	3,555,912.15	378,219.83	18,805,429.17	21,130,522.93	2,325,093.76
37,216.53	26,941.67	(10,274.86)	158,112.04	161,650.02	3,537.98
6,635.00	9,166.67	2,531.67	43,583.45	55,000.02	11,416.57
28,590.60	35,596.46	7,005.86	177,817.12	213,578.76	35,761.64
0.00	8,000.00	8,000.00	19,265.84	48,000.00	28,734.16
16,354.31	8,693.33	(7,660.98)	63,550.04	52,159.98	(11,390.06)
97,835.34	55,719.63	(42,115.71)	330,895.91	334,317.78	3,421.87
169,118.44	192,975.73	23,857.29	1,103,466.38	1,157,854.38	54,388.00
355,750.22	337,093.49	(18,656.73)	1,896,690.78	2,022,560.94	125,870.16
41,052.50	0.00	(41,052.50)	40,052.50	0.00	(40,052.50)
112.00	5,358.33	5,246.33	12,644.68	32,149.98	19,505.30
41,164.50	5,358.33	(35,806.17)	52,697.18	32,149.98	(20,547.20)
0.00	0.03	0.03	0.00	0.18	0.18
3,574,607.04	3,898,364.00	323,756.96	20,754,817.13	23,185,234.03	2,430,416.90
379,997.81	(90,327.82)	470,325.63	(159,248.44)	(622,736.53)	463,488.09
36,097.85	(1,250.00)	37,347.85	176,086.48	(7,500.00)	183,586.48
36,097.85	(1,250.00)	37,347.85	176,086.48	(7,500.00)	183,586.48
416,095.66	(91,577.82)	507,673.48	16,838.04	(630,236.53)	647,074.57

6385 CORPORATE DRIVE, LLC.  
Balance Sheet  
As of Tuesday, December 31, 2024

	<u>Current</u> <u>Year</u>	<u>Previous</u> <u>Year</u>	<u>Change</u>
<b>Assets</b>			
<b>Current Assets</b>			
Cash	\$120,965.17	(\$4,565.61)	\$125,530.78
<b>Total Current Assets</b>	<u>120,965.17</u>	<u>(4,565.61)</u>	<u>125,530.78</u>
Land	675,690.00	675,690.00	
Building	9,930,972.44	9,930,972.44	
Tenant Improvements	1,085,320.73	637,368.71	447,952.02
Accum. Depreciation - Building & Tenant Improvements	<u>(3,333,747.91)</u>	<u>(2,830,320.61)</u>	<u>(503,427.30)</u>
<b>Net Land &amp; Building</b>	<u>8,358,235.26</u>	<u>8,413,710.54</u>	<u>(55,475.28)</u>
<b>Total Fixed Assets</b>	<u>8,358,235.26</u>	<u>8,413,710.54</u>	<u>(55,475.28)</u>
<b>Total Assets</b>	<u><u>8,479,200.43</u></u>	<u><u>8,409,144.93</u></u>	<u><u>70,055.50</u></u>
<b>Liabilities &amp; Net Assets</b>			
<b>Current Liabilities</b>			
Accounts Payable	2,941.92	1,656.72	1,285.20
Security Deposits	<u>26,980.67</u>	<u>23,539.38</u>	<u>3,441.29</u>
<b>Total Current Liabilities</b>	<u>29,922.59</u>	<u>25,196.10</u>	<u>4,726.49</u>
<b>Long Term Liabilities</b>			
Due to TRE	4,200,552.61	3,370,953.54	829,599.07
Mortgage Payable	<u>4,849,361.91</u>	<u>5,018,400.39</u>	<u>(169,038.48)</u>
<b>Long Term Liabilities</b>	<u>9,049,914.52</u>	<u>8,389,353.93</u>	<u>660,560.59</u>
<b>Total Liabilities</b>	<u><u>9,079,837.11</u></u>	<u><u>8,414,550.03</u></u>	<u><u>665,287.08</u></u>
<b>Owner's Equity</b>			
Retained Earnings	(295,923.23)	299,737.95	(595,661.18)
Revenue Over (Under) Expense	<u>(304,713.45)</u>	<u>(305,143.05)</u>	<u>429.60</u>
<b>Total Owner's Equity</b>	<u>(600,636.68)</u>	<u>(5,405.10)</u>	<u>(595,231.58)</u>
<b>Total Liabilities &amp; Owner's Equity</b>	<u><u>8,479,200.43</u></u>	<u><u>8,409,144.93</u></u>	<u><u>70,055.50</u></u>



6385 CORPORATE DRIVE, LLC.  
YTD Cash Flow Statement  
For the Six Months Ending Tuesday, December 31, 2024

	YTD
Revenues over (under) Expenditures	(\$304,713.45)
Adjustments to Reconcile Excess (Deficiency) of Revenues over (under) Expenditures to Cash	
Provided by Operations:	
Depreciation & Amortization	254,796.96
Changes in Current Assets and Liabilities:	
Accounts Receivable	19,785.00
Accounts Payable	(4,660.76)
Investment by TRE	181,586.97
Mortgage Payable	(85,578.32)
Deferred Revenue	<u>(6,525.00)</u>
Net Cash Provided by Operations	54,691.40
 Cash Flows from Investing Activities:	
Changes in Fixed Assets	<u>(56,114.02)</u>
Net Cash Provided by Investing Activities	(56,114.02)
 Increase (Decrease) in Cash	<u><u>(1,422.62)</u></u>
 Cash Ending Balance	120,965.17
Cash Beginning Balance	<u>118,946.50</u>
	<u><u>2,018.67</u></u>

6385 CORPORATE DRIVE, LLC.  
Income Statement  
Summary of All Units  
For the Six Months Ending Tuesday, December 31, 2024

December				Year-to-date		
Actual	Budget	Variance		Actual	Budget	Variance
			Revenue			
\$40,087.67	\$36,216.25	\$3,871.42	Rental Income	\$212,849.56	\$217,297.50	(\$4,447.94)
33,938.79	34,178.67	(239.88)	CAM Income	189,944.09	205,072.02	(15,127.93)
19,660.00	43,486.67	(23,826.67)	Co-Working Space Income	127,715.67	260,919.98	(133,204.31)
1.07	0.58	0.49	Interest	8.95	3.48	5.47
<u>93,687.53</u>	<u>113,882.17</u>	<u>(20,194.64)</u>	Total Revenue	<u>530,518.27</u>	<u>683,292.98</u>	<u>(152,774.71)</u>
			Expenses			
15,434.01	19,373.84	3,939.83	Staff Wages & Benefits			
			Staff Wages	102,616.92	116,243.04	13,626.12
			Overtime	105.36		(105.36)
936.02	1,201.17	265.15	Social Security	6,048.17	7,207.02	1,158.85
218.91	280.92	62.01	Medicare	1,414.49	1,685.52	271.03
1,461.54	1,582.00	120.46	Employee Health & Dental Insurance	8,677.35	9,492.00	814.65
12.60	12.50	(0.10)	Employee Life, ADD & STD Insurance	86.45	75.00	(11.45)
136.22	174.34	38.12	Colorado FAMILI Program	883.77	1,046.04	162.27
80.40	90.50	10.10	Unemployment	168.52	543.00	374.48
200.46	350.00	149.54	Retirement Match	1,617.47	2,100.00	482.53
15.50	10.50	(5.00)	Workers Compensation	100.54	63.00	(37.54)
	96.25	96.25	Lifestyle Spending Account		577.50	577.50
<u>18,495.66</u>	<u>23,172.02</u>	<u>4,676.36</u>	Total Staff Wages & Benefits	<u>121,719.04</u>	<u>139,032.12</u>	<u>17,313.08</u>
			Operating Expenses			
38.61		(38.61)	Staff Development	4,661.68	4,600.00	(61.68)
1,921.95	1,512.50	(409.45)	Office Supplies	4,656.43	9,075.00	4,418.57
78.39		(78.39)	Equipment Leases	1,681.49		(1,681.49)
	1.17	1.17	Printing & Copying		7.02	7.02
78.49	27.50	(50.99)	Equipment Repair & Maintenance	1,671.74	165.00	(1,506.74)
561.58	1,328.17	766.59	Dues & Subscriptions	3,417.78	7,969.02	4,551.24
111.26	2,187.59	2,076.33	Communication Systems	4,941.65	13,125.54	8,183.89
	10.00	10.00	Postage		60.00	60.00
	50.00	50.00	Meetings	1,072.20	300.00	(772.20)
	50.25	50.25	Travel & Mileage		301.50	301.50
	100.00	100.00	Background Checks		600.00	600.00
308.43	25.00	(283.43)	Miscellaneous	313.43	150.00	(163.43)
3,802.32	3,800.59	(1.73)	Insurance	22,813.92	22,803.54	(10.38)
5,878.95	1,628.00	(4,250.95)	Consultants	74,834.02	9,788.00	(65,066.02)
772.73	1,814.84	1,042.11	IT Support	20,764.25	10,889.04	(9,875.21)
1,400.00	2,850.00	1,450.00	Marketing & Advertising	8,100.00	17,100.00	9,000.00
100.00	122.75	22.75	Payroll & HRIS Fees	606.65	736.50	129.85
	833.33	833.33	Legal Fees		4,999.98	4,999.98
19,695.61	19,260.83	(434.78)	Mortgage Interest	121,024.42	115,564.98	(5,459.44)
15.18	14.58	(0.60)	Lease Interest	102.45	87.48	(14.97)
620.88	1,000.00	379.12	Bank Fees	3,292.96	6,000.00	2,707.04
			Enterprise Zone Fees	8.75		(8.75)
	9,875.00	9,875.00	Property Taxes		59,250.00	59,250.00
713.00	83.33	(629.67)	Events	1,413.00	499.98	(913.02)
			Safety Supplies	53.19	108.00	54.81
	1,792.33	1,792.33	Furniture & Equipment	3,964.77	10,753.98	6,789.21
9,033.26	12,007.50	2,974.24	Janitorial Services & Supplies	58,607.81	72,045.00	13,437.19
9,299.57	11,250.00	1,950.43	Utilities	46,243.06	67,500.00	21,256.94
177.08	175.42	(1.66)	CAM	1,062.48	1,052.52	(9.96)
5,293.94	13,583.33	8,289.39	Interior Building Maintenance & Repair	42,022.26	81,499.98	39,477.72
3,468.50	6,222.92	2,754.42	Exterior Building Maintenance & Repair	30,190.05	37,337.52	7,147.47
<u>63,369.73</u>	<u>91,606.93</u>	<u>28,237.20</u>	Total Operating Expenses	<u>457,520.44</u>	<u>554,349.58</u>	<u>96,829.14</u>
			Depreciation Expense			
42,917.85	42,849.50	(68.35)	Building & Equipment	254,796.96	257,097.00	2,300.04
201.10	193.75	(7.35)	Right of Use Assets - Equipment	1,195.28	1,162.50	(32.78)
<u>43,118.95</u>	<u>43,043.25</u>	<u>(75.70)</u>	Total Depreciation Expense	<u>255,992.24</u>	<u>258,259.50</u>	<u>2,267.26</u>
124,984.34	157,822.20	32,837.86	Total Expenses	835,231.72	951,641.20	116,409.48
<u>(31,296.81)</u>	<u>(43,940.03)</u>	<u>12,643.22</u>	Total Revenue Over (Under) Expense	<u>(304,713.45)</u>	<u>(268,348.22)</u>	<u>(36,365.23)</u>



## The Resource Exchange, Inc.

Chief Executive Officer Report

January 2025

### TRE

- **Organization News and Updates.**

- CMA Updates

- CMA Backlog Plan and Progress – The CMA has completed its backlog reduction plan as of 12/31/24. HCPF staff have complimented TRE on its progress and will reduce the frequency of stabilization meetings in the new year to every other month or quarterly.

	December	November	October	September	August	July
<b>Pending Referrals</b>	6	5	20	26	11	133
<b>Pending Intakes</b>	6	5	45	47	11	64
<b>Pending Initial LOC</b>	47	49	113	119	49	97
<b>Past Due LOC</b>	18	16	83	81	49	97
<b>Past Due Annual LOC</b>	146	176	135	464	588	1093
<b>Delayed Service Plans</b>	24	29	33	117	189	290
<b>Missed Monitorings</b>	300	0	0	190	200	572
<b>Average CM Caseload</b>	72	73	1:74	1:78		
<b>CMs Over 1:65</b>	75	75	74	78		

- A pilot was launched with 3 providers for the TRE Vault Portal on 12/18/24. The pilot will provide important feedback from providers on the system to prepare for a full launch to all providers in February 2025.
  - Staffing Updates –
    - As of 1/1/25, there is very strong progress in recruitment and retention and TRE is at a 92% FTE fill rate.
    - The chart below does not include January hires which includes 28 new staff scheduled for orientation in January currently.





**The Resource Exchange, Inc.**

Chief Executive Officer Report

January 2025

As of 1/1/25

Department	Maximum FTE	Current FTE	Vacant FTE	Fill Rate %	Unfilled Rate %
Ongoing CMA - El Paso, Teller, Park	179	152	27	0.85	0.15
Nav/Qual CMA - El Paso, Teller, Park	110	110	0	1.0	0.0
Pueblo CMA - Pueblo	69	60	9	0.87	0.13
CHCBS CMA	15	15	0	1.0	0.0
Clinical	87	84	3	0.97	0.03
EI	51	51	0	1.0	0.0
Administration	45	45	0	1.0	0
Temporary Coordinator-As Needed	5	1	4	0.9	0.1
<b>TOTAL*</b>	<b>561</b>	<b>518</b>	<b>43</b>	<b>0.92</b>	<b>0.08</b>

- **Executive Team Updates.**

- The Executive Team is currently focused on strategy to continue building staff retention and support effective recruitment. The team will focus on this topic at its January full day meeting on 1/28/25.

**State**

- **Health Care Policy and Finance (HCPF).**

- HCPF is planning numerous changes in 2025. These have been summarized with information known to date in the LTSS Newsletter created for providers and members. It is included in the Board meeting packet. In addition, the Department will be following the JBC discussions closely to understand the level of cuts that will be necessary and where those cuts will be made.
- HCPF has requested \$5 million to fund sustainability payments to CMAs in the form of retroactive rate increases. The payments will be based on Targeted Case Management billing between July 1, 2024 and September 30, 2024. It is proposed to be implemented as a temporary rate increase of 17.07%. This rate increase matches the requested increase to County Administration payments. The payments will be paid in lump sum payments to CMAs directly in March 2025.

- **Early Intervention (EI).**

- TRE continues to await a response regarding our submission of a negotiated administrative rate for the Early Intervention contract.



**The Resource Exchange, Inc.**

Chief Executive Officer Report

January 2025

- The JBC has expressed concern to CDEC about the request for legislation to make the Early Intervention Program an entitlement program. It is currently felt this is an unlikely bill to be run by the JBC this year, particularly given the budget crisis.

*Colleen Batchelor*

Respectfully submitted:

Colleen Batchelor, Chief Executive Officer

06 January 2025

## December 2024: *The Latest in LTSS*



In a collaborative effort, leadership members from various agencies in our region have partnered to compile and distribute streamlined communication to our stakeholders in long-term care and supports.

We invite you to actively share this information with your stakeholders, ensuring widespread distribution. All issues of this newsletter can be found on the TRE website [here](#).

### The Latest

#### TRE Updates

- TRE has successfully **completed** its Backlog Reduction and Stabilization Plan to eliminate delays in activities necessary for timely access to services for Members. This plan has been focused on backlogs related to:
  - Initial Level of Care Assessments
  - Monitoring Contacts
  - Service Plans including PARs
- TRE has continued to see improvements in staffing overall and has greatly reduced vacancies. 23 staff were hired in November and December with an additional 20 in January. These staff will require at least 60 days to complete the necessary training for the positions. TRE is also seeing fewer escalation cases with HCPF.
- Remaining Challenges Being Addressed:
- TRE Vault data system
  - 12/18/2024 -A pilot group of providers will start working and testing the Provider Portal. TRE will receive feedback and discuss possible enhancements to the Provider Portal prior to a full roll out to all providers in 2025.
  - TRE is working with Wipfli to discuss service requests/referrals in the system based on current provider feedback.

#### HCPF Updates

HCPF has a number of Priority Projects for 2025. HCPF will be re-launching bi-monthly webinars focusing on these projects. You can also access information and updates at [Long-Term Services and Supports Programs | Department of Health Care Policy and Financing](#).

- [Paying Providers Timely to Protect Access to Services](#) – HCPF is making updates to member benefit plan processing in interChange to address this issue. It is expected to be implemented on 12/18/24.
- [CCM System Efforts](#) to Address Known Issues
  - Requested the vendor to add resources
  - Introduced a phased implementation of enhancements, delaying some
  - Improved internal governance, oversight, and accountability of the vendor
  - Increased Case Manager support through 1:1 agency meetings, weekly CCM communications, and bimonthly TA support calls

- Protecting Coverage for LTSS Members – HCPF will begin transitioning to a 60-Day Pause for Terminations in January 2025. Each month, on the 5<sup>th</sup> of the month, HCPF will generate a list of renewals for that month. For those Members who are potentially not eligible for LTSS, they will be sent a letter regarding information that is necessary in order to continue their eligibility. If the Member has not provided this information within 60 days of their renewal month, they will be sent a letter to terminate them from LTSS. CMAs are expecting to receive a copy of these lists each month in order to support efforts to work with Members to provide the needed information. If a member wants to appeal this termination, beginning June 2025, the Member will need to submit a Continuation Request for Benefits prior to the end of the 60-day period.
- Community First Choice – CFC is an optional Medicaid program being implemented by Colorado by July 1, 2025. It provides for home and community based attendant services and supports to be offered to eligible members through the Medicaid State Plan, rather than through the Waivers. It is intended to promote self-direction, relocation out of institutions, and person-centered practices. See HPCF’s website for more information - [\[\\*\] Community First Choice Option | Department of Health Care Policy and Financing](#). HCPF is in the process of developing communication to Members to help explain CFC. As part of CFC implementation in Colorado:
  - **CLLI and CHCBS Waivers** will merge into a new Children with Complex Health Needs (CwCHN) Waiver.
    - The new waiver will have expanded eligibility criteria to capture both previous waiver populations. Members currently enrolled in either of the existing waivers will be transitioned into the new waiver. This transition will occur on July 1, 2025 for children currently on the CLLI waiver and at the time of the child’s scheduled CSR in FY 25-26 for those on the CHCBS waiver.
    - Families will have access to the following services under the CwCHN Waiver
      - Wellness Education Benefit (WEB)
      - Respite
      - Counseling
      - Massage
      - Therapeutic Life Limiting Illness Support
      - Palliative Support
      - Expressive Therapy
      - Families will need to utilize at least 1 service per month to remain enrolled in the waiver.
    - IHSS will move from waiver services to CFC State Plan services. Members will continue to have access to IHSS if they have an assessed need. TRE understands that this information has many complexities, and we do not have further information at this time. Please know TRE is participating in stakeholder groups and working closely with HCPF to understand changes, implementation and providing advocacy for our families. We will continue to share information as it is available.

- Case Managers/Service Coordinators will support services under both HCBS Waivers and CFC.
- Stakeholders can provide feedback on the Community First Choice regulation which is published on the CFC web page provided above.
- Claims Questions from Providers - Case managers/Service Coordinators are not expected to answer claims or billing questions from providers. Providers should contact the Provider Services Call Center with questions about denied claims or other issues with billing or verifying member eligibility. Providers can [follow this link](#) to access relevant telephone numbers and other web resources. For situations where there is no PAR or the PAR is not accurate, providers should continue to contact TRE.
- Colorado Single Assessment (CSA), Person-Centered Support Plan (PCSP), and SIS Decommission – HCPF intends to retire the SIS and create a new process to determine Support Levels for members with IDD enrolling Residential or Day Habilitation services.
  - The 100.2 will continue to be used for program eligibility
  - Replace the SIS with an Interim Support Level Assessment for ONLY newly enrolling members for DD and SLS waivers by 7/1/25.
  - More information on how SIS reviews will be completed once the SIS is decommissioned is not yet available.
- Nurse Assessor – The Nurse Assessor is a process to streamline the way members are assessed and receive a recommendation for skilled care services. A third party vendor will perform the assessments (these assessments are outside the scope of Case Manager responsibilities). HCPF anticipates phasing in the nurse assessor with the resumption of pediatric LTHH PAR requirements. The assessment will be used for both pediatric and adult members.
- Pediatric Long-Term Home Health (PLTHH) PAR Restart – PLTHH PARs will be restarted beginning 5/1/25 for PT, OT, and ST services and beginning 7/1/25 for Intermittent Nursing and CNA services to align with the roll out of CFC. There will be a phased approach to the requirement. [Home Health Program | Department of Health Care Policy and Financing](#)

## What Members Should Know

- CHCBS and CLLI Children and Families
  - The CLLI and CHCBS Waivers will merge into a new Children with Complex Health Needs (CwCHN) Waiver starting July 1, 2025. The new waiver will have expanded eligibility criteria to capture both previous waiver populations. Members currently enrolled in either of the existing waivers will be transitioned into the new waiver. TRE sent expanded details to families receiving these services and those details are available in the section above.
- Youths transitioning from HCBS-CES or HCBS-CHRP services to the HCBS-DD waiver. Members who are moving from HCBS-CES or HCBS-CHRP into Adult waivers are no longer able to independently choose to enroll into the HCBS-DD waiver. There is a new process that must be approved by HCPF before an enrollment into the HCBS-DD waiver can occur. Similarly, members must now be enrolled in and accessing services through the HCBS-CES or HCBS-CHRP Waiver for at least 30 days to be considered. The new process was effective December 4, 2024. TRE is working through the details with HCPF and your Service Coordinator can guide families through this process.

## Resources and What You Can Do

- HCPF Website: Stabilizing Long-Term Services and Supports (LTSS) – This landing page can be accessed by Members, Providers, CMAs and other Partners to learn about the status of efforts and remedies. You can also find all previous communications from HCPF here. [Stabilizing Long-Term Services and Supports \(LTSS\) | Colorado Department of Health Care Policy & Financing](#)
- Sign up for OCL and HCPF Communications
  - If you are not currently receiving these emails, [sign up here](#). [See a list](#) of all HCPF newsletters you can subscribe to.
- As the Regional Accountable Entity (RAE), Colorado Community Health Alliance is responsible for reducing barriers that members experience when accessing care. CCHA services are part of an individual's **Health First Colorado benefits**, so there is **no cost to members**.

### CCHA Referrals

- Referral form can be found here:
  - Online: [www.cchacares.com/for-providers/ccha-provider-support/](http://www.cchacares.com/for-providers/ccha-provider-support/)

### Call CCHA Member Support:

- **Region 7** (El Paso, Park and Teller counties)
  - Email: [R7Referral@cchacares.com](mailto:R7Referral@cchacares.com)
  - Local: 719-598-1540
  - Toll free: 1-855-627-4685

Need printed resources for your members? CCHA can help. Visit this link for educational materials, flyers, and posters available to providers at no cost: [CCHA | Free Educational Materials](#)

- Follow HCPF Stakeholder Engagement - [Office of Community Living Stakeholder Engagement | Department of Health Care Policy and Financing](#)
- Follow TRE on its primary social media platform, Facebook, [here](#)

## What The Acronyms Mean

- Acronym Guide: [Office Of Community Living Acronym Glossary | Colorado Department of Health Care Policy & Financing](#)
- Member = person in services
- CCM = Care and Case Management system (statewide Member health record). This replaced the Benefits Utilization System (BUS)
- HCPF = Health Care Policy and Financing
- CMA = Case Management Agencies. Formerly CCBs and SEPs.
- CMRD = Case Management Redesign

- DSA = Direct Service Area. This is how CMRD designated CMAs. TRE works with both DSA 11 (El Paso, Park, and Teller Counties) and DSA 12 (Pueblo County).
- LTSS = Long Term Services and Supports. Also known as HCBS (Home and Community Based Services) or LTC (Long Term Care).
- OCL = Office of Community Living