



BUILDING INCLUSIVE COMMUNITIES SINCE 1964

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
MEGAN BILLESBACH EMERALD DOYLE JENNIFER THORNTON
HEIDI BRANDON TRACI MARQUES STEPHEN VARELA

FROM: LOIS LANDGRAF, Chair

THE BOARD OF DIRECTORS OF THE RESOURCE EXCHANGE WILL MEET ON WEDNESDAY, OCTOBER 16, 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
- II. PUBLIC COMMENTS – 10 minutes
- III. INTRODUCTION OF NEW STAFF
- IV. STRATEGIC FOCUS – Legislative Influences – Ed Bowditch, Bowditch & Cassell Public Affairs
- V. MISSION MOMENT – TRE 60th Anniversary Coverage – Morgan Defalco
- 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, September 18, 2024
- VII. BOARD COMMITTEE REPORTS
 - a. Finance and Investment Committee (FIC) – Jessie Martinez, Treasurer
 - Monthly Report – September 2024
 - Approval of FIC Report for September 2024
 - b. Nominating Committee – George Mentz
 - Welcome to Stephen Varela
 - c. Development Committee –
 - Board Members share experiences from 60th Anniversary Events

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.

d. 6385 Corporate Drive LLC BOD Report – Jenn Strehlow

e. Executive Committee – Lois Landgraf, Chair

VIII. CEO REPORT – Colleen Batchelor, CEO

IX. NEW BUSINESS

a. November 20, 2024 - Board Meeting Strategic Focus

- Fundraising and Development – Development Team

X. ONGOING BUSINESS

XI. PUBLIC COMMENTS – 5 minutes

XII. SCHEDULE OF NEXT MEETING – November 20, 2024 at 7:30 am

XIII. MOTION TO ADJOURN REGULAR SESSION



Update to the Resource Exchange

October 2024

Quarterly Revenue Estimates

The Legislative Council Staff (LCS) and Governor’s Office of State Planning and Budgeting (OSPB) issued their quarterly forecasts on September 20. The September forecast is used for the Governor’s November 1st budget request for FY 2025-26. **Most importantly**, both Legislative Council and OSPB anticipate a very tough budget year in FY 2025-26.

Budgeting Outlook

According to Legislative Council, General Fund revenue forecast is downgraded – down \$76 million in FY 2024-25 and \$411 million in FY 2025-26. The TABOR refund has increased by \$37 million and decreased by \$347 million across these two years.

Given today’s forecast, Legislative Council has prepared two budgeting scenarios for FY 2024-25 and FY 2025-26. The more realistic scenario – *Scenario B* – includes estimated caseload increases in Medicaid, provider rates, and annualized costs from bills passed in prior years. This scenario shows a deficit of \$921 million below the required 15 percent General Fund statutory reserve in FY 2025-26. In other words, the state would be spending down its reserve to balance the FY 2025-26 budget, adopting reductions to the anticipated increases, or a combination of both actions. This will make for a very challenging budget for FY 2025-26. In a similar message, the OSPB Director noted that there are more caseload pressures against reduced General Fund revenues.

Summary of Legislative Council Forecast:

TABOR Refunds and Inflation:

The state is projected to exceed its TABOR limit in the forecast period.

Estimated **TABOR Refunds** by Legislative Council Forecast

	Dec 2023	March 2024	June 2024	Sept 2024
FY 2023-24	\$1,777.0	\$1,824.5	\$1,445.6	\$1,660.3
FY 2024-25	\$1,792.6	\$1,909.8	\$328.1	\$365.2
FY 2025-26	\$2,013.2	\$2,291.2	\$1,094.9	\$747.3

Dollars above in millions.

The forecasted TABOR refund will trigger reductions in the state income tax rate over the next few years.

Projections for Inflation

	CY 2022	CY 2023	CY 2024	CY 2025
Denver- Lakewood-Aurora CPI	8.0%	5.2%	2.7%	2.9%

*The Denver-Lakewood-Aurora inflation rate is used to calculate the state's TABOR revenue limit.
The rate for CY 2024 is used to calculate the TABOR limit for FY 2025-26.*

What does this mean for FY 2024-25 and FY 2025-26?

1. The forecast estimates that the state is below its required reserve by approximately \$370 million in FY 2024-25. That amount will change by the December forecast – FY 2023-24 reversions and any changes resulting from ballot measures will be included.
2. For school finance, the General Fund contribution must increase for FY 2025-26 by 5.3 percent in order to maintain a balance of \$100 million in the State Education Fund throughout the forecast period.
3. There are a few ballot measures that could impact the state's budget. Proposition 130 would require additional funding to support law enforcement – an appropriation of \$350 million General Fund. It is assumed that if adopted, this appropriation could be made over multiple years. Proposition JJ would allow the state to retain all revenue associated from sports betting to be used for water projects – OSPB believes this could result in allowable retained revenue of \$6 million.

Specific Forecasts are available through the links below:

[OSPB](#)

[Legislative Council](#)

2024 Ballot

Colorado will be voting on 14 ballot measures in 2024. Of these, 7 are constitutional and 7 are statutory. The two proposed property tax measures have been removed from the ballot.

Upcoming Dates:

November 1, 2024: Governor's Budget Request for FY 2025-26 Unveiled

November 5, 2024: Election Day

December 20, 2024: Quarterly Revenue Estimates

January 8, 2025: Legislative Session Begins

May 7, 2025: Legislative Session Ends



BUILDING INCLUSIVE COMMUNITIES SINCE 1964

BOARD OF DIRECTORS' MEETING MINUTES
Wednesday, September 18, 2024

MEMBERS PRESENT: (via Teams unless otherwise noted)

PATRICK DAVIS, Vice Chair – in person
JESSIE MARTINEZ, Treasurer – in person
MEGAN BILLESBACH – in person
HEIDI BRANDON – in person
SARAH BRITTAIN JACK – in person
BERNARD BYERS
DAVE PAUL – in person
SHARON THOMPSON – in person

MEMBERS ABSENT:

RAQUEL DOMINGUEZ
EMERALD DOYLE
LOIS LANDGRAF, Chair
GEORGE MENTZ
LAURIE HUISINGH, Secretary
TRACI MARQUES
JENNIFER THORNTON

STAFF PRESENT:

JENNIFER ANAYA, Child and Family Services Coordinator
COLLEEN BATCHELOR, CEO – in person
SUSAN CALLAN, Ongoing Case Management Supervisor
KRISTIN CAMPBELL, Intake Coordinator
REBECCA CASTLE, Ongoing Coordinator, Pueblo
TAMARA ENGRAM, Executive Assistant – in person
HAYLEY FERGUSON, PAR Coordinator
DON GRAY, Facilities Director – in person
CHAD GUFAROTTI, Assistant Director of Development – in person
AIMEE HATLEY, Intake Coordinator
MELISSA HERNANDEZ, Ongoing Coordinator, Pueblo
NOELLE HERNANDEZ, Ongoing Coordinator
PEYTON HOLDEN,
RAQUARRA ISHMAR, Intake Coordinator
TAMIE KNERR, Controller



RYAN KUYPER, Learning and Staff Development Director
DE'AURA LEMUS, Strategy and Culture Specialist – in person
NORA HILL-LUNA, Navigation Support Coordinator
KELLY LYNG, Development Director – in person
JOHANNA MADANY, Physical Therapist
ROSE MARTIAN, Ongoing Coordinator, Pueblo
CLIFF McLUCKIE, Child and Family Services Coordinator
JESSICA MILLER, Child and Family Services Coordinator
RAYMOND MONTOYA, Ongoing Coordinator, Pueblo
CALLIE MURPHY, State General Funds Manager
KAREN NELSON, Child and Family Services Coordinator
SARAH NOLAN, Volunteer and Respite Program Manager – in person
CRISTIAN PANTOJA, Intake Coordinator
KENDRA RANDERSON, FSSP Coordinator
KIMBERLY REISIGER, Ongoing Coordinator
BERNADETTE SALAZAR, Enrollment Coordinator, Pueblo
STACY SMITH, Ongoing Coordinator, Pueblo
JENNIFER STREHLOW, Operations Director, 6385 Corporate Drive LLC
and New Altitude – in person
CHARISSA THAYER,
LAURA TRUJILLO, Intake Coordinator, Pueblo
CHERI ULMER, Program Support Manager
NANCY VIGIL, Interim Director of Case Management Transition
HEATHER WHITWORTH, CFO

GUESTS:

RICHARD BARROS, Special Kids Special Children
STACEY BURNS, Organizational Consultant – in person
TIM CUNNINGHAM, Cheyenne Village

I. CALL MEETING TO ORDER

The regular meeting was called to order at 7:35 am by Patrick Davis, Vice Chair.

II. INTRODUCTION OF NEW STAFF

The Board of Directors welcomed the new staff to TRE.

III. PUBLIC COMMENTS

None.

IV. CONSENT AGENDA

A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY SHARON THOMPSON TO ACCEPT AND APPROVE TRE BOARD OF DIRECTORS' MEETING MINUTES DATED AUGUST 21, 2024, AS PRESENTED). *Motion unanimously approved.*

A MOTION WAS MADE BY DAVE PAUL, SECONDED BY HEIDI BRANDON TO APPROVE SUBMITTING A GRANT APPLICATION TO DISABLING BARRIERS IN THE AMOUNT OF \$75,000. *Motion unanimously approved.*

V. 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 September 16, 2024.

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

- For August 2024, month ending, essentially at breakeven (short by approximately \$2000). Following are activities during the month of August.
 - Revenues from July 2024 were trued up to reflect finalized billings and underestimated revenues.
 - CMA is showing a profit for August due to grant revenue and increased billings.
 - Still working on a holdover contract for Early Intervention. Therefore, TRE is not able to bill for all categories/items for the new fiscal year. Hopefully the new templates and methodologies will be in place in October 2024.
 - CES, Medicaid, SLS and Comprehensive Services show a deficit due to the timing of invoices and payments and no funding for M&G activities.
- Cash position remains strong with 2.39 months of cash on hand in TRE's Sweep and Bank Accounts.
- FTEs are currently 100 short of budget.
- CMA Accounts Receivables show:
 - 61-90 days outstanding category:
 - Admin and General Fund payments which were subsequently paid last week.
 - 31-60 days outstanding category:
 - Early Intervention July payment has not been received.
- Intercompany Activity:
 - \$25,000 represents salaries and benefits and other operating expenses that TRE paid on behalf of 6385 Corporate Drive.

- Balance Sheet:
 - Accrued Salaries and PTO
 - Accrued approximately a full month of payroll that covered the prior month.
 - Accrued PTO continues to increase due to staff not taking PTO due to workload issues and other assigned projects.
- Accounts Payables show deferred revenue for grant reimbursements due to not utilizing the full grant amounts.
- Operating Expenses
 - Consulting expenses are high due to the number of temporary staff hired for the Backlog Reduction Project.
 - IT Support due to extra IT projects.
 - Furniture and Equipment – signage and furniture for the Pueblo County office.
- Possible Budget Changes
 - Currently assessing the feasibility of changing the discretionary 401(k) match in the new calendar year.
- Financial Audits – The financial audit and single audit field work began on September 16. The 401(k) audit is approximately ¾ done.

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

b. Nominating Committee

Several members of the Nominating Committee met with Stephen Varela. Mr. Varela is from Pueblo and is interested in serving on the BOD representing Pueblo County.

A MOTION WAS PRESENTED BY THE NOMINATING COMMITTEE TO APPROVE THE APPOINTMENT OF STEPHEN VARELA FOR A FIRST TERM OF THREE YEARS BEGINNING OCTOBER 1, 2024. *Motion unanimously approved.*

c. Development Committee

60th Anniversary Celebration

Vice Chair Davis shared historical data with the group mentioning the families that founded TRE in 1964.

The events thus far this week have all been successful in celebrating different areas of TRE. It has been a fun week with Members, their friends and families, caregivers and other community members; celebrating staff; celebrating BOD members, etc.

Kelly Lyng, Development Director reminded the group of the VIP Dedication Ceremony and Art Show and Auction on Thursday beginning at 5:00 pm.

VI. CHIEF EXECUTIVE OFFICER'S REPORT

Colleen Batchelor, CEO provided information on the projects that the Executive Team is focusing on – the Backlog Reduction Plan and improving TRE's response time with helping people with disabilities access services and supports.

Backlog Reduction Plan Update

- 22 of 30 temporary positions have been filled, training and beginning work.
- TRE Directors, Managers and Supervisors are dedicating their time on Thursdays to work towards backlog reduction.
- Recognition of the continuing training and support needed for staff to understand what is needed to prevent issues with prior authorizations being processed as well as other requirements to ensure that services and support are provided in a timely manner.

Organizational Structure

The CMA Leadership Team is working closely with Stacy Burns to evaluate and strategize on better structure and workload methodology as well as support systems for staff.

- Determine the correct caseload size.
- Determine the correct number of staff that a supervisor can effectively support.
- Determine staffing levels that show positive relationships and revenues.
- TRE is participating in a time study sponsored by The Alliance to help determine the true amount of time it takes for a Service Coordinator to complete the tasks necessary to support a Member and their family in a meaningful way—by building authentic relationships with them.

(The PowerPoint presentation is incorporated into these minutes by reference and can be found in the September 18, 2024 Board records for further review).

Early Intervention

Finalization on the state negotiated rate with EI Colorado is not moving forward as quickly as anticipated. TRE continues to wait for a meeting to discuss this further.

VII. NEW BUSINESS

- a. Strategic Focus for October 16, 2024 Board of Director' Meeting
 - Legislative Influences – Ed Bowditch



VIII. ONGOING BUSINESS

a. 6385 Corporate Drive LLC (Building) and New Altitude Updates
Jennifer Strehlow, Director of Operations provided an overview of activities:
6385 Corporate Drive LLC

- Jenn shared that she has several tours scheduled for prospective tenants for 6385 Corporate Drive and members with New Altitude.
- PASCO will move in soon.
- Learning Rx is celebrating its 20th Anniversary.
- Joint Initiatives will be moving out soon.

b. 18th Annual Legislative Town Hall on Disabilities
Sarah Brittain Jack reported.

- The event is scheduled for October 2, 2024, 6-7:30 pm at Centennial Hall.
- All were encouraged to share and invite others to attend.
- Please RSVP to Tammie for both the Town Hall and the VIP Reception prior to the Town Hall.
- A town hall will also be planned in Pueblo County at a later date.

IX. PUBLIC COMMENTS

None.

X. SCHEDULE OF NEXT MEETING

The next Board of Director's meeting is scheduled for **Wednesday, October 16, 2024, beginning at 7:30 am at The Resource Exchange, 6385 Corporate Drive, Colorado Springs and/or via Teams.**

XI. MOTION TO ADJOURN THE REGULAR SESSION

A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY SARAH BRITTAIN JACK TO ADJOURN THE REGULAR MEETING. *Motion unanimously approved.*

The regular session of the meeting adjourned at 8:20 am.

SUBMITTED BY:

Colleen Head Batchelor, CEO

RECORDED AND TRANSCRIBED BY:

Tamara Engram, Executive Assistant

APPROVED AS TO FORMAT:

Laurie Huisingsh, Secretary

Finance and Investment Committee Meeting Minutes

Date: Monday, October 14, 2024

Time: 4:00-5:10 pm

Board Members Present: Jessie Martinez, BOD Treasurer, Patrick Davis, Vice Chair

TRE Staff Present: Heather Whitworth, CFO, Colleen Batchelor, CEO, Jessica Bell, Stacey Burns, Kyle Cox, Morgan Defalco, Dora, Fernandez, Chad Gufarotti, Brandi Griffith, Tamie Knerr, Cheri Ulmer, Karey Urbanski, Nancy Vigil, Samantha Winter, and Tamara Engram (note taker)

Guests: Robert Book, Travis Crowell, Andy Inman, Springs Wealth Advisors

1. Quarterly 401(k) Review with Springs Wealth Advisors

Travis Crowell presented information on TRE's Retirement Plan as of June 30, 2024.

- a. 225 employees out of 436 eligible staff are participating in the 401(k) plan.
- b. The plan's balance is \$11,630,125 as of June 30, 2024.
- c. Fund selections are all positive with none on the watch list.
- d. Savings rate for those participating is @ 9%.
- e. Various match percentage options were reviewed as possibilities for TRE's 401(k) plan over the next several years.
 - i. The Finance and Investment Committee will continue to review options with a recommendation to be made at the October 16, 2024 BOD meeting for CY2025.

2. Financial Statements Review – September 2024

- a. YTD for TRE only shows a positive of \$955,000. YTD for 6385 Corporate Drive LLC shows a negative balance of \$142,000. The combined positive position for YTD is approximately \$813,000.
- b. Revenues have increased for both CMA and Early Childhood Services.
 - i. CMA increase is mainly due to an increase in monitorings being completed. The monitorings revenue is at \$239,000. Great job!!
 - ii. PMPM revenue is still less than anticipated. A plan is in place to address this as the backlog reduction plan continues to move forward.
 - iii. CMA Leadership continue to work on PARs and other needed areas on a weekly basis to assist in meeting the backlog reduction plan.
 - iv. Early Childhood revenue increased due to the new contract billing templates and methodologies being put in place. There are still areas of the new contract that need clarification and further discussion with El Colorado.

3. Cash position remains strong.

- a. Costs for the continued DocuSign Agreement and Microsoft Licenses (now payable on an annual basis) slightly impacted cash on hand.
- b. In October, an order for laptops approved in the budget will also impact cash on hand.

- 4. FTE –** approximately 81 FTEs short from the projected numbers in the approved budget. Temporary positions were included in the budgeted staff projections so this line item will remain out of variance while staff from temp agencies are being utilized. Human Resources continues to find creative ways to attract new hires.

5. **Accounts Receivables**
 - a. Early Childhood
 - i. Accounts Receivables for Early Childhood Services is high due to no payments to date being received for FY25.
6. **Intercompany Activity**
 - a. The two items represented in this area remain salaries and expenses paid.
7. **Balance Sheet** shows \$347,000 in TRE's bank account with the Sweep Account and the Investment Portfolio showing positive amounts.
8. **PTO**
 - a. Staff are not taking PTO due to workload issues and other assigned projects which continues to result in accrued PTO increasing each month.
9. **Current Liabilities** show deferred revenue in the amount of \$404,000 to be repaid for underutilization of HCPF grants. TRE paid \$393,000 back in early October and the remaining \$11,000 will also need to be refunded in the near future. TRE is awaiting the confirmed final amount from HCPF.
10. **Operating Expenses:**
 - a. Consultant expenses are high due to the number of temporary staff hired for the Backlog Reduction Project.
 - b. IT Support is high due to continuing Wipfli projects no longer covered by grants in addition to the regular monthly service fees.
 - c. Payments for various items of leased equipment are due quarterly which affects the presentation on the monthly reports.
 - d. 401(k) Audit payment in the amount of \$9800 was paid.
 - e. Events show expenditures for the 60th Anniversary Celebrations.
11. **Restricted Funding**
 - a. Capital Campaign donations have been moved to restricted funding.
 - b. There remains an amount designated to Go Baby Go for its next session.
12. **Budget Changes**
 - a. The Finance and Investment Committee is assessing the feasibility of changing the discretionary 401(k) match in the new calendar year. Recommendations will be submitted to the full BOD for consideration once the review is completed.
13. **Pueblo County Department of Human Services (DHS)**

Revenue is reported in the same revenue categories on the financials as TRE generated revenue. Payments to Pueblo County from TRE are reflected in the CMA POS line, in the purchase of service section of the financials.
14. **Financial Audits**

The financial audit and single audit field work began on Monday, Sept 16. The 401k audit has been finalized and Form 5500 filed with the IRS.

15. Next Meeting

The next regular meeting is scheduled for Monday, November 18, 2024.

Transcribed by Tamara Engram (10/14/2024)

TRE - Key Performance Indicators
 FY25 through 9/30/24

Summary Income Statement:	Cross-Systems		Early Childhood		Comp Services	TRE Total	Building	New Altitude	6385 Total	Combined Total
	M&G	Care Integration	CMA	Services						
Revenue	327,614	-	7,238,210	2,345,297	53,942	9,984,029	194,924	66,583	261,507	10,245,536
Expenses	(684,361)	(17,191)	(5,773,349)	(2,468,340)	(21,228)	(9,028,761)	(337,092)	(66,197)	(403,289)	(9,432,050)
Allocated M&G	356,747	(735)	(246,827)	(105,529)	(908)	(2,482)	-	-	-	(0)
Net Income (Loss)	-	(17,926)	1,218,033	(228,572)	(6,596)	955,268	(142,168)	386	(141,782)	813,486

Months Cash on Hand:

Current Month	Prior Month	Variance
1.87	2.39	(0.52)

Current Ratio: 4.29 Quick Ratio: 4.27

Accounts Receivable:

	Current	Current FY			Total
		31-60 days	61-90 days	91-120 Days	
Miscellaneous/M&G	14,108	-	-	-	14,108
CMA	1,649,516	621,749	6,546	350,046	2,627,857
Early Childhood Services	810,175	580,630	632,723	28,644	2,052,173
Purchase of Service	8,481	-	-	-	8,481
	2,482,281	1,202,379	639,269	378,690	4,702,619

FTE Count:

FY25 Budget:	Current Month	Variance
547,27	End	(63,86)
593	512	(81)

Inter-Company Activity

Beginning Balance	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Ending Balance
4,018,966	22,758	25,258	23,055	-	-	-	-	-	-	-	-	-	4,090,037

THE RESOURCE EXCHANGE
Balance Sheet
As of Monday, September 30, 2024

	<u>Current</u> Year	<u>Previous</u> Year	Change
Assets			
Current Assets			
Cash	\$347,669.07	\$803,836.31	(\$456,167.24)
Accounts Receivable	4,702,618.60	3,108,859.40	1,593,759.20
Allowance for Credit Loss	(27,880.41)	(2,157.10)	(25,723.31)
Discount on Pledges Receivable	(877.96)		(877.96)
Net Accounts Receivable	4,673,860.23	3,106,702.30	1,567,157.93
Prepays & Deposits	76,752.61	29,425.04	47,327.57
Sweep Account	2,785,813.74	812,007.16	1,973,806.58
Long-term Investments	5,277,299.00	573,224.08	4,704,074.92
Total Current Assets	<u>13,161,394.65</u>	<u>5,325,194.89</u>	7,836,199.76
Equipment	623,233.43	538,944.62	84,288.81
Accum. Depreciation - Equipment	(545,637.68)	(509,129.83)	(36,507.85)
Net Equipment	<u>77,595.75</u>	<u>29,814.79</u>	47,780.96
Right of Use Assets	511,745.97	188,044.56	323,701.41
Investment in 6385 Corporate Dr LLC	4,090,036.54	3,255,843.76	834,192.78
Net Other Assets	<u>4,601,782.51</u>	<u>3,443,888.32</u>	1,157,894.19
Total Fixed Assets	4,679,378.26	3,473,703.11	1,205,675.15
Total Assets	<u><u>17,840,772.91</u></u>	<u><u>8,798,898.00</u></u>	<u><u>9,041,874.91</u></u>
Liabilities & Net Assets			
Current Liabilities			
Accounts Payable	433,267.96	123,176.24	310,091.72
Security Deposit		1,900.00	(1,900.00)
Accrued Liabilities	21,466.51	75,287.68	(53,821.17)
Lease Liabilities	92,993.18	106,767.27	(13,774.09)
Accrued Salaries	627,967.50	830,954.00	(202,986.50)
Accrued Vacation	1,485,966.26	1,229,720.84	256,245.42
Deferred Revenue	403,956.53	291,979.46	111,977.07
Total Current Liabilities	<u>3,065,617.94</u>	<u>2,659,785.49</u>	405,832.45
Long Term Liabilities			
Lease Liabilities	417,578.82	81,278.39	336,300.43
Long Term Liabilities	<u>417,578.82</u>	<u>81,278.39</u>	336,300.43
Total Liabilities	<u><u>3,483,196.76</u></u>	<u><u>2,741,063.88</u></u>	<u><u>742,132.88</u></u>
Net Assets			
Temporarily Restricted Funds			
Contributions	126,061.76	74,766.34	51,295.42
Unrestricted			
Board Designated - Strategic Capital	357,266.10	357,266.10	
Net investment in equipment	77,595.75	29,814.79	47,780.96
Net investment in building	4,090,036.54	3,255,843.76	834,192.78
Net investment in right of use assets	511,745.97	121,410.72	390,335.25
Undesignated	8,239,602.04	3,044,631.69	5,194,970.35
Revenue Over (Under) Expense	955,267.99	(825,899.28)	1,781,167.27
Total Net Assets	<u>14,357,576.15</u>	<u>6,057,834.12</u>	8,299,742.03
Total Liabilities & Net Assets	<u><u>17,840,772.91</u></u>	<u><u>8,798,898.00</u></u>	<u><u>9,041,874.91</u></u>

THE RESOURCE EXCHANGE
Statement of Cash Flow
Month Ending 9/30/2024

	September
Revenues over (under) Expenditures	\$958,017.64
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	122,990.86
Allowance for Bad Debt	0.00
Prepays & Deposits	(194,663.42)
Notes Receivable	0.00
Accounts Payable	88,505.86
Notes Payable	0.00
Lease Liabilities	(11,965.16)
Accrued Salaries	(391,841.91)
Accrued Vacation	48,009.84
Deferred Revenue	(10,829.83)
Accrued Liabilities	(27,789.72)
Net Cash Provided by Operations	581,588.97
Cash Flows from Investing Activities:	
Changes in Investments	(18,891.80)
Changes in Fixed Assets	12,283.66
Collection of Notes Receivable	0.00
Net Cash Provided by Investing Activities	(6,608.14)
Increase (Decrease) in Cash	574,980.83
Cash at Beginning of Period	5,363,869.55
Cash at End of Period	5,850,894.65
Increase (Decrease) in Cash	487,025.10

THE RESOURCE EXCHANGE
Statement of Cash Flows
For the Three Months Ending Monday, September 30, 2024

	YTD
Revenues over (under) Expenditures	\$955,267.99
Adjustments to Reconcile Excess (Deficiency) of Revenues over (under) Expenditures to Cash	
Provided by Operations:	
Depreciation & Amortization	3,313.03
Changes in Current Assets and Liabilities:	
Clearing Account	
Accounts Receivable	1,205,997.27
Allowance for Bad Debt	
Prepays & Deposits	94,382.98
Notes Receivable	
Accounts Payable	(880,084.58)
Notes Payable	
Lease Liabilities	(35,659.32)
Accrued Salaries	136,089.36
Accrued Vacation	132,818.97
Deferred Revenue	(272,131.56)
Accrued Liabilities	(8,575.97)
Net Cash Provided by Operations	1,331,418.17
Cash Flows from Investing Activities:	
Changes in Investments	(1,529,233.31)
Changes in Fixed Assets	25,401.35
Collection of Notes Receivable	
Net Cash Provided by Investing Activities	(1,503,831.96)
Increase (Decrease) in Cash	(172,413.79)
Cash Ending Balance YTD	5,850,894.65
Cash Beginning Balance YTD	5,569,287.79
	281,606.86

THE RESOURCE EXCHANGE
Income Statement
Summary of All Units
For the Three Months Ending Monday, September 30, 2024

September Actual	Budget	Variance		Year-to-date Actual	Budget	Variance
Revenue						
State Funds:						
\$51,921.84	\$64,066.80	(\$12,144.96)	Supported Living Services (SLS)	\$145,292.11	\$192,200.40	(\$46,908.29)
397,520.06	538,276.50	(140,756.44)	Early Intervention (EI) Services	1,175,006.98	1,614,829.50	(439,822.52)
82,439.05	140,158.33	(57,719.28)	Early Intervention (EI) Service Coordination	257,861.86	420,474.99	(162,613.13)
41,725.99	35,916.67	5,809.32	Early Intervention (EI) Trust Fund	131,591.94	107,750.01	23,841.93
33,304.02	33,188.40	115.62	Early Intervention (EI) Evaluations	102,149.22	99,565.20	2,584.02
113,143.37	143,398.03	(30,254.66)	Early Intervention (EI) Management & Indirect Service	256,121.04	430,194.09	(174,073.05)
8,140.13	12,825.08	(4,684.95)	ECMH Services	42,734.55	38,475.24	4,259.31
35,505.47	52,314.14	(16,808.67)	Family Support Services (FSSP)	133,391.09	156,942.42	(23,551.33)
53,260.27	62,793.95	(9,533.68)	Ongoing Case Management (SLS & FSSP)	173,347.97	188,381.85	(15,033.88)
3,211.20	2,946.30	264.90	Monitoring inc. Rural Adjustments (SLS)	7,225.50	8,838.90	(1,613.40)
232.75	1,643.10	(1,410.35)	Most in Need Assessments (MINA) - FSSP	831.25	4,929.30	(4,098.05)
489.31	0.00	489.31	Critical Incident Review	1,096.54	0.00	1,096.54
2,591.97	1,551.89	1,040.08	Expenditure, Annual & Evaluation Reporting	5,695.75	4,655.67	1,040.08
0.00	627.44	(627.44)	Family Support Council	0.00	627.44	(627.44)
823,485.43	1,089,706.63	(266,221.20)	Total State Funds	2,432,345.80	3,267,865.01	(835,519.21)
Medicaid Funds:						
33,207.15	26,941.67	6,265.48	Comprehensive Services	53,942.18	80,825.01	(26,882.83)
9,873.42	8,693.33	1,180.09	Supported Living Services	15,539.99	26,079.99	(10,540.00)
1,004.97	8,000.00	(6,995.03)	Childrens Extensive Services (CES)	3,426.11	24,000.00	(20,573.89)
16,575.92	23,108.78	(6,532.86)	CES Applications	54,593.89	69,326.34	(14,732.45)
9,274.71	15,829.59	(6,554.88)	Home Care Allowance	27,824.13	47,488.77	(19,664.64)
12,800.10	35,000.00	(22,199.90)	Targeted Case Management	86,728.60	105,000.00	(18,271.40)
239,883.00	270,974.71	(31,091.71)	Monitoring	657,294.49	812,924.13	(155,629.64)
1,320,608.93	1,635,200.96	(314,592.03)	Per Member Per Month (PMPM)	4,175,650.54	4,905,602.88	(729,952.34)
0.00	7,314.11	(7,314.11)	Complaint & Critical Incident Review Trend Analyses	0.00	7,314.11	(7,314.11)
35,769.92	31,812.34	3,957.58	Critical Incident Review	106,519.35	95,437.02	11,082.33
4,141.09	8,927.25	(4,786.16)	Supports Intensity Scale	20,354.16	26,781.75	(6,427.59)
1,652.59	1,983.12	(330.53)	Individual Career & Academic Plan (ICAP)	5,288.32	5,949.36	(661.04)
45,271.00	42,494.88	2,776.12	Determinations	146,493.27	127,484.64	19,008.63
382,458.35	324,945.47	57,512.88	Assessments & Functional Eligibility	974,958.28	974,836.41	121.87
0.00	1,022.57	(1,022.57)	Appeals	490.97	3,067.71	(2,576.74)
0.00	0.00	0.00	Operations Guide & Outreach Plan	1,424.14	4,967.45	(3,543.31)
23,007.94	21,675.85	1,332.09	Human Rights Council (HRC)	69,604.79	65,027.55	4,577.24
0.00	535.87	(535.87)	Committee Updates	0.00	535.87	(535.87)
10,687.04	12,484.13	(1,797.09)	Wait List Management	21,565.03	37,452.39	(15,887.36)
2,146,216.13	2,476,944.63	(330,728.50)	Total Medicaid Funds	6,421,698.24	7,420,101.38	(998,403.14)
Other Revenue:						
7,919.70	4,166.67	3,753.03	EI Private Insurance	24,331.48	12,500.01	11,831.47
23,404.14	27,083.33	(3,679.19)	EI Tricare	71,096.25	81,249.99	(10,153.74)
59,637.92	72,747.95	(13,110.03)	EI Medicaid	178,212.00	218,243.85	(40,031.85)
0.00	4,250.00	(4,250.00)	EI Paso Cty DHS	0.00	12,750.00	(12,750.00)
833.33	56.25	777.08	United Way	3,185.36	168.75	3,016.61
31,343.20	0.00	31,343.20	Philanthropic Giving	57,246.65	0.00	57,246.65
1,766.66	3,000.00	(1,233.34)	Capital Campaign	73,188.68	9,000.00	64,188.68
80,325.30	37,500.01	42,825.29	Grant Revenue	409,268.00	112,500.03	296,767.97
100,000.00	65,000.00	35,000.00	Colorado Community Health Alliance (CCHA) Incentive Program	100,000.00	65,000.00	35,000.00
1,801.38	0.00	1,801.38	Miscellaneous Income	4,959.42	0.00	4,959.42
103.00	23,635.88	(23,532.88)	Service Income	309.00	70,907.64	(70,598.64)
5,970.00	5,789.36	180.64	Park County Funds	16,654.00	17,368.08	(714.08)
313,104.63	243,229.45	69,875.18	Total Other Revenue	938,450.84	599,688.35	338,762.49
3,282,806.19	3,809,880.71	(527,074.52)	Total Revenue	9,792,494.88	11,287,654.74	(1,495,159.86)
Expenses						
Staff Salary & Benefit Expenses:						
1,581,068.53	2,631,909.57	(1,050,841.04)	Regular Wages & Salaries	6,065,475.48	7,895,728.71	(1,830,253.23)
48,185.67	0.00	48,185.67	Overtime Wages	163,319.65	0.00	163,319.65
95,166.88	162,982.63	(67,815.75)	Social Security	367,593.95	488,947.89	(121,353.94)
21,145.65	38,162.70	(17,017.05)	Medicare	85,969.46	114,488.10	(28,518.64)
3,449.58	15,799.54	(12,349.96)	Unemployment	17,818.68	47,398.62	(29,579.94)
(21,271.09)	220,120.89	(241,391.98)	Employee Medical, Dental & Vision Insurance	366,661.25	660,362.67	(293,701.42)
1,598.94	1,944.07	(345.13)	Employee Life & ADD Insurance	4,681.18	5,832.21	(1,151.03)
13,504.40	23,687.20	(10,182.80)	Colorado FAMLl Program	52,278.66	71,061.60	(18,782.94)
17,416.03	48,601.74	(31,185.71)	Employee Retirement Match	65,246.30	145,805.22	(80,558.92)
0.00	833.33	(833.33)	401(K) Administration	0.00	2,499.99	(2,499.99)
553.50	569.69	(16.19)	Cafeteria Plan Administration	1,533.00	1,709.07	(176.07)
335.50	419.38	(83.88)	COBRA Administration	1,006.50	1,258.14	(251.64)
224.94	375.00	(150.06)	PTO Exchange Administration	224.94	1,125.00	(900.06)
0.00	14,125.00	(14,125.00)	ICHR Administration	38,479.95	42,375.00	(3,895.05)
10,993.80	8,308.14	2,685.66	Workers Compensation	42,058.67	24,924.42	(17,134.25)
1,772,372.33	3,167,838.88	(1,395,466.55)	Total Staff Salary & Benefits Expense	7,272,347.67	9,503,516.64	(2,231,168.97)
Operating Expenses:						
3,573.91	12,013.49	(8,439.58)	Staff Development	24,217.09	36,040.47	(11,823.38)
(2,832.20)	0.00	2,832.20	Leased Equipment	(227.19)	0.00	227.19
0.00	852.94	(852.94)	Printing & Copying	0.00	2,558.82	(2,558.82)
5,164.86	1,666.67	(3,498.19)	Assessment Tools	5,400.19	5,000.01	(400.18)
5,118.95	5,668.76	(549.81)	Office Supplies	11,757.53	17,006.28	(5,248.75)
18,883.33	16,575.97	(2,307.36)	Dues & Publications	46,090.21	49,727.91	(3,637.70)
4,683.52	4,825.82	(142.30)	Equipment Repair & Technical Support	7,272.39	14,477.46	(7,205.07)
44,972.32	24,992.72	(19,979.60)	Communication Systems	61,597.12	74,978.16	(13,381.04)
2,017.52	3,379.16	(1,361.64)	Postage	7,031.25	10,137.48	(3,106.23)
1,156.37	3,762.51	(2,606.14)	Meetings	1,156.37	11,287.53	(10,131.16)
1,353.10	0.00	(1,353.10)	Meetings - Food & Beverage	1,353.10	0.00	(1,353.10)
387.36	841.65	(454.29)	Meals & Entertainment	2,298.20	2,524.95	(226.75)
19,951.28	47,146.40	(27,195.12)	Travel & Mileage	68,350.88	141,439.20	(73,088.32)
7,539.16	4,433.34	(3,105.82)	Background Checks	11,034.88	17,300.02	(6,265.14)

THE RESOURCE EXCHANGE
Income Statement
Summary of All Units
For the Three Months Ending Monday, September 30, 2024

September				Year-to-date		
Actual	Budget	Variance		Actual	Budget	Variance
0.00	0.00	0.00	Photography	0.00	2,500.00	2,500.00
0.00	975.00	975.00	Advertising	0.00	2,925.00	2,925.00
61.25	516.68	455.43	Miscellaneous	61.25	1,550.04	1,488.79
8,455.08	9,095.31	640.23	Insurance	25,365.24	27,285.93	1,920.69
157,818.51	39,907.90	(126,910.61)	Consultants	386,306.83	92,723.70	(293,583.13)
108,737.95	93,101.18	(15,636.77)	IT Support	334,563.90	279,303.54	(55,260.36)
5,800.00	0.00	(5,800.00)	Accounting & Auditing	9,800.00	0.00	(9,800.00)
15,054.66	20,234.55	5,179.89	Payroll & HRIS Fees	46,002.17	60,703.65	14,701.48
0.00	2,500.00	2,500.00	Legal Fees	0.00	7,500.00	7,500.00
0.00	83.33	83.33	Volunteer Appreciation	0.00	249.99	249.99
3,196.92	3,497.44	300.52	Lease Interest	9,521.21	10,492.31	971.10
420.04	1,062.50	642.46	Credit Card Processing & Bank Fees	639.72	3,187.50	2,547.78
0.00	0.00	0.00	Enterprise Zone Fees	962.50	0.00	(962.50)
0.00	0.00	0.00	Licenses & Fees	0.00	350.00	350.00
(53.19)	0.00	53.19	Safety Supplies	0.00	350.00	350.00
7,051.98	27,382.66	20,330.68	Furniture & Equipment	34,349.67	82,147.98	47,798.31
12,494.32	17,250.00	4,755.68	Event Expense	12,494.32	17,250.00	4,755.68
0.00	0.00	0.00	Client Non-Plan Expense	0.00	800.00	800.00
0.00	0.00	0.00	Events/Sponsorships	0.00	1,500.00	1,500.00
0.00	0.00	0.00	Donor & Board Recognition	0.00	300.00	300.00
0.00	3,500.00	3,500.00	Board Designated Strategic Expense	0.00	10,500.00	10,500.00
431,007.00	336,265.98	(94,741.02)	Total Operating Expenses	1,107,398.83	984,097.93	(123,300.90)
			Depreciation Expense:			
1,154.81	46.86	(1,107.95)	Vehicles, Furniture & Equipment	3,313.03	140.58	(3,172.45)
4,852.40	4,839.14	(13.26)	Right of Use Asset - Equipment	16,127.72	14,517.42	(1,610.30)
7,413.92	6,105.95	(1,307.97)	Right of Use Asset - Offices	18,305.82	18,317.85	12.03
13,421.13	10,991.95	(2,429.18)	Total Depreciation Expense	37,746.57	32,975.85	(4,770.72)
			Occupancy Expense:			
1,331.15	1,372.47	41.32	Janitorial Services	2,586.65	4,117.41	1,530.76
884.11	885.00	0.89	Storage Fees	1,768.22	2,655.00	886.78
1,437.31	1,666.67	229.36	Utilities	4,311.93	5,000.01	688.08
7,622.53	7,741.21	118.68	CAM Charges	23,221.75	23,223.63	1.88
11,275.10	11,665.35	390.25	Total Occupancy Expense	31,888.55	34,996.05	3,107.50
2,228,075.56	3,526,762.16	1,298,686.60	Total Internal Expenses	8,449,381.62	10,555,586.47	2,106,204.85
			Purchase of Services:			
26,815.24	26,941.67	126.43	Medicaid Comprehensive POS	46,815.57	80,825.01	34,009.44
8,596.50	9,166.67	570.17	Early Intervention POS	25,218.95	27,500.01	2,281.06
37,698.94	35,596.46	(2,102.48)	Family Support POS	100,718.20	106,789.38	6,071.18
1,910.72	8,000.00	6,089.28	Childrens Extensive POS	6,121.14	24,000.00	17,878.86
12,157.23	8,693.33	(3,463.90)	Medicaid Supported Living POS	19,344.65	26,079.99	6,735.34
53,819.30	55,719.63	1,900.33	State Supported Living POS	99,733.30	167,158.89	67,425.59
8,864.74	192,975.73	184,110.99	CMA POS	267,352.23	578,927.19	311,573.96
149,862.67	337,093.49	187,230.82	Total Purchase of Service Expense	565,305.04	1,011,280.47	445,975.43
			Unallowable Expenses:			
11,715.78	0.00	(11,715.78)	Prior Year POS Paid in Current Year	13,237.78	0.00	(13,237.78)
723.89	5,358.33	4,634.44	Unallowable Expenses	836.35	16,074.99	15,238.64
12,439.67	5,358.33	(7,081.34)	Total Unallowable Expenses	14,074.13	16,074.99	2,000.86
0.00	0.03	0.03	Allocation of M&G Expenses	0.00	0.09	0.09
2,390,377.90	3,869,214.01	1,478,836.11	Total Expenses	9,028,760.79	11,582,942.02	2,554,181.23
892,428.29	(59,333.30)	951,761.59	Operating Revenue Over (Under) Expense	763,734.09	(295,287.28)	1,059,021.37
65,589.35	(1,250.00)	66,839.35	Investment Income	191,533.90	(3,750.00)	195,283.90
65,589.35	(1,250.00)	66,839.35	Non-Operating Revenue/(Expense)	191,533.90	(3,750.00)	195,283.90
958,017.64	(60,583.30)	1,018,600.94	Total Revenue Over (Under) Expense	955,267.99	(299,037.28)	1,254,305.27

6385 CORPORATE DRIVE, LLC.
Balance Sheet
As of Monday, September 30, 2024

	<u>Current</u> <u>Year</u>	<u>Previous</u> <u>Year</u>	<u>Change</u>
Assets			
Current Assets			
Cash	\$147,759.84	\$46,883.67	\$100,876.17
Total Current Assets	<u>147,759.84</u>	<u>46,883.67</u>	<u>100,876.17</u>
Land	675,690.00	675,690.00	
Building	9,930,972.44	9,930,972.44	
Tenant Improvements	1,048,353.93	637,368.71	410,985.22
Accum. Depreciation - Building & Tenant Improvements	<u>(3,205,316.69)</u>	<u>(2,752,886.03)</u>	<u>(452,430.66)</u>
Net Land & Building	<u>8,449,699.68</u>	<u>8,491,145.12</u>	<u>(41,445.44)</u>
Total Fixed Assets	<u>8,449,699.68</u>	<u>8,491,145.12</u>	<u>(41,445.44)</u>
Total Assets	<u><u>8,597,459.52</u></u>	<u><u>8,538,028.79</u></u>	<u><u>59,430.73</u></u>
Liabilities & Net Assets			
Current Liabilities			
Accounts Payable	25,405.90	1,656.72	23,749.18
Security Deposits	<u>26,980.67</u>	<u>40,070.63</u>	<u>(13,089.96)</u>
Total Current Liabilities	<u>52,386.57</u>	<u>41,727.35</u>	<u>10,659.22</u>
Long Term Liabilities			
Due to TRE	4,090,036.54	3,255,843.76	834,192.78
Mortgage Payable	<u>4,892,741.51</u>	<u>5,059,552.24</u>	<u>(166,810.73)</u>
Long Term Liabilities	<u>8,982,778.05</u>	<u>8,315,396.00</u>	<u>667,382.05</u>
Total Liabilities	<u><u>9,035,164.62</u></u>	<u><u>8,357,123.35</u></u>	<u><u>678,041.27</u></u>
Owner's Equity			
Retained Earnings	(295,923.23)	299,737.95	(595,661.18)
Revenue Over (Under) Expense	<u>(141,781.87)</u>	<u>(118,832.51)</u>	<u>(22,949.36)</u>
Total Owner's Equity	<u>(437,705.10)</u>	<u>180,905.44</u>	<u>(618,610.54)</u>
Total Liabilities & Owner's Equity	<u><u>8,597,459.52</u></u>	<u><u>8,538,028.79</u></u>	<u><u>59,430.73</u></u>

6385 CORPORATE DRIVE, LLC.
Monthly Cash Flow Statement
For the Three Months Ending Monday, September 30, 2024

	September
Revenues over (under) Expenditures	(\$56,430.83)
Adjustments to Reconcile Excess (Deficiency) of	
Revenues over (under) Expenditures to Cash	
Provided by Operations:	
Depreciation & Amortization	42,301.74
Changes in Current Assets and Liabilities:	
Accounts Payable	9,754.56
Investment by TRE	23,055.23
Mortgage Payable	<u>(13,903.63)</u>
Net Cash Provided by Operations	4,777.07
 Cash Flows from Investing Activities:	
Changes in Fixed Assets	<u>(13,220.70)</u>
Net Cash Provided by Investing Activities	(13,220.70)
 Increase (Decrease) in Cash	<u><u>(8,443.63)</u></u>
 Cash at Beginning of Period	156,203.47
Cash at End of Period	147,759.84
Increase (Decrease) in Cash	<u><u>(8,443.63)</u></u>

6385 CORPORATE DRIVE, LLC.
YTD Cash Flow Statement
For the Three Months Ending Monday, September 30, 2024

	<u>YTD</u>
Revenues over (under) Expenditures	(\$141,781.87)
Adjustments to Reconcile Excess (Deficiency) of Revenues over (under) Expenditures to Cash	
Provided by Operations:	
Depreciation & Amortization	126,365.74
Changes in Current Assets and Liabilities:	
Accounts Receivable	19,785.00
Accounts Payable	17,803.22
Investment by TRE	71,070.90
Mortgage Payable	(42,198.72)
Deferred Revenue	<u>(6,525.00)</u>
Net Cash Provided by Operations	44,519.27
 Cash Flows from Investing Activities:	
Changes in Fixed Assets	<u>(19,147.22)</u>
Net Cash Provided by Investing Activities	(19,147.22)
 Increase (Decrease) in Cash	<u>25,372.05</u>
 Cash Ending Balance	147,759.84
Cash Beginning Balance	<u>118,946.50</u>
	<u>28,813.34</u>

6385 CORPORATE DRIVE, LLC.
Income Statement
Summary of All Units
For the Three Months Ending Monday, September 30, 2024

September Actual	Budget	Variance		Year-to-date Actual	Budget	Variance
Revenue						
\$36,057.84	\$36,216.25	(\$158.41)	Rental Income	\$104,211.72	\$108,648.75	(\$4,437.03)
31,216.23	34,178.67	(2,962.44)	CAM Income	90,707.41	102,536.01	(11,828.60)
21,648.50	43,486.67	(21,838.17)	Co-Working Space Income	66,583.17	130,459.97	(63,876.80)
3.45	0.58	2.87	Interest	4.94	1.74	3.20
<u>88,926.02</u>	<u>113,882.17</u>	<u>(24,956.15)</u>	Total Revenue	<u>261,507.24</u>	<u>341,646.47</u>	<u>(80,139.23)</u>
Expenses						
Staff Wages & Benefits						
17,154.89	19,373.84	2,218.95	Staff Wages	54,055.09	58,121.52	4,066.43
56.04		(56.04)	Overtime	98.35		(98.35)
1,029.01	1,201.17	172.16	Social Security	3,113.39	3,603.51	490.12
240.65	280.92	40.27	Medicare	728.13	842.76	114.63
1,393.69	1,582.00	188.31	Employee Health & Dental Insurance	5,695.96	4,746.00	(949.96)
15.33	12.50	(2.83)	Employee Life, ADD & STD Insurance	45.92	37.50	(8.42)
151.05	174.34	23.29	Colorado FAMILI Program	456.30	523.02	66.72
36.50	90.50	54.00	Unemployment	71.09	271.50	200.41
257.47	350.00	92.53	Retirement Match	1,031.49	1,050.00	18.51
17.17	10.50	(6.67)	Workers Compensation	51.89	31.50	(20.39)
	96.25	96.25	Lifestyle Spending Account		288.75	288.75
<u>20,351.80</u>	<u>23,172.02</u>	<u>2,820.22</u>	Total Staff Wages & Benefits	<u>65,347.61</u>	<u>69,516.06</u>	<u>4,168.45</u>
Operating Expenses						
334.66		(334.66)	Staff Development	4,594.42	4,600.00	5.58
430.43	1,512.50	1,082.07	Office Supplies	1,870.89	4,537.50	2,666.61
(197.56)		197.56	Equipment Leases	(593.01)		593.01
	1.17	1.17	Printing & Copying		3.51	3.51
21.19	27.50	6.31	Equipment Repair & Maintenance	97.09	82.50	(14.59)
1,125.91	1,328.17	202.26	Dues & Subscriptions	1,649.94	3,984.51	2,334.57
550.65	2,187.59	1,636.94	Communication Systems	793.48	6,562.77	5,769.29
	10.00	10.00	Postage		30.00	30.00
214.41	50.00	(164.41)	Meetings	833.90	150.00	(683.90)
	50.25	50.25	Travel & Mileage		150.75	150.75
	100.00	100.00	Background Checks		300.00	300.00
	25.00	25.00	Miscellaneous		75.00	75.00
3,802.32	3,800.59	(1.73)	Insurance	11,406.96	11,401.77	(5.19)
6,325.23	1,628.00	(4,697.23)	Consultants	16,643.74	4,884.00	(11,759.74)
7,713.63	1,814.84	(5,898.79)	IT Support	9,264.60	5,444.52	(3,820.08)
1,400.00	2,850.00	1,450.00	Marketing & Advertising	3,900.00	8,550.00	4,650.00
90.87	122.75	31.88	Payroll & HRIS Fees	262.26	368.25	105.99
	833.33	833.33	Legal Fees		2,499.99	2,499.99
41,120.19	19,260.83	(21,859.36)	Mortgage Interest	61,102.65	57,782.49	(3,320.16)
17.10	14.58	(2.52)	Lease Interest	54.91	43.74	(11.17)
620.03	1,000.00	379.97	Bank Fees	1,691.38	3,000.00	1,308.62
(20,590.03)	9,875.00	30,465.03	Property Taxes		29,625.00	29,625.00
	83.33	83.33	Events		249.99	249.99
53.19		(53.19)	Safety Supplies	53.19	108.00	54.81
1,186.95	1,792.33	605.38	Furniture & Equipment	1,239.75	5,376.99	4,137.24
10,855.36	12,007.50	1,152.14	Janitorial Services & Supplies	29,370.90	36,022.50	6,651.60
8,956.26	11,250.00	2,293.74	Utilities	27,050.96	33,750.00	6,699.04
354.16	175.42	(178.74)	CAM	708.32	526.26	(182.06)
17,141.19	13,583.33	(3,557.86)	Interior Building Maintenance & Repair	27,073.21	40,749.99	13,676.78
977.99	6,222.92	5,244.93	Exterior Building Maintenance & Repair	11,912.26	18,668.76	6,756.50
<u>82,504.13</u>	<u>91,606.93</u>	<u>9,102.80</u>	Total Operating Expenses	<u>210,981.80</u>	<u>279,528.79</u>	<u>68,546.99</u>
Depreciation Expense						
42,301.74	42,849.50	547.76	Building & Equipment	126,365.74	128,548.50	2,182.76
199.18	193.75	(5.43)	Right of Use Assets - Equipment	593.96	581.25	(12.71)
<u>42,500.92</u>	<u>43,043.25</u>	<u>542.33</u>	Total Depreciation Expense	<u>126,959.70</u>	<u>129,129.75</u>	<u>2,170.05</u>
145,356.85	157,822.20	12,465.35	Total Expenses	403,289.11	478,174.60	74,885.49
<u>(56,430.83)</u>	<u>(43,940.03)</u>	<u>(12,490.80)</u>	Total Revenue Over (Under) Expense	<u>(141,781.87)</u>	<u>(136,528.13)</u>	<u>(5,253.74)</u>



The Resource Exchange, Inc.

Chief Executive Officer Report

October 2024

TRE

- **Organization News and Updates.**

- CMA Updates

- CMA Backlog Plan and Progress

- The CMA Team has continued to make progress on its Backlog Reduction Plan. In the team’s meeting with HCPF in late September, HCPF commended staff on the progress made through the end of August. TRE’s team presented information regarding what is needed moving forward to ensure the backlogs are eliminated by 12/31/24 as well as the things that could impact this effort negatively. These included continued consistent staffing and filling of vacancies, operational state data system, continuation of internal improvement efforts (The Vault, process improvement, organizational structure evaluation), and incentive plan with staff.

	September	August	July
Pending Referrals	26	11	133
Pending Intakes	47	11	64
Pending Initial LOC	119	49	97
Past Due LOC	81	49	97
Past Due Annual LOC	464	588	1093
Delayed Service Plans	117	189	290
Missed Monitorings	190	200	572
Average CM Caseload	1:78		
CMs Over 1:65	78		

- CMA Contract Updates -

- Staffing – As of 10/1/24 there is continued progress in recruitment and retention, however you will notice some updates to the reporting below. Due to HCPF funding changes in how we are to align staff for funding, we have now updated our payroll system to accurately reflect FTE for CMA.



The Resource Exchange, Inc.

Chief Executive Officer Report

October 2024

Please also note that we were previously reporting future dated new hires for the month in advance and this practice will no longer continue and we will use the "as of 1st of the month date" due to HCPF reporting requirements.

- o The great news is that TRE brought on 13 New FTE on 10/14, 6 more FTE are scheduled for 10/30 hires, and 13 Temporary Coordinators came on 10/14. *Again the chart below is not counting the October progress made as of today.

As of 10/1/24

Department	Maximum FTE	Current FTE	Vacant FTE	Fill Rate %	Unfilled Rate %
Ongoing CMA - El Paso, Teller, Park	161	131	30	0.81	0.19
Nav/Qual CMA - El Paso, Teller, Park	92	89	5	0.97	0.03
Pueblo CMA - Pueblo	69	48	21	0.70	0.30
CHCBS CMA	15	15	0	1.0	0
Clinical	83	77	6	0.93	0.07
EI	51	51	0	1.00	0.00
Administration	45	45	0	1.00	0.00
Temporary Coordinator-CMA Backlog	30	21	9	0.70	0.30
TOTAL	546	477	64	0.87	0.12



The Resource Exchange, Inc.

Chief Executive Officer Report

October 2024

- TRE Database and Member Portal Project – **TRE Vault**
 - The TRE Vault has been delayed in full implementation while bugs in the system are fixed and staff training is expanded. It is felt this is necessary prior to a roll out of the Provider portal to ensure that goes smoothly and TRE staff have the capacity to train and support provider usage of the system.
- October 14-18 is Case Management Week in Colorado to celebrate the amazing work done by Case Managers supporting individuals and caregivers in services. TRE is planning daily activities to recognize staff and provide enjoyable opportunities for connection. This includes:
 - Recognition of Arc Award Winners and Staff Appreciation Activities at Quarterly All Staff Meeting on 10/15
 - Bagels and Coffee
 - Raffle and Trivia Contest
 - Ice Cream Social
 - Ditch Day, Friday, 10/18
- TRE has been selected as a finalist for the Gazette Best Workplaces for 2024. The winners will be announced on 12/5/24.
- **Executive Team Updates.**
 - TRE's 60th Anniversary Celebration was extremely successful – celebrating people in services, families/caregivers, providers, staff, board members, volunteers, and donors. Kelly Lyng, Jenn Strehlow, Chad Gufarotti, Morgan Taylor Defalco, and De'Aura Lemus worked for months to plan and coordinate the events of the week and deserve a recognition for the amazing results! In addition, TRE had amazing volunteers from staff, community partners, families, and board members (past and present) support this effort. It was truly an example of the power of community.

State

- **Health Care Policy and Finance (HCPF).**
 - No additional updates at this time.
- **Early Intervention (EI).**
 - 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%.



The Resource Exchange, Inc.

Chief Executive Officer Report

October 2024

- The timeline for mid-year budget amendments was moved. Program staff will be meeting next month to prepare for this.

Colleen Batchelor

Respectfully submitted:

Colleen Batchelor, Chief Executive Officer

3 October 2024