

June Board Report

June 8, 2026



Board Report



CEO Report



HCPF Update

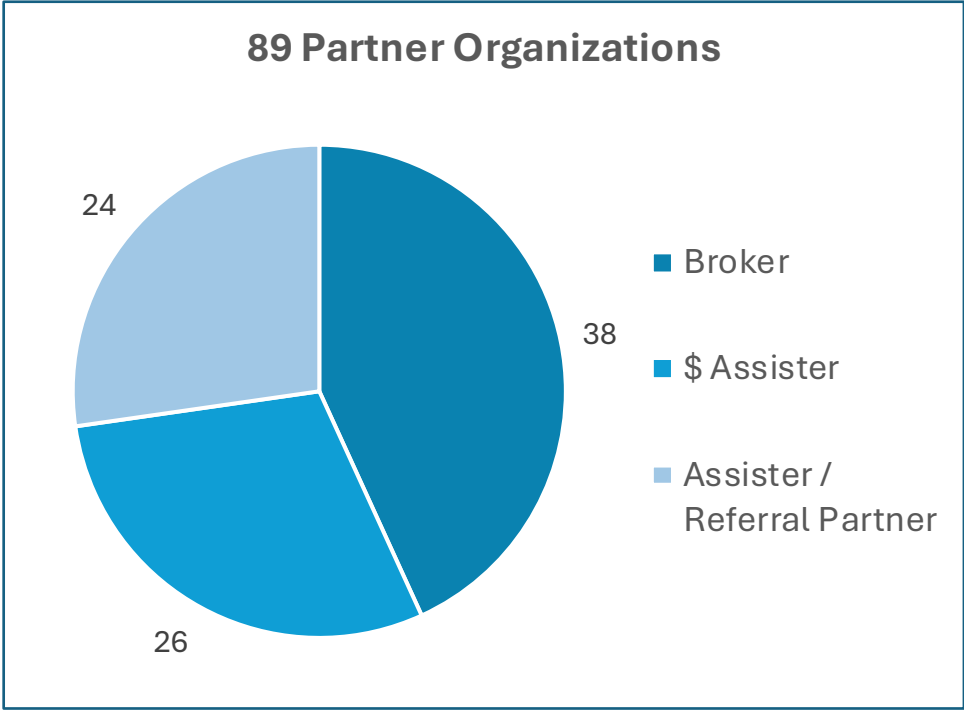
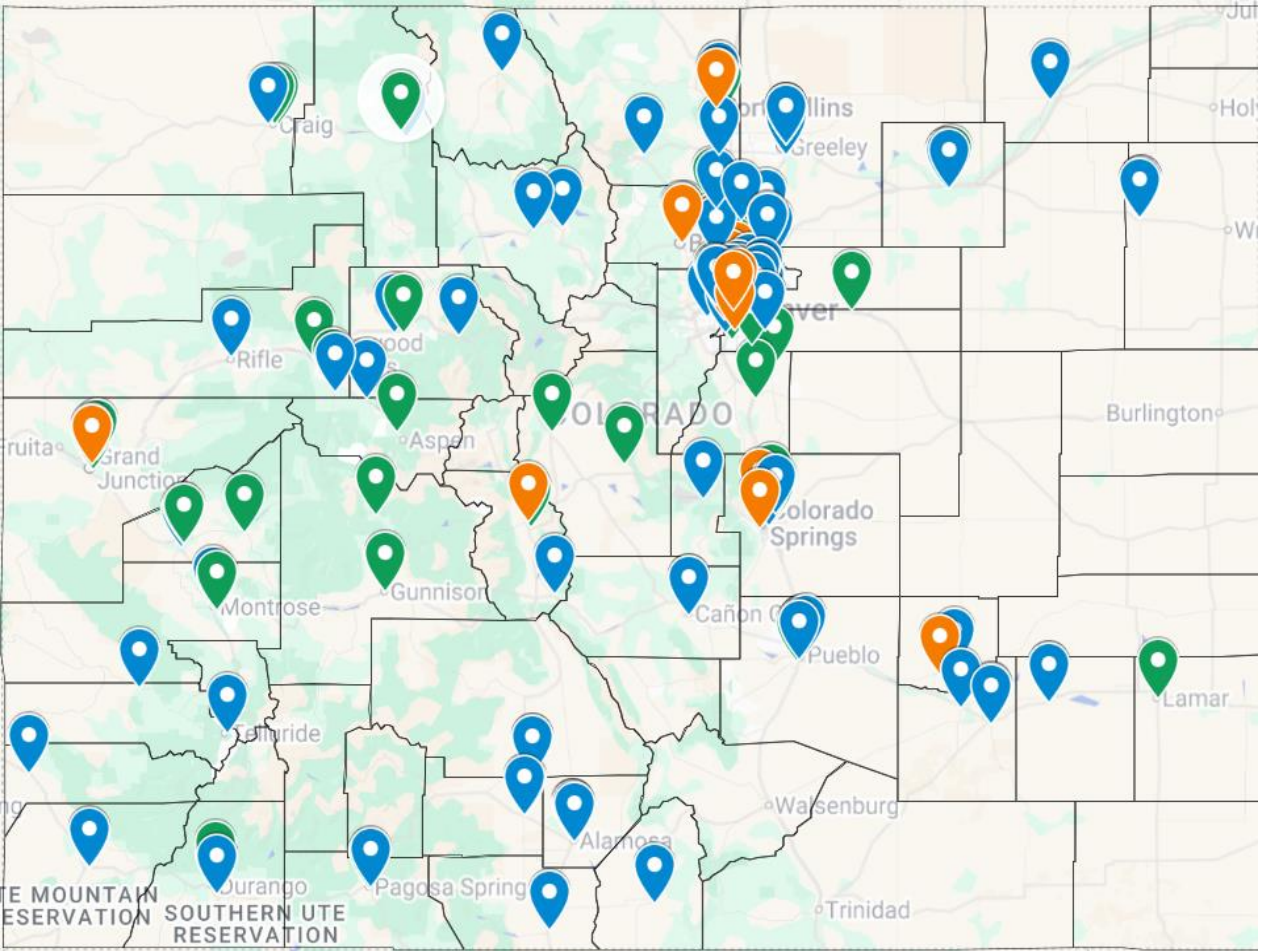


DOI Update






Assistance Network Funding Update - FY27

FY27 Partner Locations



182 Physical Locations

-  Green: Enrollment Center – Walk-in/Schedule - Assister or Broker
-  Blue: Schedule - Assister
-  Orange: Not open to public (Special Populations - Assister)

Partner Application Cycle: FY27-FY29

Update! We moved to a three-year application cycle, alleviating administrative burdens. Applications were accepted March 9, 2026 – April 20, 2026 for Funded Assisters and Enrollment Centers. **No Organizations will exceed the \$350K threshold for FY27**

Selection Process

- 28 applications for Assister funding met criteria for review including 6 new applicants
- 13 new Broker applications for Enrollment Center met criteria for review
- Assister applicants were asked to describe activities and deliverables supporting retention and growth for: customer interaction and communication, enrollment, outreach, marketing and partnership activities
- Funding allocation was prioritized for reach to Marketplace populations, performance & COLA (returning contracts) and geographic coverage

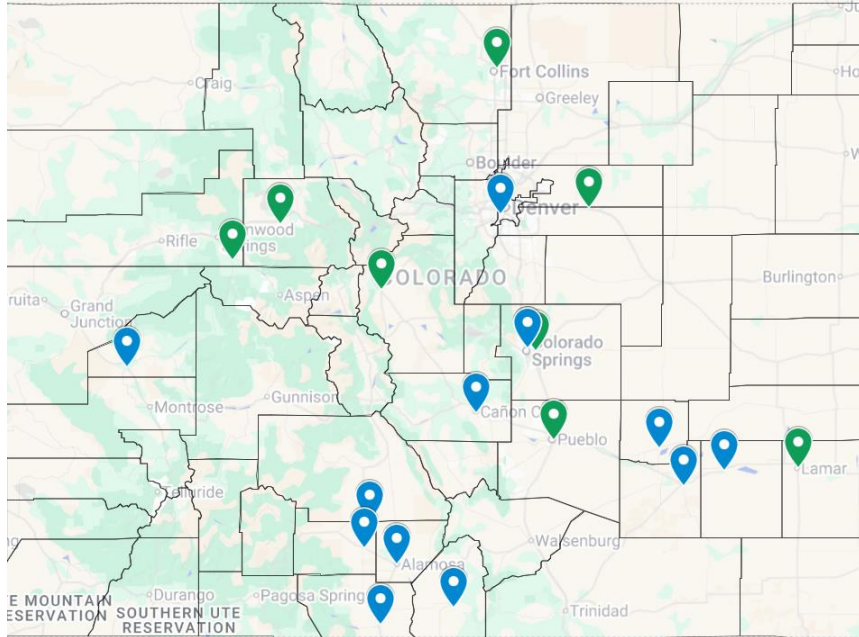


BY THE NUMBERS

Enrollment Made Easier With Expert Assistance



Geographic Gains



- **Prowers (Broker)**
- **Eagle (Broker)**
- **Garfield (Broker)**
- **East Adams (Broker)**
- **El Paso (Broker & Assister)**
- **Pueblo (Broker)**
- **Park (Assister)**
- **Larimer (Assister)**
- **Delta (Assister)**
- **Alamosa (Assister)**
- **Costilla (Assister)**
- **Saguache (Assister)**
- **Fremont (Assister)**
- **Rio Grande (Assister)**
- **Conejos (Assister)**
- **Otero (Assister)**
- **Bent (Assister)**
- **Crowley (Assister)**



Green: Enrollment Center - Walk-in/Schedule



Blue: Schedule

Virtual Enrollment Center Proposals

New!

Interested applicants were asked propose how they would provide real-time assistance, virtually.

- 5 applications are under review for operational consideration

FY27 Assistance Site Service Contracts (21 Contracts)

New Contracts in FY27

| | |
|---|---|
| Adams County Health Department – Brighton; 3 counties | Hilltop Community Resources – Grand Junction; 1 county |
| Archuleta County Public Health – Pagosa Springs; 1 county | La Plata County Public Health Department – Durango; 1 county |
| Aurora Community Connection – Aurora; 1 county | Lutheran Family Services – Colorado Springs; 1 county |
| Benefits in Action – Lakewood; 3 counties | Mountain Family Health Centers – Glenwood Springs; 3 counties |
| Boulder County – Boulder; 1 county | North Colorado Health Alliance – Evans; 2 counties |
| Center for African American Health – Denver; 2 counties | Senior Resource Development Agency – Pueblo; 3 counties |
| Chaffee County Public Health – Salida; 2 counties | Servicios de La Raza – Denver; 2 counties |
| Delta County School District – Delta; 1 county | The Health Partnership – Steamboat Springs; 3 counties |
| Doctors Care – Littleton; 4 counties | Tri-County Health Network – Telluride; 3 counties |
| Grand County Rural Health Network – Granby 2 counties | Valley-Wide Health Systems – Alamosa; 9 counties |
| Health District of Northern Larimer County – Fort Collins; 1 county | |

Work In Progress

- Work plan and deliverable modifications
- Final Budgets
- Contracting



Supplemental Funding Contracts for FY27 (8 Contracts)

Newly Contracted in FY27

| | |
|--------------------------------------|---------------------------------|
| Boulder County | Rocky Mountain Rural Health |
| Doctors Care | Tepeyac Community Health Center |
| Healthy Archuleta | Tri-County Health Network |
| Northeast Colorado Health Department | Vuela for Health |

Selection Process

- 14 Assister Organization applications were considered for supplemental funding
- Funding Allocation was prioritized for demonstrated experience achieving expected outcomes on similar work plan activities and reach to Marketplace eligible populations.
- Planned activities for funding must **supplement** the contracted Assistance Site or Certified Application Counselor services **and** include any or all of the following:
 - Improve health insurance literacy among Coloradans
 - Educate customers or potential customers on how to attain and retain health coverage based on their health care needs, circumstances and coverage options
 - Avoid gaps in coverage for customers who lose Minimum Essential Coverage





Board Advisory Group Update



Employee Survey Results 2025-26

Seven (7) Survey Performance Components

We compared the 2025–26 results to those from 2024–25 across the seven performance components to assess progress or regression. The components are listed below from most to least favorable based on the 2025–26 survey results.



Engagement

Assesses employee engagement with their work and the organization, including confidence in its mission and intent to stay.



Benefits

Assesses employee satisfaction with the employer's benefits package, covering tangible and intangible aspects such as retirement plans, insurance, paid leave, work-life balance, and compensation.



Job Satisfaction

Assesses employee job satisfaction and helps gauge their motivation to perform and stay with the company.



Processes

Assesses the set of connected tasks that culminate in delivering a service or achieving an organizational objective.



Leadership

Assesses leadership effectiveness, style, and systems, offering insights into interpersonal skills, strengths, weaknesses, and ability to develop and communicate business results.



Work Culture

Assesses how the organization conveys common values, beliefs, and attitudes that guide its actions and coordinate efforts to achieve goals.



Communication

Assess overall satisfaction with internal vertical and horizontal information and knowledge sharing.



RESULTS SNAPSHOT



SURVEY WAS OPEN FOR
21 DAYS
FROM MARCH 4TH
THROUGH MARCH 24TH



195 / 222
RESPONSES
RECEIVED
87.84% PARTICIPATION RATE

RESPONDENT DEMOGRAPHICS

Participants had the option to self-identify their department when completing the employee survey.



COMPLIANCE/EXTERNAL AFFAIRS



CORPORATE SERVICES



TECHNOLOGY

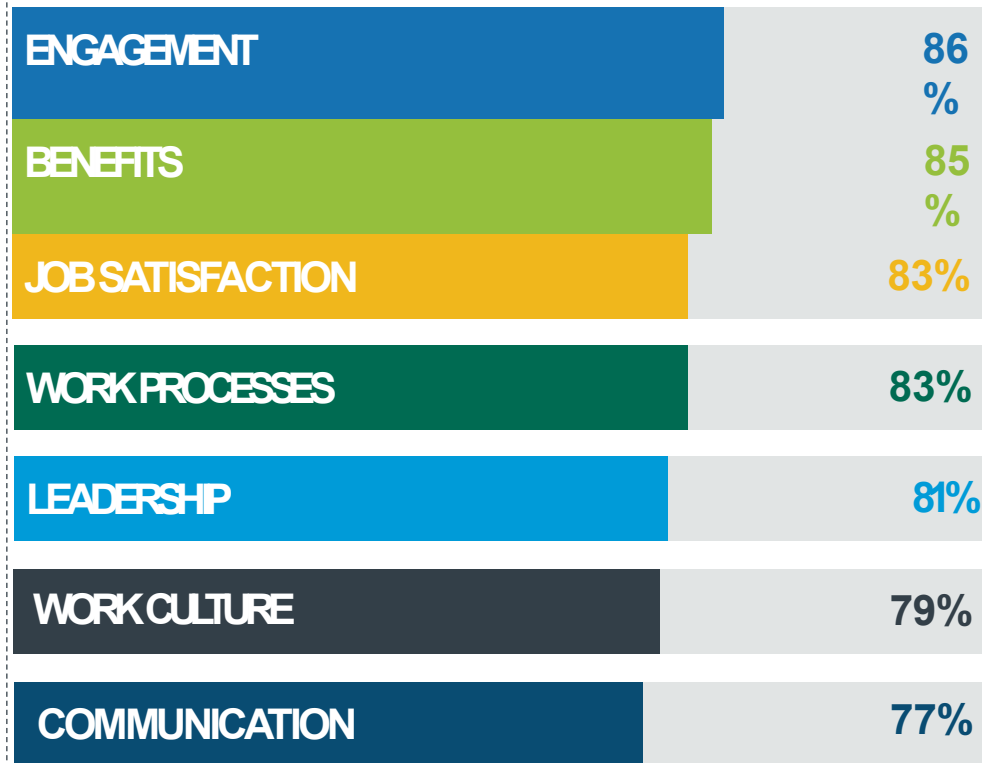


CUSTOMER OPERATIONS

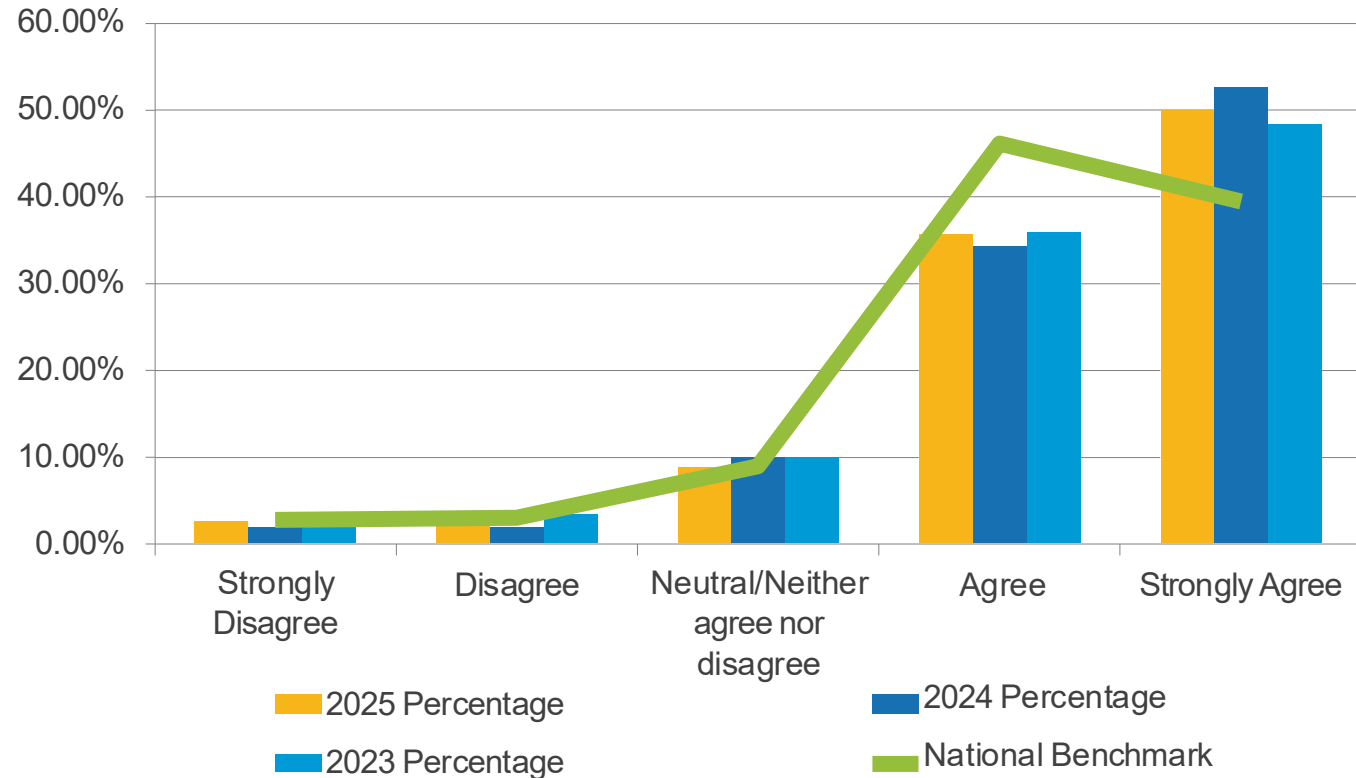
ANNUAL EMPLOYEE SATISFACTION SURVEY | 2025-26

7 PERFORMANCE COMPONENTS

Below are the “Strongly Agree” or “Agree” responses for each component. The seven performance components are in order from **most favorable** to **least favorable** from the 2025-26 survey.



Cumulative Performance Component - Engagement



Engagement measures how engaged employees are with their work and the organization.

- The comparison between 2024-25 and 2025-26 Agree/Strongly Agree response shows a **1% decrease overall** for Engagement.
- Compared to the national benchmarks, the 2024-25 survey performance overall results are one percentage point **more favorable**.

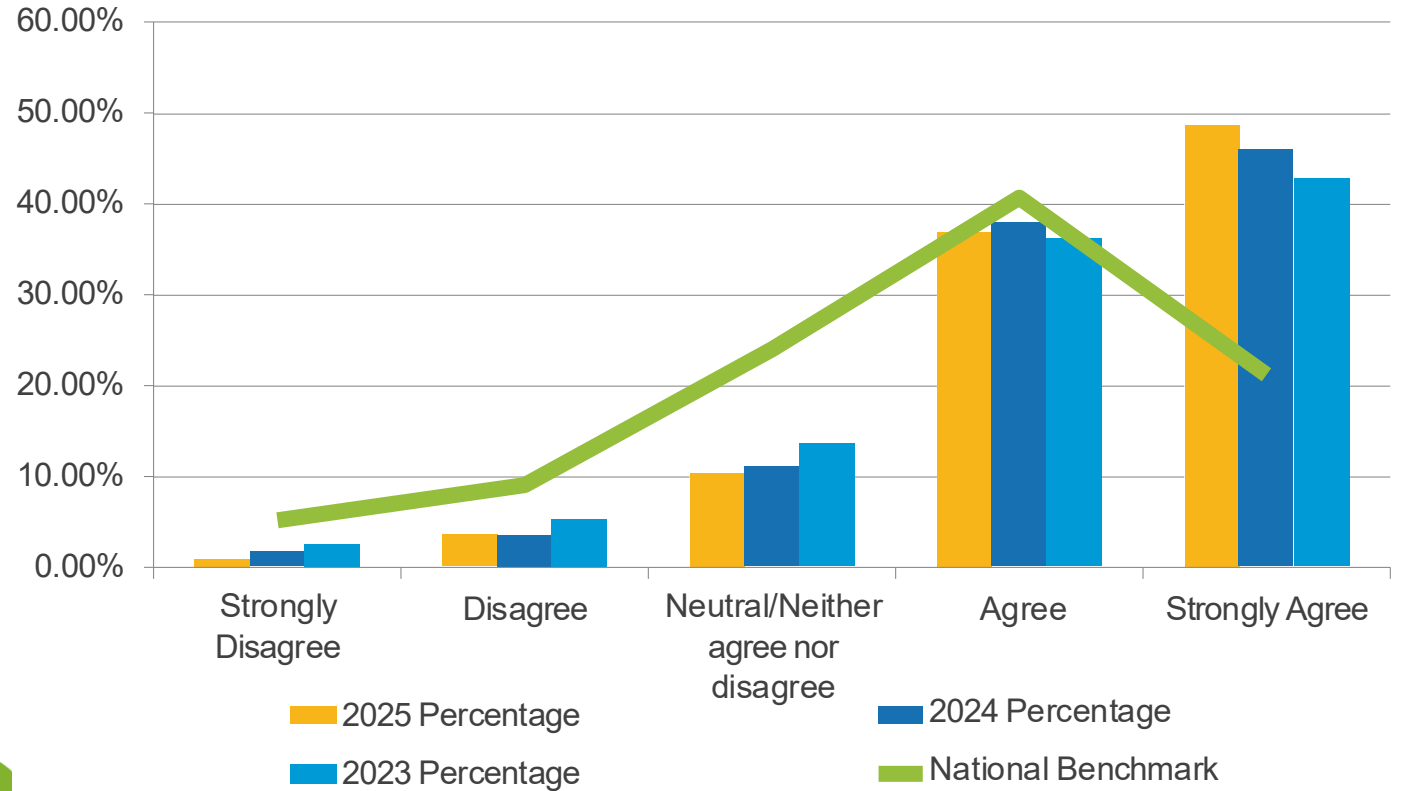


Benefits measures employee satisfaction with the employer-sponsored benefits package, both tangible and intangible. This includes retirement, insurance, paid time off, work-life balance, and compensation.

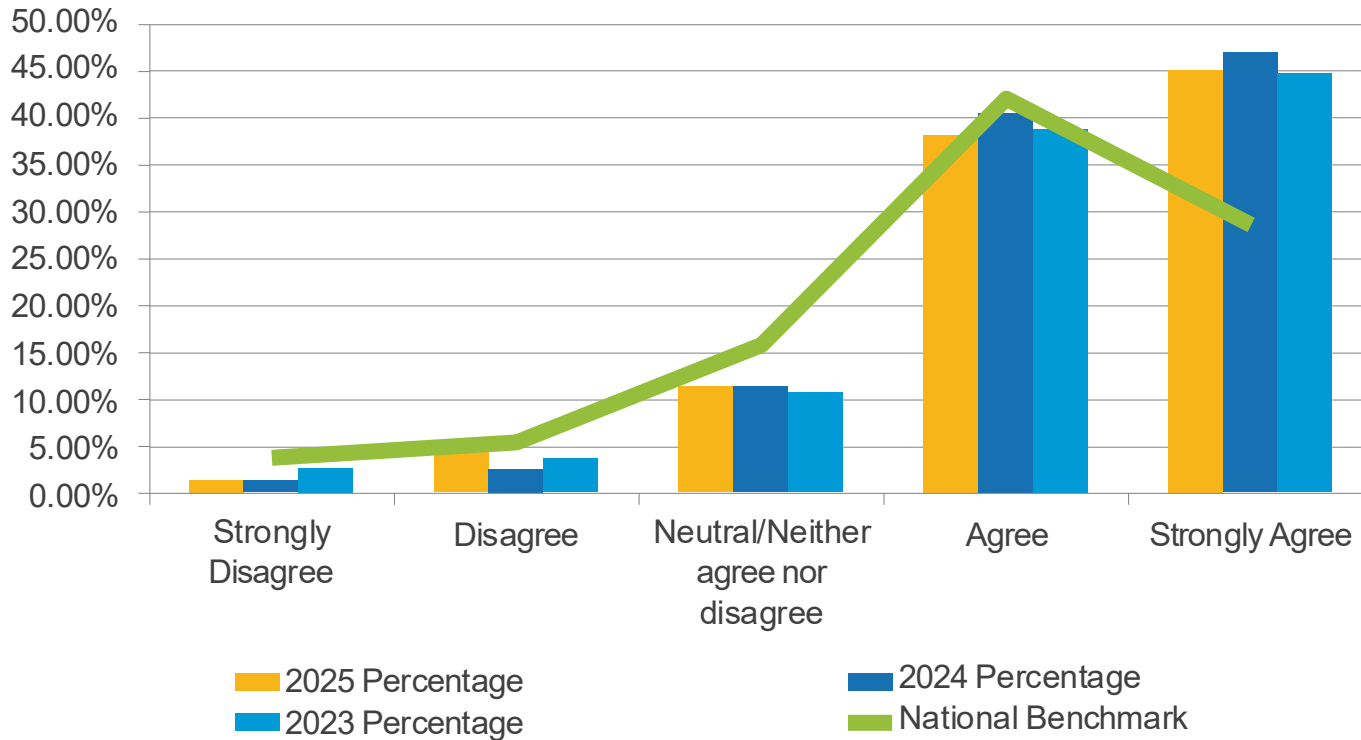
- The comparison between 2024-25 and 2025-26 Agree/Strongly Agree response data shows a **1% increase overall** for Benefits.
- Compared to the national benchmarks, the 2025-26 survey performance overall is more **favorable by 24 percentage points**.



Cumulative Performance Component - Benefits



Cumulative Performance Component – Job Satisfaction



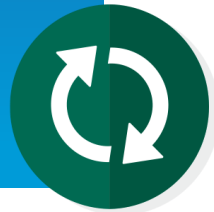
Job Satisfaction measures how content an employee is with the various components of their job.

- The comparison between 2024-25 and 2025-26 Agree/Strongly Agree response shows a **2% decrease overall** for Job Satisfaction.
- Compared to the national benchmarks, the 2025-26 survey performance is 13 percentage points **more favorable**.

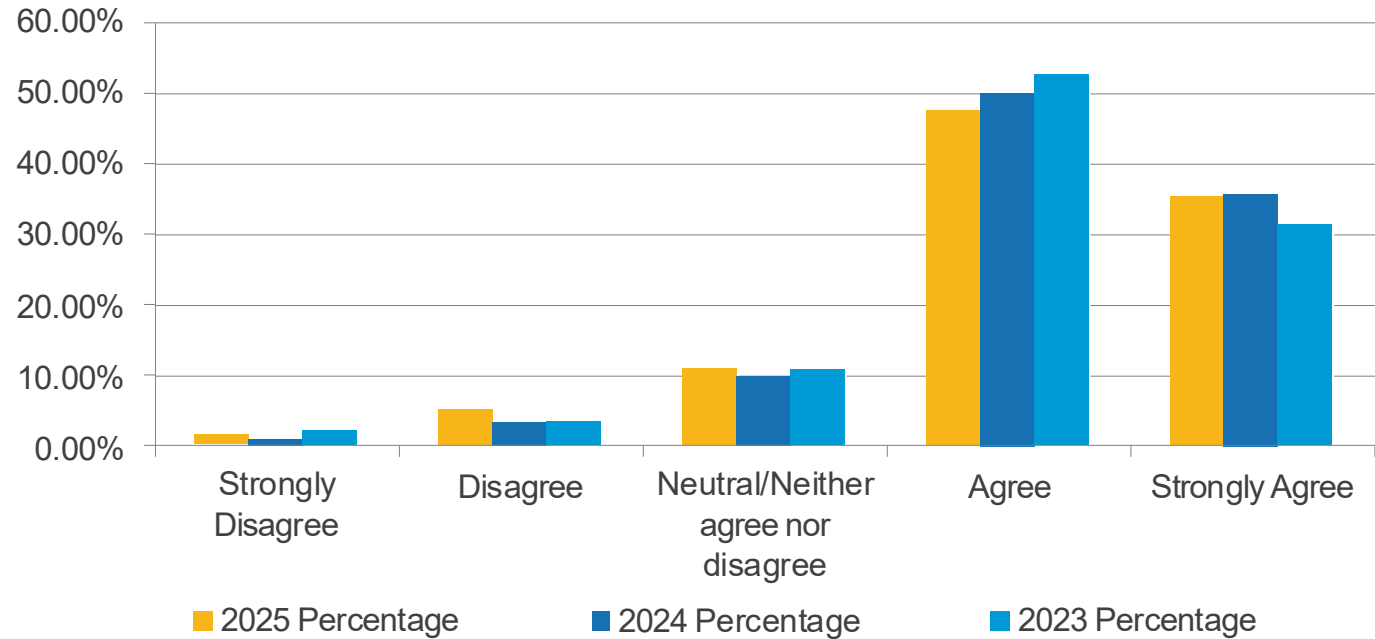


Work Processes provides insight into the effectiveness of the established activities completed to deliver services or accomplish goals. This insight will help align and connect processes to outcomes.

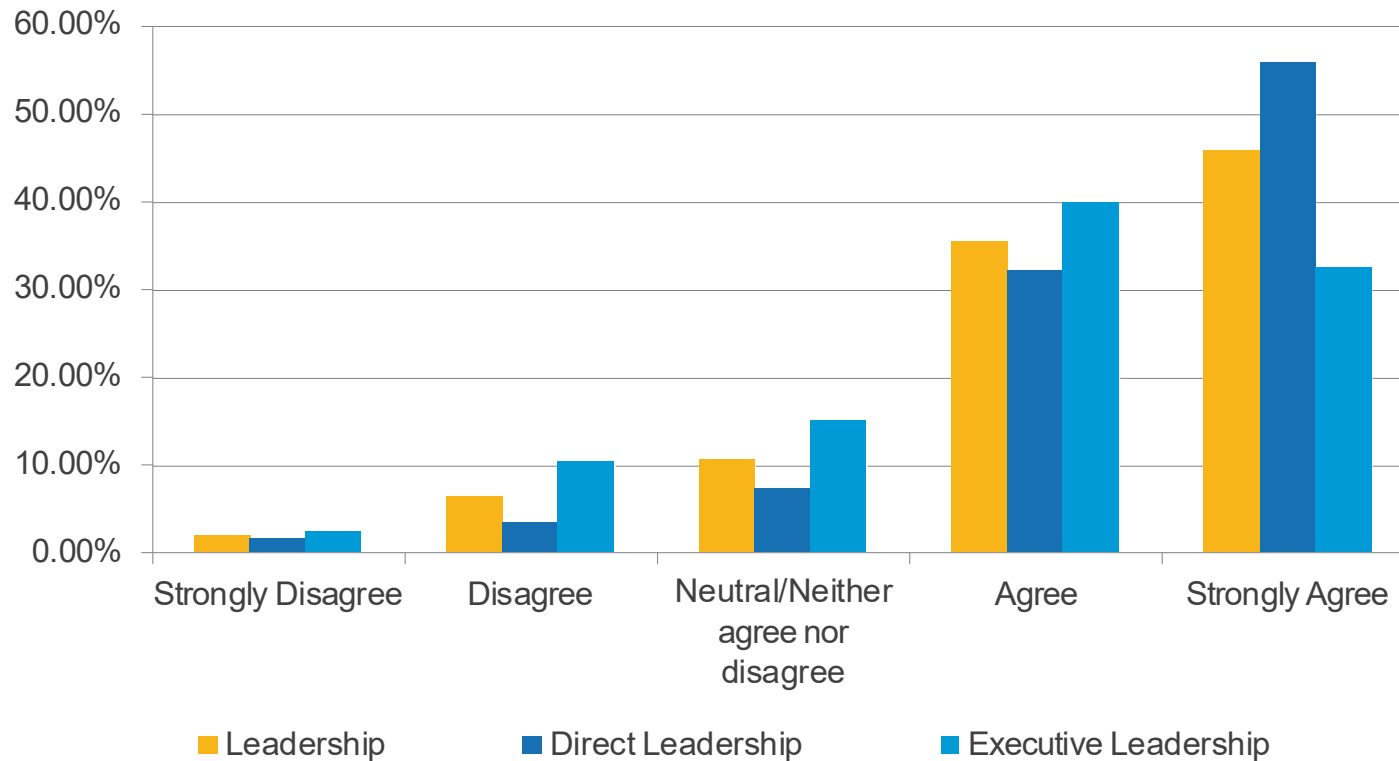
- The comparison between 2024-25 and 2025-26 Agree/Strongly Agree response data shows an **3% decrease overall** for Work Processes.



Cumulative Performance Component – Work Processes



Cumulative Performance Component - Leadership



Leadership measures the effectiveness of leadership, leadership style, and leadership systems. This data can be used to evaluate leadership effectiveness from three areas of focus:

- Executive Leadership
 - Direct Leadership
 - Leadership (Combined Executive and Direct data)
- Leadership (combined) overall - 81% of responses resulted in Strongly Agree/Agree (2% **decrease** from 2024).
 - Executive Leadership overall - 72% of responses resulted in Strongly/Agree (5% **decrease** from 2024).
 - Direct Leadership overall - 87% of responses resulted in Strongly Agree/Agree (1% **decrease** from 2024) Resulting in a **favorable** overall response.

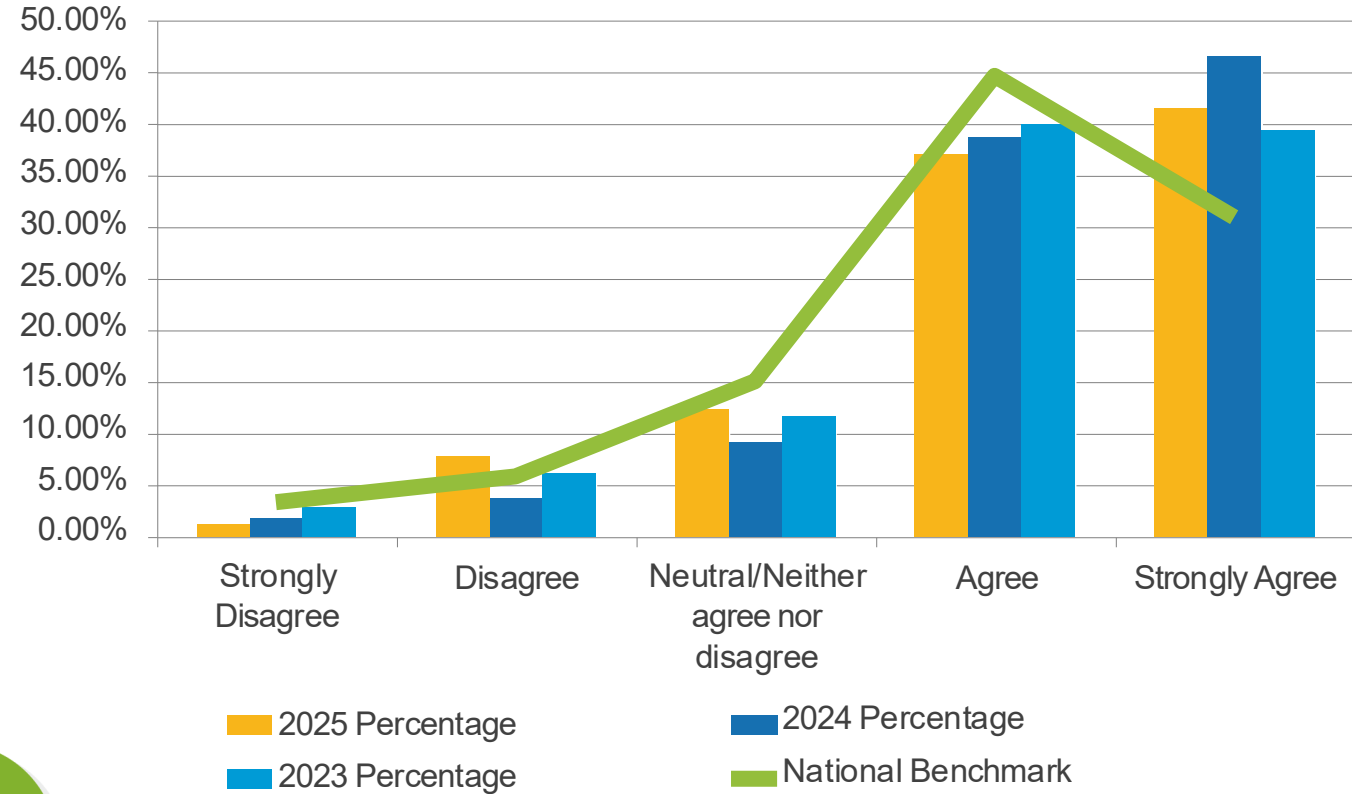


Measure the efforts of the organization to share a set of values, beliefs, and attitudes that guide the organization.

- The comparison between 2024-25 and 2025-26 Agree/Strongly Agree response data shows a **3% decrease overall** for Work Culture.
- Compared to the national benchmarks, the 2025-26 survey performance is **three percentage points more favorable**.



Cumulative Performance Component – Work Culture

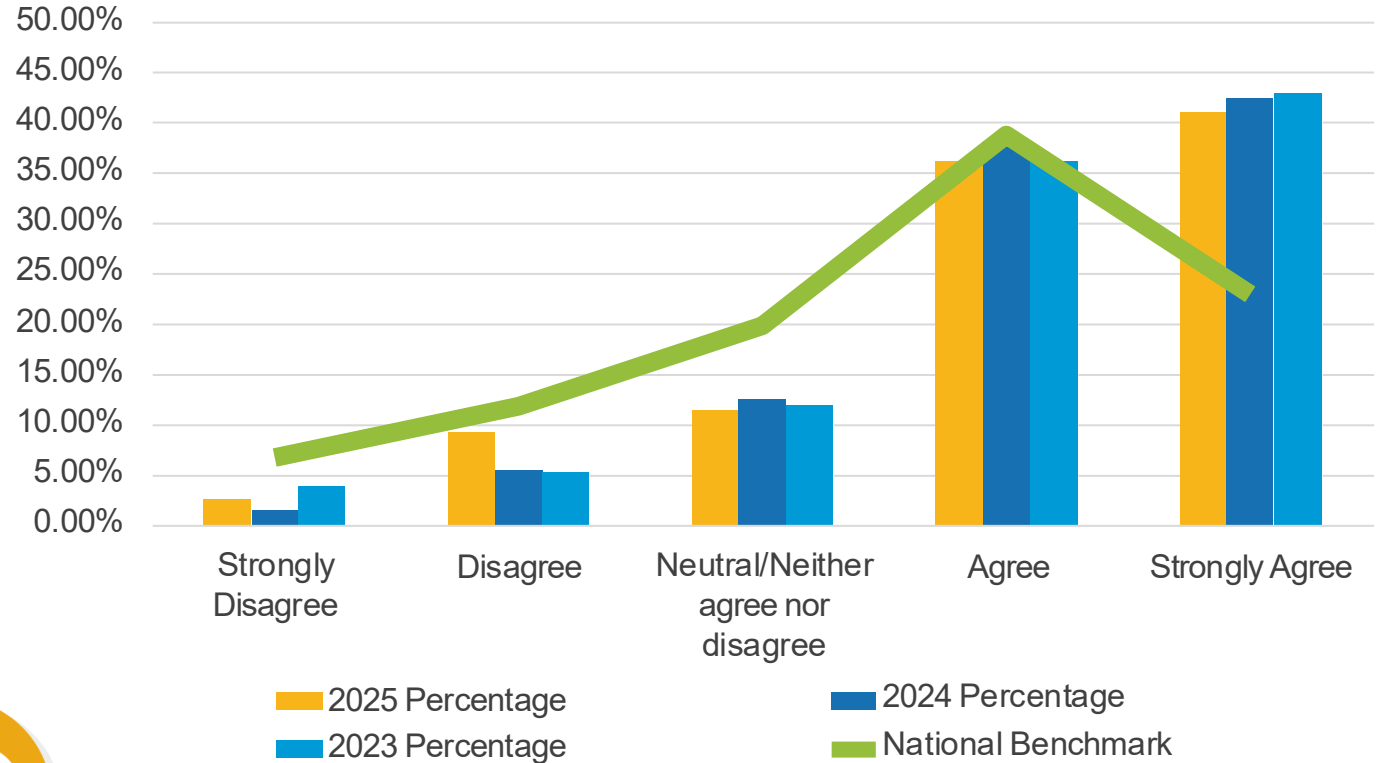


Communication refers to overall satisfaction with how information and knowledge are shared, both vertically and horizontally, internal to the organization.

- The comparison between 2024-25 and 2025-26 Agree/Strongly Agree response data shows an overall **3% decrease**.
- Compared to the national benchmarks, the 2025-26 survey performance overall is more **favorable by 16 percentage points**.
- This performance component has been the least favorable component for the last **5 years**.



Cumulative Performance Component - Communication



Key Takeaways:

Strengths

Engagement - Organizational Mission and pride in the organization

Benefits – Compensation, Benefits, Employee well-being, Retirement

Opportunities

Communication –

Clarity of Strategy and Direction

Communication during change

Leadership – Communication of strategic priorities

Work Processes – Remove barriers in daily work

Culture –

Cross-functional collaboration

Accountability in performance management



Carrier Survey Report



Open Enrollment 13 Issuer Survey

This year we
conducted
surveys with all
issuer partners
via Survey
Monkey!

Background

Each year we conduct a post-Open Enrollment survey to collect feedback from Issuers.

We aim to improve outcomes year over year in several areas, including:

Communications – Content & Timeliness

Issuer Support – Meetings & Responses

EDI Operations & Monitoring

Member-Specific Issue Resolution

Open Enrollment 13 Issuer Survey

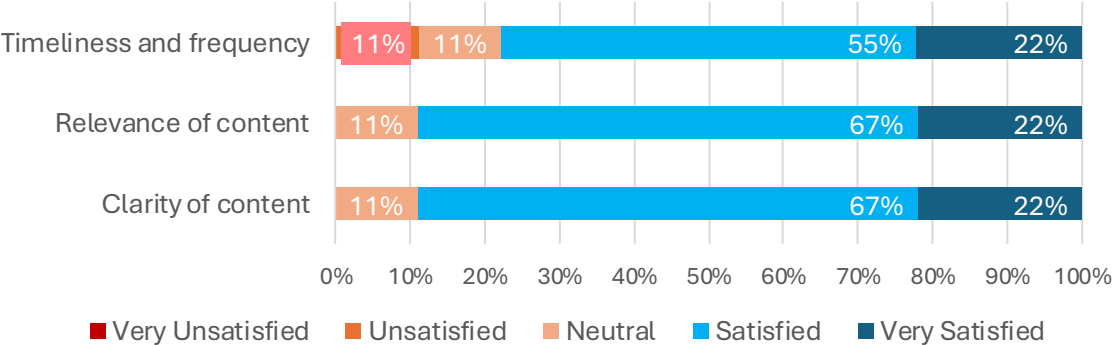
9 Issuers overall
were
represented in
this survey!

Methodology

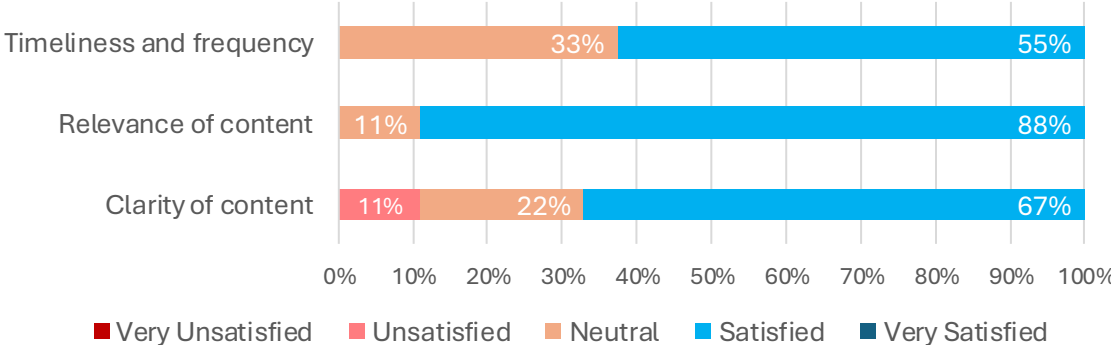
Results were weighted so each issuer contributed equally. Where multiple survey responses were received from the same issuer, they were averaged into one issuer-level score.

Communications & Responsiveness

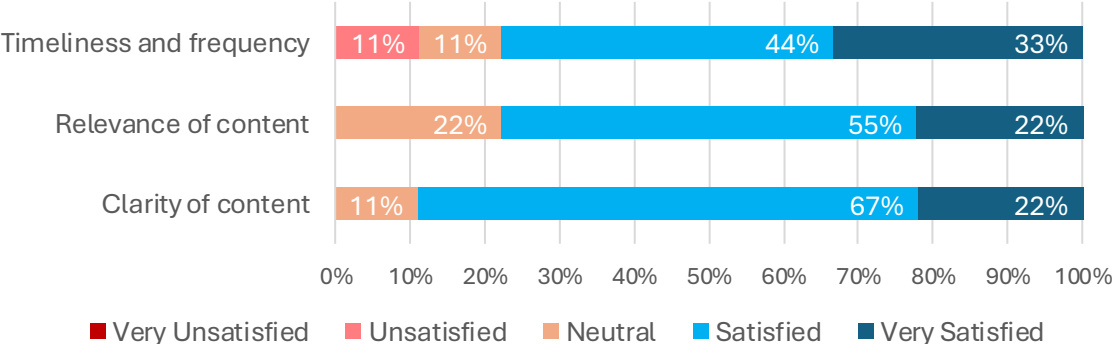
How satisfied are you with the communications for Exchange & Colorado Connect?



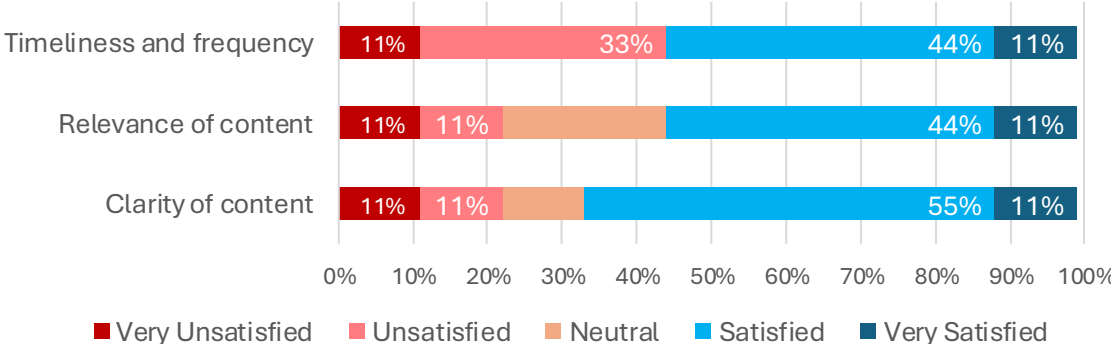
How satisfied are you with the communications for Legislation?



How satisfied are you with the communications for Operations?

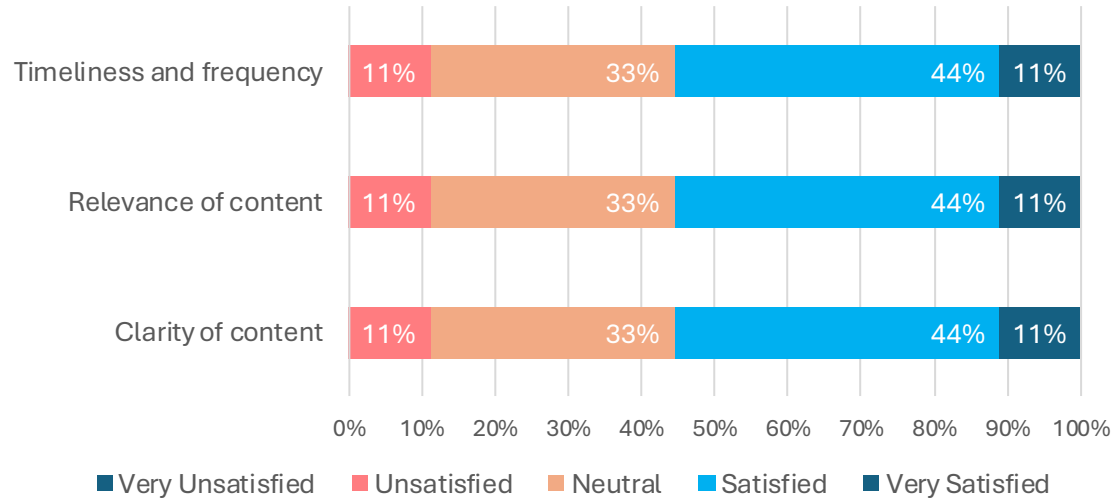


How satisfied are you with the communications for System Updates/Changes?

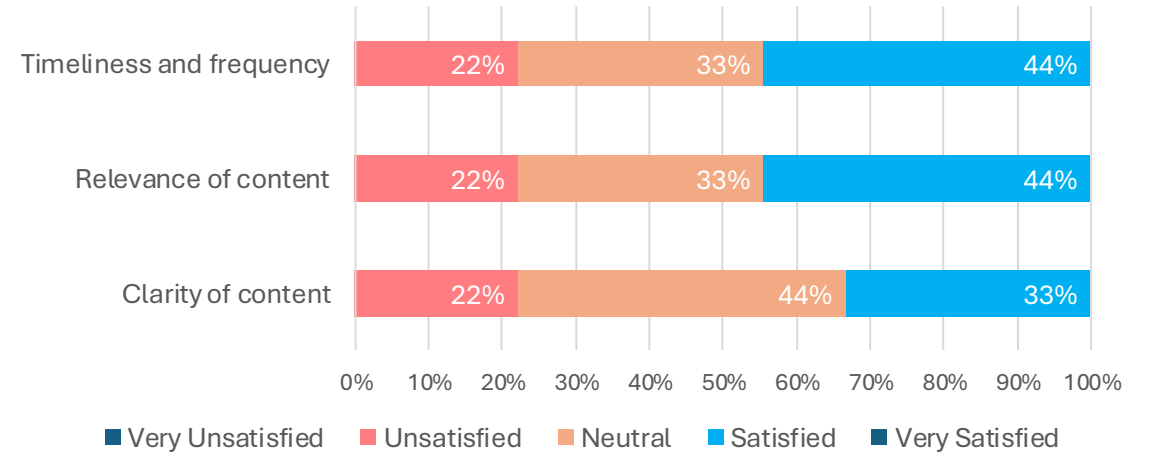


Communications (continued)

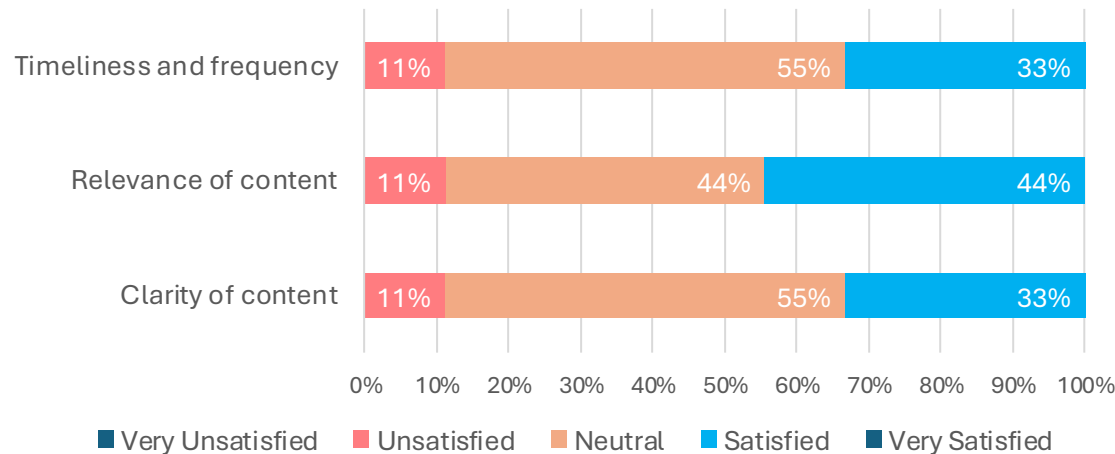
How satisfied are you with the communications for EDI?



How satisfied are you with the communications for Reconciliation?

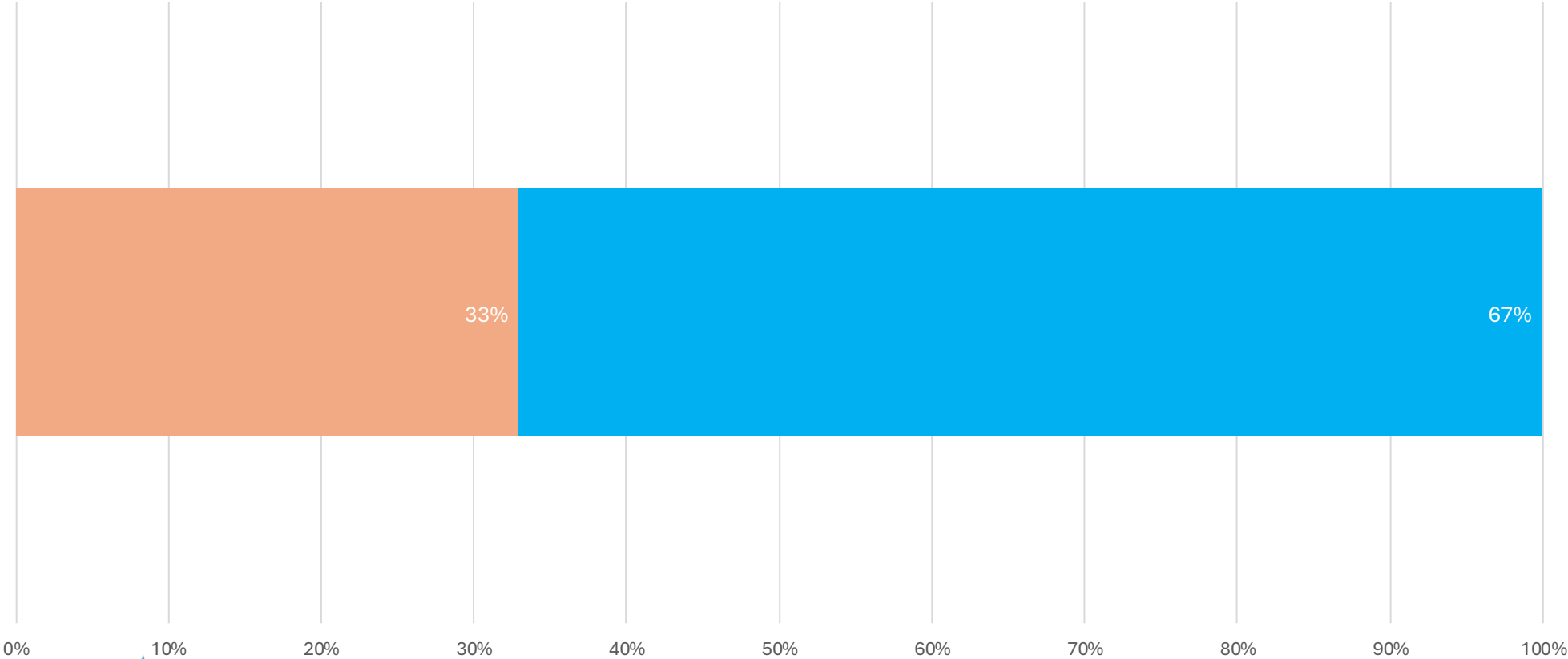


How satisfied are you with the communications for General Project Updates?



Overall Communications on Timeliness & Content

How satisfied are you with the timeliness and content you received?



■ Very Unsatisfied ■ Unsatisfied ■ Neutral ■ Satisfied ■ Very Satisfied



Common Trends in Feedback

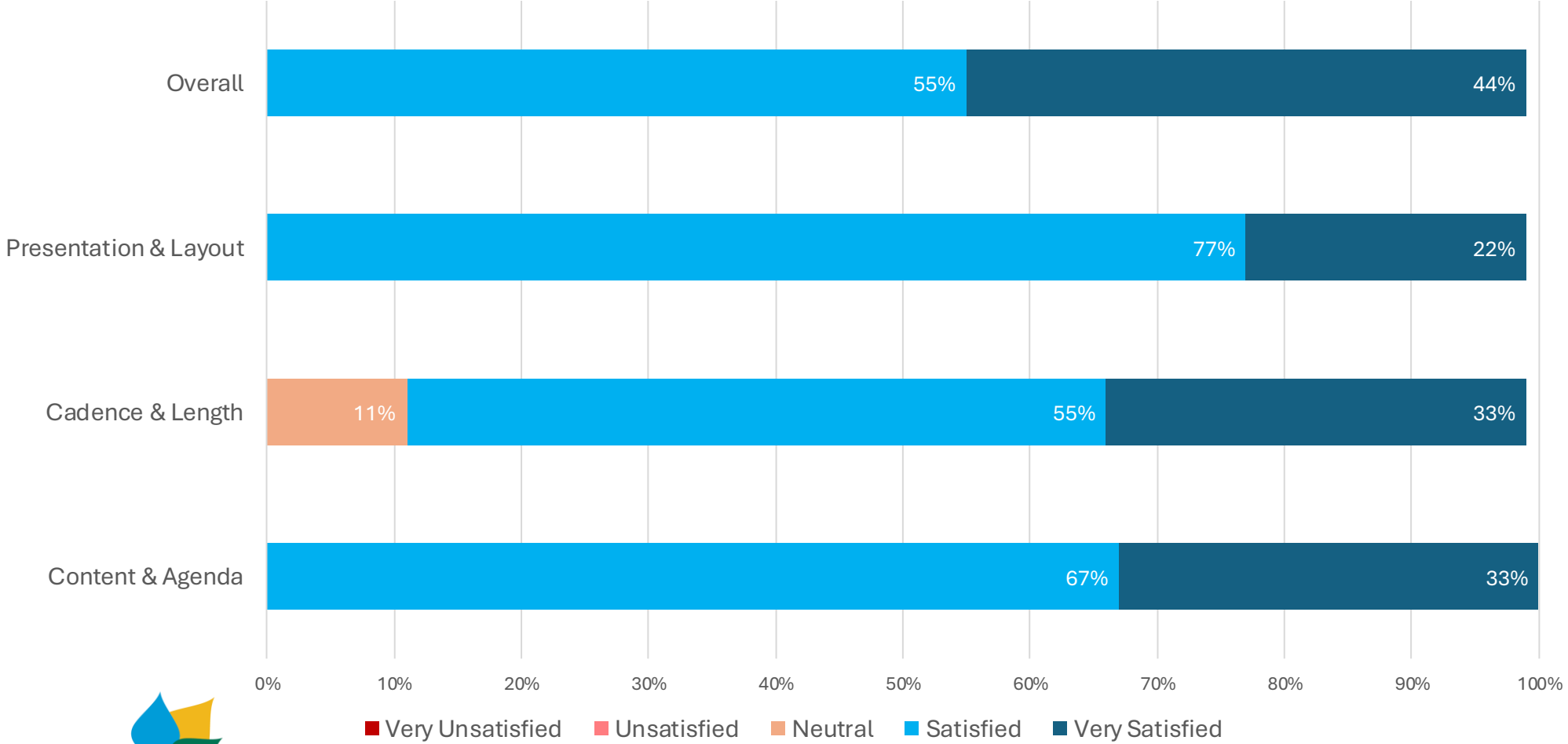
| Communications | Common Trends/Feedback |
|---|---|
| In what specific ways could communications be improved? | <ul style="list-style-type: none">• C4HCO does an effective job with communications both through regular weekly 1:1 calls and written updates• Improve coordination and timeliness of ticket communications – help improve data accuracy/reduce breakdowns in established process workflows• Support enrollment accuracy and compliance through better coordination – particularly in areas of coordination of benefits, handling members aged 65 and older, and ensuring SSNs are not inappropriately collected• Strengthen alignment with the State, particularly around EDI<ul style="list-style-type: none">• Technical communications have been unclear, contradictory, or no communications – i.e, ICHRA indicator, NHAC EDI and subsidy application approach• Enhance timeliness and clarity of file change notifications – communicate earlier to allow time to develop, test and implement updates without disruption to operations• Objectives, timing and requirements for the ICHRA project were unclear<ul style="list-style-type: none">• Insufficient time was provided to review related contract updates• Opportunity for more collaborative approach in future efforts – earlier engagement• Use the targeted email communications with the designated issuer contacts identified in the TPSF• Overall quality of communication is strong, with room for improvement in timeliness<ul style="list-style-type: none">• Timeliness of communications presents a key opportunity for improvement• Late-stage operational communications impact planning and resource allocation• Early visibility is critical for long-term planning |

Common Trends in Feedback

| Responsiveness | Common Trends/Feedback |
|--|---|
| <p>In which ways could the speed, consistency, or follow-through of our responses be enhanced?</p> | <p>Strengths:</p> <ul style="list-style-type: none">• Issuer Ops Team consistently report strong responsiveness and clear communication via email• General communication is viewed as fast, consistent and effective• The JIRA system has improved processes by reducing reliance on email for ticketing tracking• Overall, issuers are satisfied with the current communication framework |
| | <p>Opportunities for Improvement:</p> <ul style="list-style-type: none">• JIRA turnaround time & follow-through – feels slower and less consistent• Need for faster turnaround times for ticket resolution – not just updates or touches• Consistent follow-through – until issues are fully resolved• Consistency and Prioritization<ul style="list-style-type: none">• Response times are not always aligned with issue priority <p>While communication is generally strong and well-received, the biggest opportunity lies in making JIRA as fast, reliable, and consistent as email, with clearer prioritization and more structured follow-through.</p> |

Bi-Weekly Meetings

How satisfied are you with the Biweekly 1:1 Meeting...

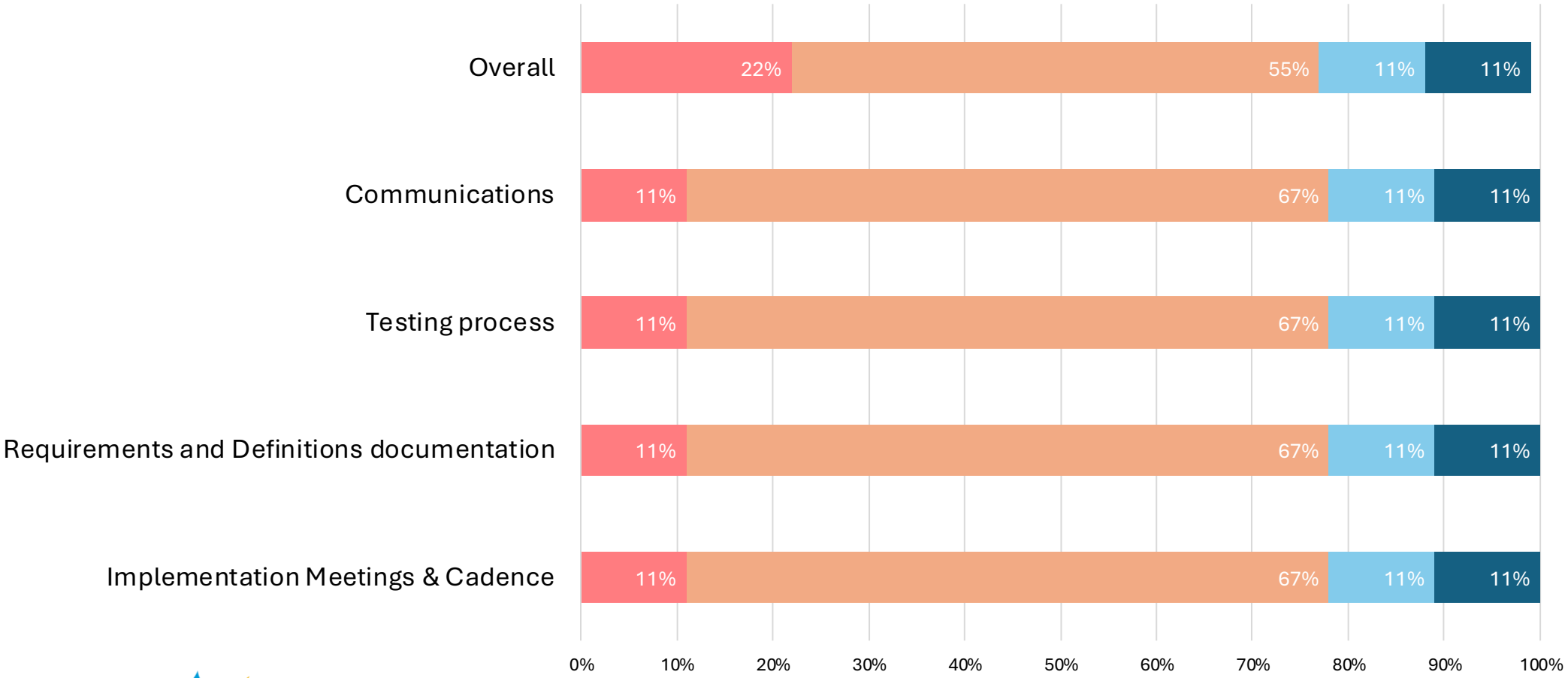


Common Trends in Feedback

| Operations | Common Trends/Feedback |
|--|--|
| How could the Bi-weekly 1:1 Meeting be improved? | <p>Respondents are satisfied with current meetings and recent improvements. There is an appreciation for ongoing enhancements over the past few years.</p> <p>Actionable Improvements:</p> <ul style="list-style-type: none">• Shift toward monthly meeting cadence where appropriate• Send agendas in advance for all 1:1 meetings• Reduce repetition in policy updates; consider batching updates monthly• Continue and possibly expand relevant reporting (legislative updates, board activity, trending data).• Maintain current strengths, fine-tuning efficiency and preparation |

Pay Now Project

How satisfied are you with the Pay Now Project...



■ Very Unsatisfied ■ Unsatisfied ■ Neutral ■ Satisfied ■ Very Satisfied

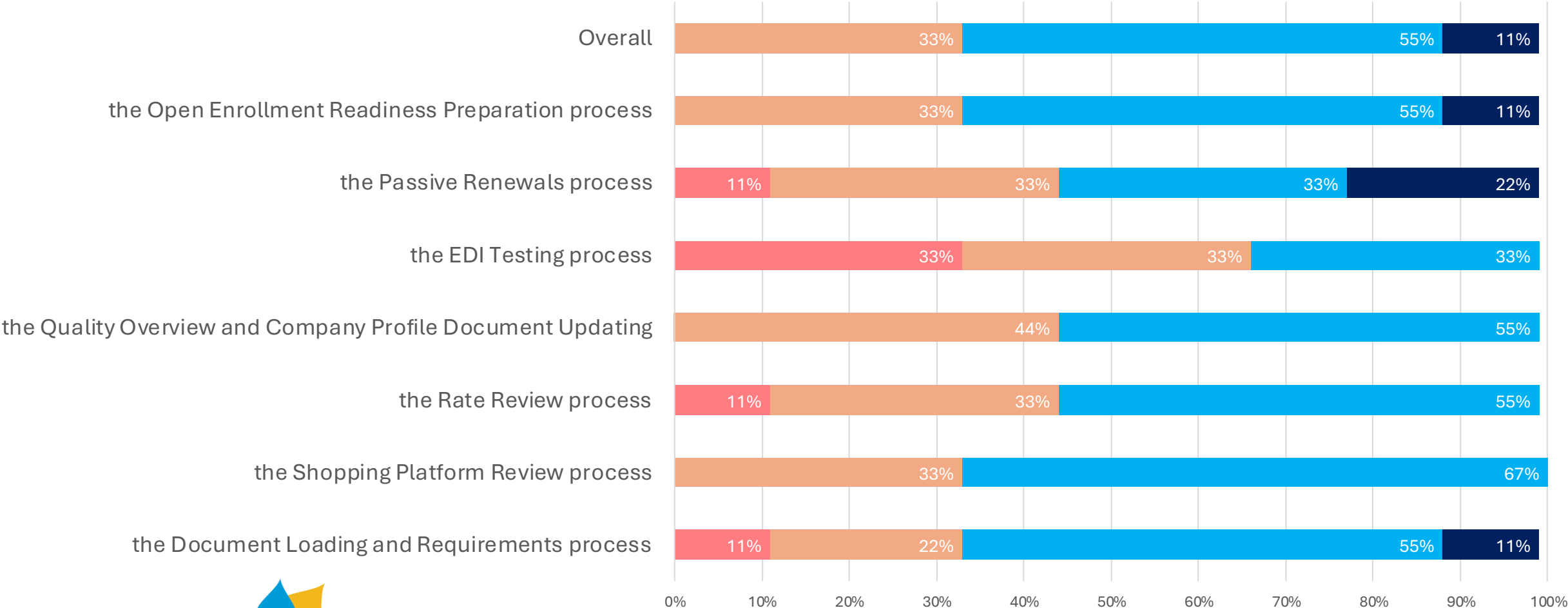


Common Trends in Feedback

| Pay Now Project | Common Trends/Feedback |
|---|--|
| Which parts of our Pay Now project management approach could be strengthened to improve outcomes? | <ul style="list-style-type: none">• Clearer timelines for changes• More structured and consistent communications• Strengthening these areas would improve predictability, alignment, and overall effectiveness• Ensure 834 generation with payment submission• Identify and resolve root causes of payments w/o 834 generation and enhance process to prevent issues |
| What enhancements would most strengthen the Pay Now project's impact or usability? | <ul style="list-style-type: none">• Maintain stability and Consistency – sustain Pay Now's success and building user trust• Enable Payment Redirection for Enrollment partners – brokers able to submit initial payments OBO enrolling customers |

Open Enrollment Preparation

In preparation for OE 2025/PY 2026, how satisfied are you with...



■ Very Unsatisfied ■ Unsatisfied ■ Neutral ■ Satisfied ■ Very Satisfied

Common Trends in Feedback

Open Enrollment Readiness & Preparation

In what specific ways could our open enrollment readiness be improved?

Common Trends/Feedback

Earlier timelines and better planning

- Move up key milestones, especially
 - Passive renewal runs
 - Pre-production validation activities
- Provide earlier visibility into System changes and Legislative/regulatory updates
- Enable earlier EDI testing cycles to allow sufficient remediation time
 - Expand and strengthen testing capabilities
 - Align Colorado testing rigor with other state exchanges – comprehensive pre-OE validation
 - Improve EDI testing effectiveness
- Access to testing environments and shopping experience
 - View and test the COCO shopping experience – not backend systems
 - Improve overall testing transparency and usability
- Rate Review Process Improvements
 - Simplify and modernize rate review
 - Provide direct system access/credentials for issuers
 - Enable issuers to independently review and validate plan data, and perform checks on their timelines
- Data accuracy and Environment Alignment
 - Ensure consistency between test environments and production data (especially rates)
 - Address discrepancies that break automation and force manual intervention during testing/review
- Governance and Enrollment Controls – Strengthen policy and system controls – prevent ineligible enrollments (adults in pediatric dental plans)
- External dependency challenges – late federal/state guidance outside issuer/exchange control
 - provide contingency planning where possible. Helps mitigate unavoidable external risks

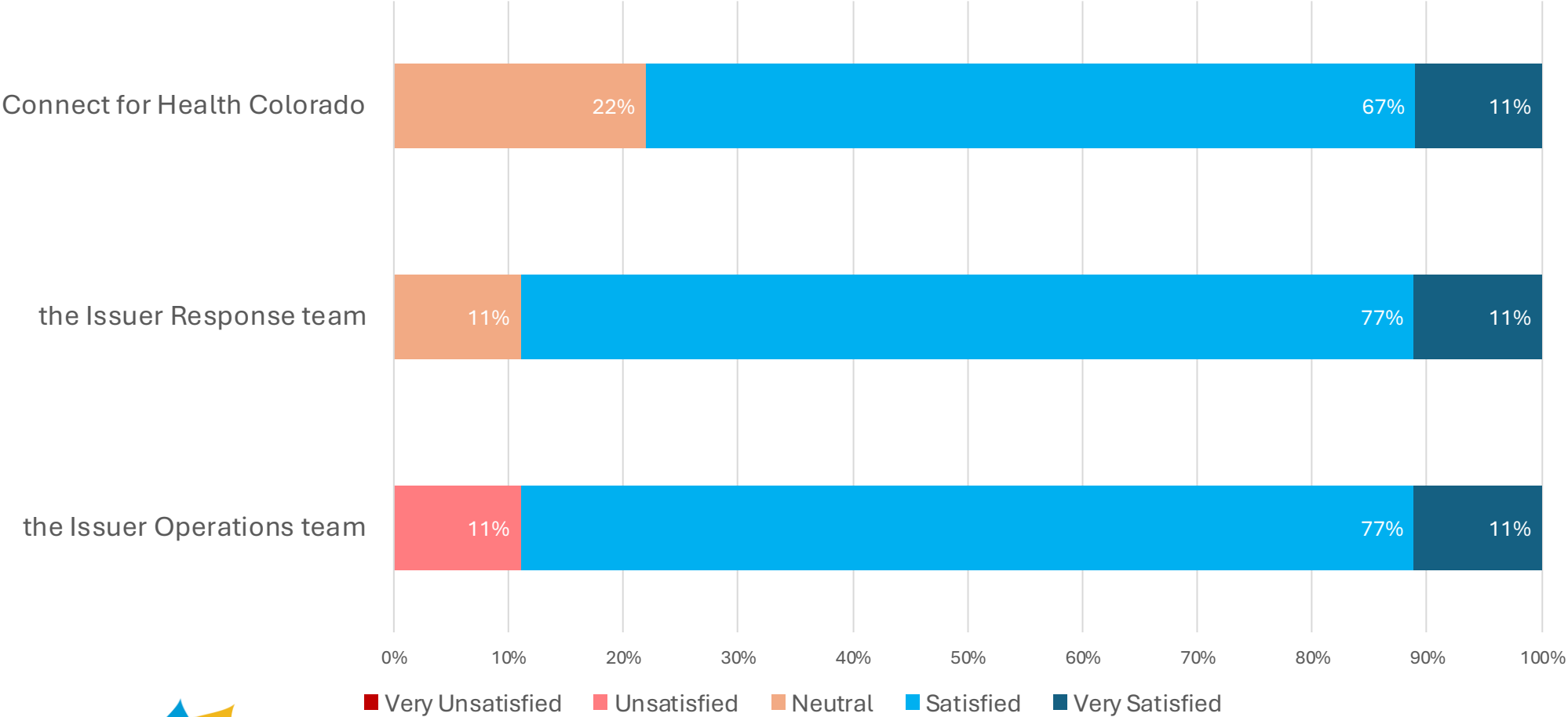
Common Trends in Feedback cont.

| Open Enrollment Readiness & Preparation | Common Trends/Feedback |
|---|---|
| <p>In what specific ways could our open enrollment readiness be improved?</p> | <p>Earlier timelines and better planning</p> <ul style="list-style-type: none"> • Move up key milestones, especially <ul style="list-style-type: none"> • Passive renewal runs • Pre-production validation activities • Provide earlier visibility into: <ul style="list-style-type: none"> • System changes • Legislative/regulatory updates • Enable earlier EDI testing cycles to allow sufficient remediation time <ul style="list-style-type: none"> • Expand and strengthen testing capabilities • Align Colorado testing rigor with other state exchanges – comprehensive pre-OE validation • Improve EDI testing effectiveness • Access to testing environments and shopping experience <ul style="list-style-type: none"> • View and test the COCO shopping experience – not backend systems • Improve overall testing transparency and usability |



Overall Experience

How would you rate your overall experience with...



What other projects would your organization like to see in the future from us?

Summary of key themes:

- Fix enrollment accuracy issues (Out of area rating/enrollment, SSN collection & Eligibility Verification, and Passive Renewals – communicate to members, how their actions affect renewal outcomes)
- Give Issuers better visibility (Portal & Data Access) – Top requested tool – Issuer Enrollment Portal – providing real-time enrollment data. Pre-audit & Data visibility tools – provide access to exchange facing staff for collaboration, access for issuers to pre-audit files.
- Improve EDI reliability and completeness – strengthen validation standards for 834 transactions, implement real-time or pre-submission validations. Address issues – \$1 PMPM discrepancies, general data inconsistencies, NHAC – accurate representation in EDI, and add QSEHRA indicator to 834 transactions (like ICHRA)
- Strengthen payment validation processes – validate corresponding EDI transactions are successfully sent to issuers, improve reconciliation between payment and enrollment. Pay Now – expand and refine OBO payment functionality for accurate handling of third-party payments.
- Add guardrails to prevent improper enrollments – improve system logic to prevent adults from enrolling in pediatric-only dental plans

What other feedback do you have for us?

C4HCO is highly valued for its people, responsiveness, and partnership approach. There is a strong appreciation for the partnership with C4HCO and the professionalism of the team. Stakeholders consistently highlighted positive relationship management, responsiveness, and a collaborative approach.

Areas of Strength were noted as follows:

- Strong partnership and collaboration
- Responsive issue resolution
- High-quality team engagement
- Commitment to continuous improvement

Areas for improvements were noted as follows:

- Proactive enrollment monitoring
- Issuer involvement in retroactive changes
- Technology and resource constraints

The areas for improvement center on increased system-driven automation, earlier issuer engagement in impactful decisions, and investment in technology enhancements to better support the team's effectiveness.



Executive & Finance Committee

BOARD OF DIRECTORS MEETING DATE: 6/8/2026

SUBJECT: REQUEST FOR FISCAL YEAR 2027 TECHNOLOGY PREFERRED VENDOR FUNDING

PREPARED BY: BRIAN BRAUN, CFO, KELLY DAVIES, CPO, KELLY GUTHNER, CIO,

Proposed Action

Board approval to contract with technology preferred vendors for fiscal year 2026 and 2027 in the amount of \$11,275,000.

Summary

This request is to address the technology contractor needs to support the implementation of the technology roadmap along with ongoing support for C4HCO's technology and enterprise data infrastructure and associated security needs. In 2022, C4HCO underwent a procurement to approve the use of a list of preferred vendors (see supplemental information below) to provide technology development, security, maintenance and support services. All preferred vendors are under contract through our standard master service agreement. This funding request allows for the establishment of statements of work with preferred vendors selected by management to support FY26 and FY27 activities.

Based on the approved FY27 budget, this request includes \$10,775,000 for identified preferred vendor expenses in FY27. In addition, given the anticipated level of platform and product investment over the next two years and the need to extend experienced preferred vendor resources in FY26 to support that work, we are requesting an additional \$500,000 in FY26, for a total request of \$11,275,000.

Additional technology investments are anticipated in the FY27 budget beyond this request. Once these investments are identified and preferred vendor usage is quantified, we may submit further preferred vendor funding requests.

Staff Recommendation

Staff recommends the approval of this request to allow for the contracting for the technology services identified in the fiscal year 2027 budget along with additional funding to extend current preferred vendor resources in fiscal year 2026.

Procurement Compliance

Procurement Exceeds \$350,000 threshold: Yes

Procurement/Business Initiative is necessary or advisable: Yes – this increase will allow for the continuation of projects that are currently underway, new projects anticipated in the fiscal year 2027 budget along with mission critical contracted support staff.

Type of procurement vehicle: Master Service Agreements with each selected vendor accommodated by Statements of Work for specific work requests. The MSA's are in place with the preferred vendors.

Need for RFP,RFI,RFS or similar: No, an RFP was originally issued in the selection of the preferred vendors and anticipated initial service term of these vendors is through June 2027.

Funding Source

The funding needed to support these costs is included in the proposed FY27 budget. The additional funds requested for FY26 are within the overall technology approved budget. We anticipate the source of funding will be general operating funds.

Supplemental Information:

Approved Preferred Vendors

| Tier 1 | Tier 2 (under \$250,000) | |
|---------------------|---------------------------------|--------------------|
| CGI | AgileGov | MGT |
| Coalfire Systems | Betsol | Reality Technology |
| Compri Consulting | DatamanUSA | Revision Inc. |
| Opticca Security | DCS | Securely Yours LLC |
| Optum (fka hCI) | DSG Systems | SVAM International |
| Quanta Intelligence | Elegant Solutions | TSCTI |
| | Infojini | System Soft |

BOARD OF DIRECTORS MEETING DATE: 6/8/2026

SUBJECT: REQUEST FOR FISCAL YEAR 2027 CUSTOMER OPERATIONS CONTRACT STAFF FUNDING

PREPARED BY: JUSTIN BRANDON, DIRECTOR OF CUSTOMER OPERATIONS, BRIAN BRAUN, CFO

Proposed Action

Board approval to contract with Customer Operations staffing preferred vendors for fiscal year 2027 in the estimated amount of \$4,800,000.

Summary

Staff underwent an RFP process in 2026 to refresh the list of preferred vendors. This request is to fund the selected preferred vendors to supplement service center and medical assistance contract staff needs for fiscal year 2027 (July 2026 – June 2027). The 3 vendors selected through this process are:

- Hire Connections
- Medix
- TEKsystems

Selection and approval of these vendors provides a pool of qualified staffing contractors that will allow for a faster response to the organization's needs and the flexibility to staff-up during higher volume periods. The proposal process provides assurance the organization is getting appropriate value for these services. The proposed pricing by these vendors is comparable to our hired staff costs.

The approved FY27 budget contains \$10.7 million for service center and medical assistance staffing. Of this total expected staff spending, \$4.8 million is budgeted to be spent on contract staffing.

Staff Recommendations

As a result of the RFP process, staff recommends the approval of this request to allow C4HCO to proceed to contracting with the following selected vendors:

- Hire Connections
- Medix
- TEKsystems

The level of usage of these preferred vendors will be at the discretion of management but will not exceed the Board approved funding without an additional request to increase funding.

Procurement Compliance

Procurement Exceeds \$350,000 threshold: Yes

Procurement/Business Initiative is necessary or advisable: Yes – the use of contract staff during peak times is essential to the organization’s operations.

Type of procurement vehicle: C4HCO underwent an RFP procurement process in 2026 to arrive at its selection of preferred vendors.

Steps in the RFP process included:

- *Announcement of RFP – website posting*
- *Receipt of proposals – 3 responses*
- *Review of proposals by internal team*
- *Proposal evaluations included reviewing company background, specific staffing experience relevant to this request, Colorado presence, health care/insurance experience, pricing.*

The selected vendors are being recommended based on the following:

- *Competitive billing rates/markup (the 3 vendors had similar pricing)*
- *Demonstrated knowledge of staffing service center and administrative organizations with a focus on healthcare.*
- *The ability to quickly hire staff.*
- *Ongoing support of their staff to reduce turnover.*

Master Service Agreements with each selected vendor accommodated by Statements of Work for specific staffing requests will be used in contracting for each vendors services.

Need for RFP,RFI,RFS or similar: Yes, it has been over 5 years since the last RFP process.

Funding Sources

The funding needed to support these costs is included in the proposed FY27 budget. We anticipate the primary source of funding will be general operating funds. Partial reimbursements are expected related to Medicaid related activities based on our approved cost allocation plan.

BOARD OF DIRECTORS MEETING DATE: 6/8/2026

SUBJECT: REQUEST FOR PROCUREMENT APPROVAL – FISCAL YEAR 2027 ENGLISH
SPEAKING MEDIA BUY

PREPARED BY: RON ZWERIN, SR. DIRECTOR MARKETING, COMMUNICATIONS AND
BRAND, BRIAN BRAUN, CFO

Proposed Action

Board approval to contract for English media buys through Truform Media Group for Fiscal Year 2027 estimated to not exceed \$1,400,000.

Summary

Media buy services include digital display ads, social media paid ads, paid search and search retargeting, placement on Connected TV, rural newspaper ads across Colorado. In addition, the selected vendor provides data analytics and dashboard, for measuring and reporting on campaign effectiveness.

Staff underwent an RFP process in 2026 to seek bids for providing English media buy services for fiscal year 2027. Through this process Truform Media Group was selected to provide these services. The proposal process provided assurance the organization is getting appropriate value for these services.

Staff Recommendation

As a result of the RFP process, staff recommends the approval of this request to allow C4HCO to proceed to contracting with Truform Media Group.

Procurement Compliance

Procurement Exceeds \$350,000 threshold: Yes, the total expense for the media buy is estimated to total \$1,400,000

Procurement/Business Initiative is necessary or advisable: Yes – we need statewide media coverage to support enrollment goals for PY 2027.

Type of procurement vehicle: C4HCO underwent an RFP procurement process in 2026 to arrive at its selection of preferred vendors.

Steps in the RFP process included:

- Announcement of RFP – website posting
 - A request was issued to paid media firms via our website. The posting was placed on April 8 and taken down May 15.

- Receipt of proposals – 4 Firms.
- Review of proposals by internal team
 - The evaluation included an internal review process supported by a structured rubric approach (“category / what excellent looks like / why it matters / evidence”).
- Proposal evaluations included reviewing company background, specific staffing experience relevant to this request, Colorado presence, health care/insurance experience, pricing.
 - This was a key aspect of the work. The firms were required to have a presence in Colorado
 - **Strategic partnership approach:** Ability to function as a partner that “owns outcomes,” not just a vendor executing placements.
 - **Execution capability across channels:** Paid search, paid social, programmatic/streaming, and traditional (where relevant), including audit-and-optimize approach.
 - **Measurement maturity + reporting:** Audit of tracking, governed UTMs, dashboarding, and a roadmap toward stronger attribution under data constraints.
 - **Experience operating in regulated healthcare contexts:** Willingness to work within compliance/legal constraints.
 - **Team structure/seniority and day-to-day coverage model:** We met each of the representatives who will work on the account daily and confirmed clarity on who is actually doing the work.
 - **Pricing / fee model** management fee structure + onboarding + analytics support components aligned with our budget.
 -

Based on this evaluation criteria, Truform Media Group was determined to be the best choice.

These services will be contracted via a Master Service Agreement with Truform Media Group along with any needed statements of work.

Need for RFP,RFI,RFS or similar: Yes, it has been over 5 years since the last RFP process.

Funding Source

Funding will be provided by Connect for Health Colorado’s operating funds. Amount of request is included in the fiscal year 2027 budget.



Policy and Operations Committee



Appendix

Appendix: Table of Contents

01

Operations Update

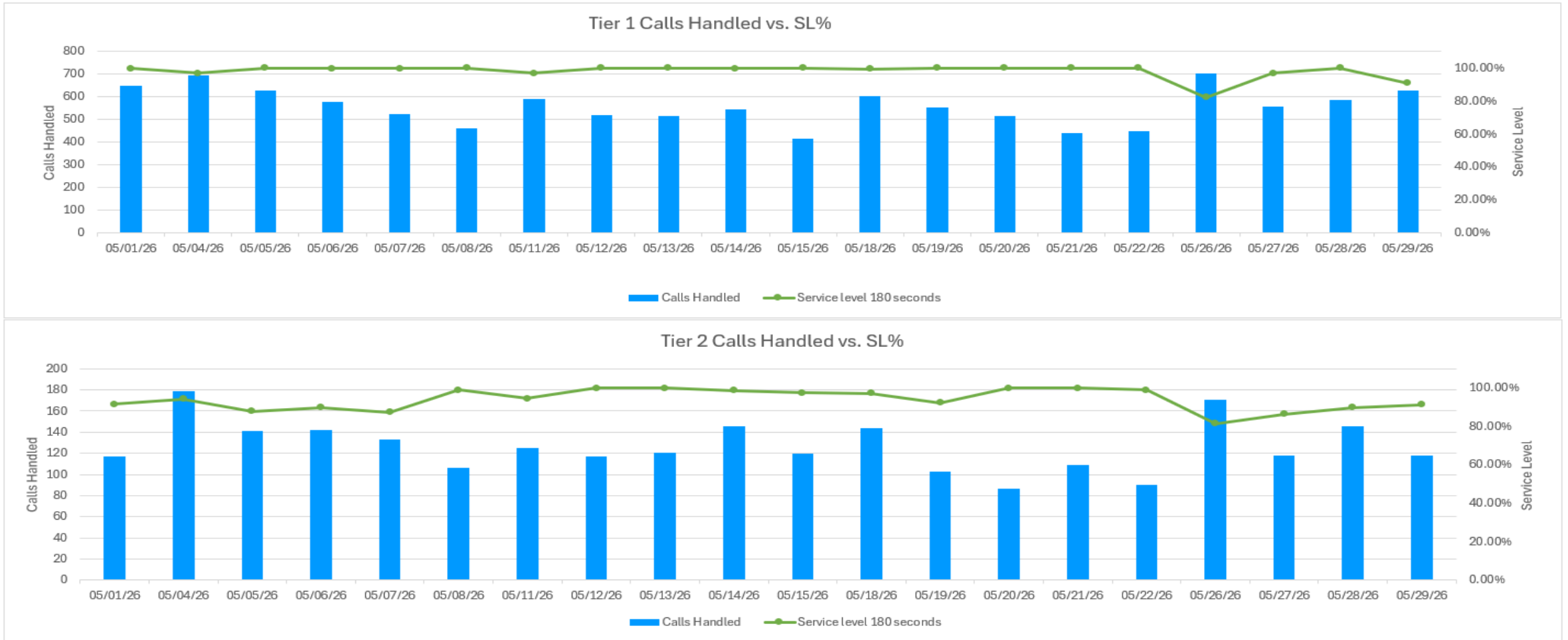


Operations Update

May Performance

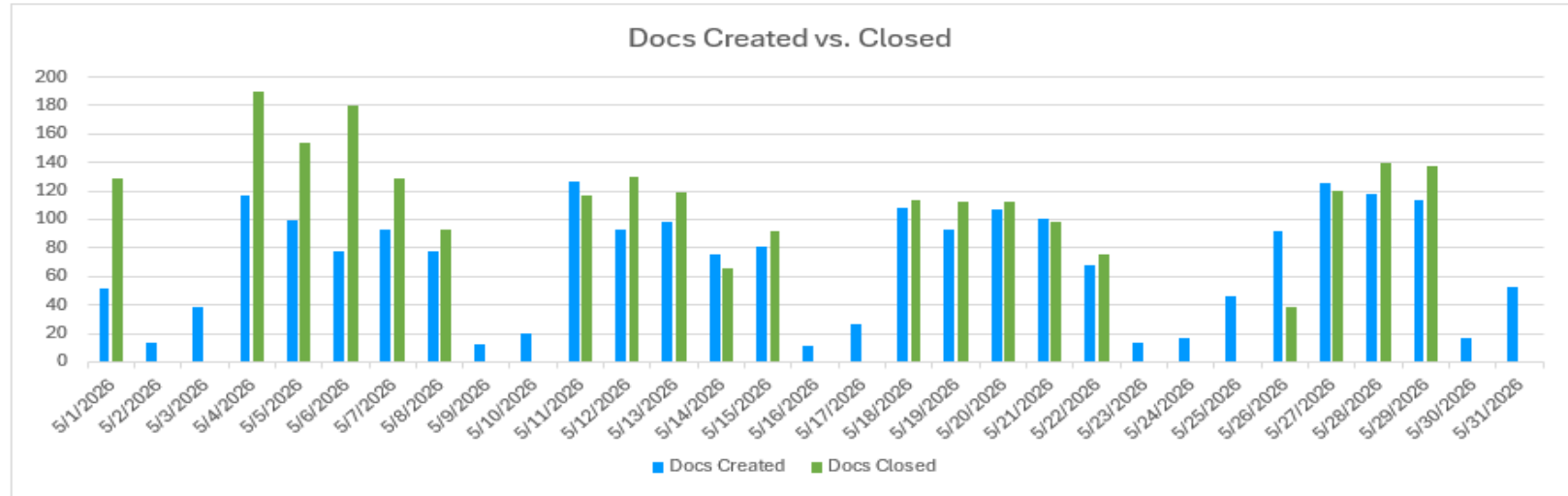
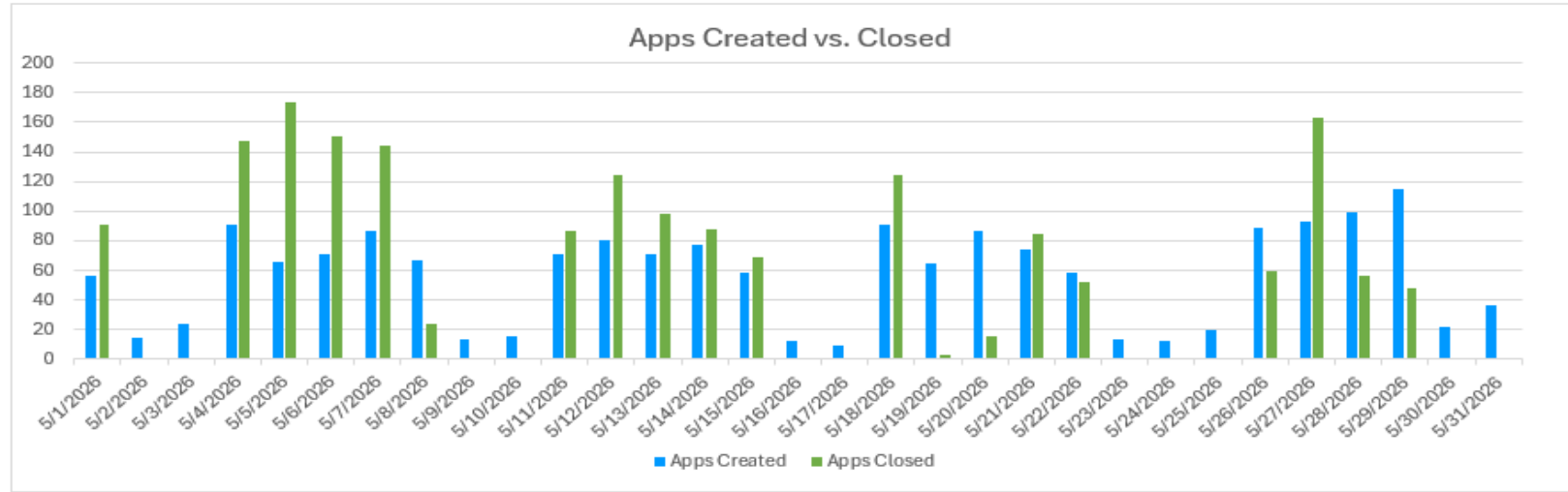
| May Stats by Group | | | | |
|----------------------------|-------------|-------------|-------------|-------------|
| Group/ Year | Tier 1 2026 | Tier 1 2025 | Tier 2 2026 | Tier 2 2025 |
| Average Handle Time | 12:18 | 13:39 | 17:22 | 14:05 |
| Average Speed of Answer | 0:23 | 0:38 | 0:38 | 0:42 |
| Calls Offered | 11,421 | 13,242 | 2,623 | 2,308 |
| Calls Handled | 11,164 | 12,837 | 2,544 | 2,223 |
| 180 Second Service Level % | 97.71% | 94.40% | 93.33% | 93.59% |

March Calls Handled vs. Service Level



MA Site Work Received/Processed

| | Received | Completed |
|-----------------|--------------|--------------|
| MA Applications | 1,004 | 951 |
| Change reports | 757 | 853 |
| Documents | 2,186 | 2,349 |
| Total | 3,947 | 4,153 |



CSAT Survey Results

