



BUILDING INCLUSIVE COMMUNITIES SINCE 1964

BOARD OF DIRECTORS' MEETING NOTICE

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

FROM: LOIS LANDGRAF, Chair

THE BOARD OF DIRECTORS OF THE RESOURCE EXCHANGE WILL MEET ON WEDNESDAY, JULY 17, 2024 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 TO CONFIRM YOUR ATTENDANCE OR WITH ANY QUESTIONS.

MEETING AGENDA

- I. CALL MEETING TO ORDER - Lois Landgraf, Chair
- II. PUBLIC COMMENTS - 10 minutes
- III. INTRODUCTION OF NEW STAFF
- IV. MISSION MOMENT- Level Up Staff Graduate - Ryan Kuyper
- V. STRATEGIC FOCUS - Staff Development- Ryan Kuyper and De'Aura Lemus
- VI. 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, June 19, 2024
- VII. BOARD COMMITTEE REPORTS
 - a. Finance and Investment Committee (FIC)- Jessie Martinez, Treasurer
 - Monthly Report - June 2024
 - o Approval of FIC Report for June 2024
 - o Approval of 6385 Corporate Drive LLC Budget, FY25
 - b. Development Committee - Patrick Davis / Kelly Lyng
 - c. Executive Committee - Lois Landgraf, Chair

TRE Mission

Advocating for independence anti inclusion, TRE part11ers with children anti adults wlzo 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, a11d collaborating with community partners.

- VIII. CEO REPORT - Colleen Batchelor, CEO
- IX. NEW BUSINESS
 - a. Family Support Council Member Nomination-Deborah Serat
 - b. August 2024 Board Meeting Strategic Focus
 - FY23/24 Year-End Review - Jessie Martinez and Heather Whitwo1th
- X. ONGOING BUSINESS
 - a. 6385 Corporate Drive LLC and New Altitude Updates - Jenn Strehlow
 - b. 18¹¹ Annual Legislative Town Hall Updates - Sarah Brittain Jack / Ginger Stringer
- XI. PUBLIC COMMENTS - 5 minutes
- XII. SCHEDULE OF NEXT MEETING - August 21, 2024
- XIII. MOTION TO ADJOURN REGULAR SESSION



BUILDING INCLUSIVE COMMUNITIES SINCE 1964

**BOARD OF DIRECTORS' MEETING MINUTES
Wednesday, June 19, 2024**

MEMBERS PRESENT: (via Teams unless otherwise noted)

LOIS LANDGRAF, Chair-in person
PATRICK DAVIS, Vice Chair - in person
JESSIE MARTINEZ, Treasurer- in person
LAURIE HUISINGH, Secretary - in person
HEIDIBRANDON
SARAH BRITTAIN JACK - in person
BERNARD BYERS
TRACI MARQUES - in person
DAVEPAUL
SHARON THOMPSON
JENNIFER THORNTON

MEMBERS ABSENT:

RAQUEL DOMINGUEZ
GEORGE MENTZ
SHARON THOMPSON
JENNIFER THORNTON

STAFF PRESENT:

NICOLE ALGER, Coordinator
RACHEL AYALA, Benefits Coordinator, Pueblo
COLLEEN BATCHELOR, CEO - in person
SARAH BOUTON, Navigation and Quality Supervisor
MIRANDA BRIDGEFORD, Coordinator
SUSAN CALLAN, Ongoing Case Management Supervisor
SARA CASTONGUAY, Navigation and Quality Lead
TINA CHAVEZ, Coordinator
KYLE COX, Navigation Manager
ALICIA DAHLBERG, Navigation and Quality Supervisor
JASMINE EDWARDS, Support Coordinator
TAMARA ENGRAM, Executive Assistant - in person
DORA FERNANDEZ, IT Project Manager
DEMI FICKEN, Coordinator
LORI GANZ, Clinical Services Director

DON GRAY, Facilities Director- in person
BRANDI GRIFFITHS, Service Coordination Manager
CHAD GUFAROTTI, Assistant Director of Development,
Grants and Contracts - in person
MORGAN JACOBUS, Marketing and Communications Manager
TAMIE KNERR, Controller
RYAN KUYPER, Learning and Staff Development Director- in person
KELLY LYNG, Development Director
MICHELE MALDONADO, Coordinator
VANESSA MARTIN, Early Intervention Lead
CALLIE MURPHY, State General Funds Manager
SANDRA NASSIF, Prior Authorization Request Coordinator
BRITTANY NELSON, Prior Authorization Request Coordinator
SARAH NOLAN, Respite Programs Specialist
SARA PARDO, Navigation Support Coordinator
KENDRA RANDERSON, Family Support Services Coordinator
AMANDA REED, Early Intervention Director - in person
KAREN RICE, EI Billing Manager
BRITTANY STRACHER, Intake Supervisor
GINGER STRINGER, Physician & Community Outreach Specialist
LAURA THOMAS, Case Management Director
CHERI ULMER, Program Support Manager
KAREY URBANSKI, Human Resources Director - in person
MELISSA WATZ, Case Aide
HEATHER WHITWORTH, CFO
KRISTIN VALENTI, Navigation and Quality Supervisor
NANCY VIGIL, Interim Director of Case Management Transition

GUESTS:

MEGAN BILLESBACH, Prospective BOD Member
CATHERINE BRADBURY, Able Light
CASS DALEY, Parent/Advocate
EMERALD DOYLE, Prospective BOD Member
SHIRA MANDEL, Freedom Career Services
DANNETTE NELSON, Goodwill Services of Southern Colorado
JENNIFER STREHLOW, Operations Director, 6385 Corporate Drive LLC
and New Altitude - in person
303.949.2591 (no name provided)

I. CALL MEETING TO ORDER

The regular meeting was called to order at 7:30 am by Lois Landgraf, Chair.

II. PUBLIC COMMENTS

The Board of Directors welcomed all new staff at The Resource Exchange.

III. MISSION MOMENT - Early Intervention (EI) Services/Partnership

Vanessa Martin, Early Intervention Lead introduced Donna Keale, Colorado School for the Deaf and the Blind (CSDB). Ms. Keale demonstrated various simulated activities to engage individuals with hearing and/or vision impairments. Different textures, shapes, and sounds are essential when initiating interactions.

TRE's EI therapists provide therapies for many children (and their families) with hearing and/or vision impairments. They have a dedicated team with this expertise.

A question was asked about donations to assist with the cost of the adaptive pieces. Donations are always accepted to assist with the cost of assistive technology and special toys.

IV. STRATEGIC FOCUS-Early Childhood Services

Amanda Reed, Director of Early Intervention and CHCBS and Lori Ganz, Director of Clinical Services shared information on the services and supports provided through Children's Home and Community Based Services Waiver (CHCBS), EI, Early Childhood Mental Health and Clinical Services.

CHCBS is a Medicaid waiver funded through the Colorado Department of Health Care Policy and Financing (HCPF) that provides funding for services or benefits for children with complex health/medical needs. This waiver does not require that the participant have an intellectual disability. TRE will fully assume the Case Management Agency (CMA) responsibilities for this waiver beginning July 1, 2024. Approximately 700 children and families will be transitioned from 3 private case management agencies on 7/1/24.

Early Intervention services are funded through the Colorado Department of Early Childhood. These services are also regulated by Part C of the Individuals with Disabilities Education Act (IDEA). Where Part B of this Act provides special education services in a school setting, EI services focus on therapies in a child's natural environment.

TRE also provides an early childhood mental health program for children birth to six years of age experiencing challenges in social emotional development and behaviors. Consultation is provided in early learning and childcare centers. It is a wonderful program that can help set children up for success and more positive social emotional development.

Unfortunately, this program is experiencing significant budget challenges (throughout the state) for the coming year which could reduce the program to less than half of what has been offered in the past. TRE is looking for additional funding through grants or other collaborations.

Clinical services involve direct care providers with professional licenses in areas such as speech and language, occupational and physical therapies in the Early Intervention program, TRE employs most of its service providers, clinical services providers, whereas most of the other EI programs use primarily independent contractors.

Through all program areas, TRE Early Childhood and CHCBS serve over 2000 children and families.

(The PowerPoint presentation is incorporated into these minutes by reference and can be found in the June 19, 2024 Board records for further review).

V. CONSENT AGENDA

The Consent Agenda included the requested approval of the Board of Directors' Meeting Minutes dated May 15, 2024.

A MOTION WAS MADE BY PATRICK DAVIS, SECONDED BY SARAH BRITAIN JACK TO ACCEPT AND APPROVE THE CONSENT AGENDA AS PRESENTED (TRE Board of Directors' Meeting Minutes dated May 15, 2024).
Motion unanimously approved.

VI. BOARD COMMITTEE REPORTS

a. Finance and Investment Committee (FIC)

Jessie Martinez, Treasurer shared the following information from the Finance and Investment Committee meeting held on June 17, 2024.

Financial Statements through May 2024 - The group reviewed the statements with the following notes:

- Positive bottom line of \$4.48 million; 6385 Corporate Drive LLC showed a deficit of \$582,000; resulting in a combined positive net income of \$3.9 million.
 - CMA Programs received \$5.5 million for backlog resolution and CMA stabilization. Even without this additional revenue, the CMA programs would reflect a break-even position, as of May 2024.
 - EI programs are struggling to cover actual expenditures, as many of the State approved budget caps have been reached. The current 10% de minimus indirect cost rate is insufficient to cover the actual indirect expenditures year-to-date. TRE awaits approval of an indirect cost rate of 1-8.72% for the coming fiscal year.
 - Family Support likewise struggles to generate sufficient revenue to cover the allocated M&G expenses.
 - Staff salaries were high due to three payroll cycles rather than two and one payroll cycle included retention bonuses for Care and Case Management users.
 - Cash on hand is good.
-

- Accounts Receivables look favorable moving into fiscal year end. EI payments for April remain unpaid to-date. HCA and EI Evaluations receivables are all that remain open over 61 days.
- Staffing numbers appear skewed as the budget did not reflect the Pueblo County expansion. In actual, there are still many CMA vacancies in Pueblo and El Paso County.
- TRE provided a loan in the amount of \$409,000 to the 6385 Corporate Dr to pay off the line of credit with the Bank of San Juans, for tenant finish work completed this year.

Fiscal Year 24/25 Budget-Staff presented a budget proposal for a deficit budget totaling \$1.2 million which will be covered by the money received for the backlog reduction and CMA stabilization.

- The backlog reduction funding is the largest portion of the deficit. This funding will cover the cost of 30 temporary staff for six months to complete a limited scope of work to eliminate backlogs in contract required activities caused by various systems changes and the rollout of the Care and Case Management system that has not gone well. Funds will also be used to create an incentive program for current staff that work above and beyond their normal caseloads to help with the reduction of the backlog work. This work must be completed no later than December 31, 2024.
- The challenges of the above has impacted the entire organization in that it created very heavy workloads for our staff, which contributed to turnover, which then contributed to additional recruitment needs and costs and the impact to morale of staff and that impact on productivity which reduced revenues overall for the contract over previous years.
- TRE is an organization with dedicated staff. The above funding will assist TRE with the implementation of processes and strategies that ensure a strong future in providing quality support and services to people with disabilities.

Of note:

- One-time costs included are for temporary staff and an incentive program for current staff assisting in the resolution of the backlog issues.
- IT projects of approximately \$422,000 are included.
- CMA client counts increased by 2,500 to 3,200 with Pueblo County expansion, and 700 families added to TRE's client count assuming all CHCBS case management as of July 1, 2024.
- It is recommended that the 401(k) match of 2.5% up to 6% of salary be continued.
- It is recommended that \$3 million of the CMA backlog reduction and stabilization funding be transferred to the investment portfolio to replenish operating reserves, which were exhausted in the past few years.

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

A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE THE FISCAL YEAR 2025 OPERATING BUDGET AS PRESENTED. *Motion unananimously approved.*

A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE THE CONTINUED 401(k) MATCH AS PRESENTED. *Motion unananimously approved.*

A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE THAT \$3 MILLION OF THE CMA BACKLOG REDUCTION AND STABILIZATION FUNDING BE TRANSFERRED TO THE INVESTMENT PORTFOLIO TO REPLENISH OPERATING RESERVES.
Motion unananimously approved.

b. Development Committee

Patrick Davis, Chair of Development Committee and Kelly Lyng, Development Director reported,

The following information was shared:

- Capital Campaign
 - o The Tax Planner's Happy Hour to share tax benefit information on TRE's Capital Campaign went very well.
 - o If you know of other individuals and community organizations that should be aware of this information, please contact Ms. Lyng.
 - o Recognition Leaf Project Funds raised to date: \$24,500 (6 leaves)
 - TRE's 60th Anniversary Celebration plans
 - o Several more leaves have been donated toward the Leaf Project. To date, approximately \$39,000 has been donated.
 - o A week-long celebration is being planned for the week of September 15, with an event covering a different area being held each day or evening Sunday-Thursday. Please block your schedule as much as possible for this week of celebration.
 - o Plans to include Pueblo County are also being discussed. Ms. Lyng will contact Jennifer Thornton, TRE BOD member to discuss ideas. And, if others have ideas, please contact Ms. Lyng.
 - o The final evening will be the Art Show displaying artwork donated by various members of our communities - people receiving services, staff, and professional artists. A portion of the artwork sales will be donated to TRE's Capital Campaign.
 - o A call for volunteers will be sent soon. Please contact Ms. Lyng to volunteer.
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- Presentations to Community Organizations and Members
 - o Ms. Lyng and Jennifer Strehlow, Director of New Altitude are visiting community groups/ organizations to help educate about TRE, Capital Campaign and the 60'h Anniversary. Please arrange for them to visit with one of your local groups.
 - o If Board members or other TRE Leadership are interested in hosting an event at their home or elsewhere, please contact Ms. Lyng or Ms. Strehlow.

c. Nominating Committee

Patrick Davis, Vice Chair presented the following information for approval.

- Second Term Nominations (Term: July 1, 2024 through June 30, 2027):
 - o Lois Landgraf
 - o George Mentz

A MOTION WAS MADE BY SARAH JACK BRITTAIN, SECONDED BY HEIDI BRANDON TO APPROVE THE SECOND TERMS OF LOIS LANDGRAF AND GEORGE MENTZ. *Motion unanimously approved.*

- Slate of Officers (Term: July 1, 2024 through June 30, 2025):
 - o Chair - Lois Landgraf
 - o Vice Chair - Patrick Davis
 - o Treasurer - Jessie Martinez
 - o Secretary- Laurie Huisingh

A MOTION WAS MADE BY SARAH JACK BRITTAIN, SECONDED BY HEIDI BRANDON TO APPROVE THE SLATE OF OFFICERS FOR FISCAL YEAR 2025 AS PRESENTED. *Motion unanimously approved.*

- New Board Member Nominations (Term: July 1, 2024 through June 30, 2027):
 - o Megan Billesbach
 - o Emerald Doyle

Ms. Bianca Hicks who was presented at last month's meeting, withdrew her interest in serving on the Board of Directors at this time.

A MOTION WAS MADE BY LOIS LANDGRAF, SECONDED BY JESSIE MARTINEZ TO APPROVE THE NOMINATION OF MEGAN BILLESBACH AND EMERALD DOYLE TO THE BOARD OF DIRECTORS. *Motion unanimously approved.*

d. Executive Committee

Lois Landgraf reported that the Committee made the following revisions to the Governing Calendar.

- September 18, 2024, 60'h Anniversary Celebration
 - October 16, 2024, Legislative Report and Updates
-

VII. CHIEF EXECUTIVE OFFICER'S REPORT

TRE Database - Staff training has started on the new database and portal system. Phases One and Two are rolling out July 1, 2024. Phases One and Two include a portal for Members. Phase Three will focus on data integration reducing the number of times that information needs to be input into our systems. Providers will also be able to upload documents, find prior authorizations and other information through a Provider Portal.

TRE's One Year Priority Plan Related to Strategic Goals - Colleen Batchelor, CEO provided an overview of the one-year priority goals/plan from TRE's Strategic Plan. The BOD's Executive Committee will review in detail prior to its presentation to the full BOD.

Early Intervention (EI) - TRE and the Department of Early Childhood continue the negotiations for next fiscal year's negotiated rate for administrative costs. A rate of 18.72% has been submitted for their approval.

One of the challenges is whether legally under the federal definition of this administrative cost, can TRE's EI's billing staff be treated as actual costs under the budget of the contract since they are allocated only to EI.

VIII. NEW BUSINESS

- a. 18¹¹¹ Annual Legislative Town Hall
 - Planning for this annual event is gearing up. The tentative date is October 2, 2024. Look for more details soon.
- b. Strategic Focus for July 17, 2024 Board of Director's Meeting
 - Staff Development - Ryan Kuyper and De' Aura Lemus

IX. ONGOING BUSINESS

- a. 6385 Corporate Drive LLC (Building) and New Altitude Updates
Jennifer Strehlow, Director of Operations provided an overview of activities:
 - A mini retreat for the 6385 Corporate Drive LLC's BOD is scheduled for Friday, June 21, 2024.
 - PASCO has signed a lease for space on the third floor.
 - The remaining unleased space on the third floor will be used for expansion of New Altitude.
 - Community networking has resulted in conference room space being leased by The Space Force Foundation.

The group congratulated Ms. Strehlow and Don Gray, Facilities Director, on the enormous gains throughout the building and New Altitude over the past year or so.

X. PUBLIC COMMENTS

None.

XI. SCHEDULE OF NEXT MEETING

The next Board of Director's meeting is scheduled for **Wednesday, July 17, 2024, beginning at 7:30 am at The Resource Exchange, 6385 Corporate Drive, Colorado Springs and/or via Teams.**

XII. MOTION TO ADJOURN THE REGULAR SESSION

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

The regular session of the meeting adjourned at 9:00 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

July 2024

TRE

- **Organization News and Updates.**

- o CMA Updates

- CMA Backlog Plan and Progress

- o CMA Leadership met with HCPF on 6/28/24 to discuss the backlog plan.
 - o Activities in the Backlog Plan will be completed by 12/31/24 and address backlogs in:
 - Initial Assessments
 - Annual Assessments
 - Monitoring Contacts

- CMA Contract Updates

- o Staffing-As of 6/24/24

	TRE	CMA - El Paso, Park, Teller	CMA-Pueblo	CMA-CHCBS
Total FTE	517*	164	65	15
Positions Filled	86%	82% - Ongoing 90%- N/Q	69%	53%
Positions Vacant	14%	18% - Ongoing 10%- N/Q	31%	47%

- Open House in Pueblo is being Planned - Date to be determined.

- o Children's Home and Community Based Services Waiver (CHCBS) Updates

- TRE becomes the only CMA for CHCBS, effective 7/1/24. Three private CMAs declined to subcontract with TRE to continue providing case management under Colorado's transition to a single CMA for each defined service area.
 - Amanda Reed, Director of Early Childhood Services, will oversee the implementation of CHCBS.
 - Current status of this transition -
 - o Number of children and families being served - 750 (700 transferred from the 3 Private CMAs and 50 already served by TRE)
 - o Records from the 3 Private CMAs have been received and are being scanned into TRE's file systems
 - o Communication with families enrolled in this waiver have been developed and will be sent on 7/1/24.



The Resource Exchange, Inc.

Chief Executive Officer Report

July 2024

- o TRE Database and Member Portal Project -**TRE Vault**
 - CMA Staff training on the new TRE Vault system was held 6/17-6/28.
 - The system will Go Live 8/24.
 - Phase 3 will run 7/1/24-9/30/24 and will include Provider Portal and Data Integration with other TRE systems.

- **Executive Team Updates.**
 - o FY 24-25 Strategic Actions and Priorities
 - Sections from the full report will be delivered monthly via CEO Reports at each Board meeting.

- **Health Care Policy and Finance (HCPF).**
 - o TRE attended its first meeting with HCPF to discuss the Backlog Reduction Plan on 6/28/24.

- **Early Intervention (EI).**
 - o TRE continues to await a response regarding our submission of a negotiated administrative rate for the Early Intervention contract, and TRE is requesting a rate of 18.7%.

Respectfully submitted:

Colleen Batchelor, Chief Executive Officer

3 July 2024