



**BOARD OF DIRECTORS' MEETING MINUTES**  
**Wednesday, May 15, 2024**

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

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

**MEMBERS ABSENT:**

BERNARD BYERS  
RAQUEL DONINGUEZ

**STAFF PRESENT:**

JOHNNA ALLEN, CMA Coordinator, Pueblo County  
COLLEEN BATCHELOR, CEO – in person  
JESSICA BELL, Human Resources Manager  
JINNI BRUNS, Coordinator  
SUSAN CALLAN, Ongoing Case Management Supervisor  
TINA CHAVEZ, Coordinator  
KYLE COX, Navigation Manager  
TAMARA ENGRAM, Executive Assistant – in person  
KEVIN EZELL, Benefits Coordinator, Pueblo County  
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  
TAMIE KNERR, Controller  
RYAN KUYPER, Learning and Staff Development Director – in person

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KIMBERLINA LIRA, Ongoing Coordinator, Pueblo County  
KELLY LYNG, Development Director  
HEATHER MEIZIS, Quality Manager  
DESIREE MILLER, Benefits Coordinator  
CALLIE MURPHY, State General Funds Manager  
SARAH NOLAN, Respite Programs Specialist  
AMANDA REED, Early Intervention Director  
MAKALA REYNOLDS, Learning and Staff Development Lead  
KAREN RICE, EI Billing Manager  
KITTY SILVERS, Credentialing, Authorization and Billing Specialist  
STEFFAN SOTO, Intake Coordinator, Pueblo County  
JOHNNY STARNES, Ongoing Coordinator  
GINGER STRINGER, Physician & Community Outreach Specialist  
AMBER TRUSTY, Intake Coordinator  
CHERI ULMER, Program Support Manager  
KAREY URBANSKI, Human Resources Director – in person  
HEATHER WHITWORTH, CFO

**GUESTS:**

CHRISTOPHER ALIRES, Happy Lives  
MEGAN BILLESBACH, Prospective BOD Member  
TIM CUNNINGHAM, Cheyenne Village  
BIANCA HICKS, Prospective BOD Member  
TRACY HIESTER, The Independent Center  
JENNIFER MCKENZIE, SRDA  
DANNETTE NELSON, Goodwill Services of Southern Colorado  
JENNIFER STREHLOW, Operations Director, 6385 Corporate Drive LLC  
and New Altitude – in person  
303.378.2476 (no name provided)  
504.495.1748 (no name provided)  
719.502.1509 (no name provided)

**I. CALL MEETING TO ORDER**

The regular meeting was called to order at 7:34 am by Lois Landgraf, Chair.

**II. PUBLIC COMMENTS**

None.

**III. MISSION MOMENT – TRE 3-5 YEAR GOALS**

Colleen Batchelor, CEO shared updated information which builds on the goals developed by the Board in 2021 (Strategic Plan Development). These are the Executive Team's 3-5 Year Goals

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1. Financial Goals
    - a. 90 Days Cash on Hand
    - b. Contract Revenue Draw Downs consistently at 98% of budget and contract.
    - c. Building mortgage to be paid off no later than October 2027.
    - d. Update building resources (HVAC, parking lot, upkeep)
  2. Staffing
    - a. Staff retention at 85% or higher
    - b. Salaries in the 50<sup>th</sup>-60<sup>th</sup> percentile
    - c. Workload levels that promote person-centered service delivery – realistic to hours worked
    - d. Effective organizational structure and ratio of managers/supervisors to employees
    - e. Effective teaming that supports person-centered service delivery through staff capacity-building, peer mentoring, expertise sharing, team stability, and collaboration
  3. Systems –
    - a. Fully operational database system and portal, integrated with state systems and is effective and efficient to drive person-centered services and supports staff effectiveness and efficiency – eliminates manual trackers and reporting and reliable data
    - b. Flexible to the changing system and maintainable
    - c. Decreases duplication across systems
    - d. Provides reporting that allows us to continually evaluate our effectiveness in real time – effective KPIs
  4. 6385 Corporate Drive LLC
    - a. Building mortgage paid off by due date 10/2027
    - b. HVAC replaced
    - c. New Altitude producing \_\_% profit (beyond what traditional lease would produce)
  5. Community Partnerships and Collaboration
    - a. TRE facilitates the effective partnership and collaboration across Providers, Advocates, Schools, Healthcare, etc. to drive Person-Centered Service Delivery
  6. Person-Centered Service Delivery
    - a. Person in services/Family can access information, support, resources, etc. when they need it – Right Now (not 48 hours)
    - b. Staff understand at a person level the needs, priorities, desires of the people they serve (not just what paper says)
    - c. Person in services/Family feel heard and seen – People and staff are partners
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CEO Batchelor then shared that while the above list and others not included exemplify a lofty plan that will require a lot of hard work, partnerships, and focus. It is doable.

As TRE celebrates its 60<sup>th</sup> Anniversary, we need to remember the parents who started TRE and the many hurdles they had to overcome to build options for families who wanted to keep their loved ones with a disability in their home communities. If these families were able to succeed with fewer resources than today, we can do it too.

#### **IV. STRATEGIC FOCUS-Staff Retention, Engagement and Recruitment**

Karey Urbanski, Director of Human Resources (HR) shared information on the various tools that TRE uses to recruit, hire, and retain staff. Following are statistics to show the growth of TRE since July 1, 2023 to current:

- 140 new hires-includes Pueblo County staff – 20% increase from last fiscal year.
- For Pueblo County staffing:
  - Budgeted 60 new staff
  - Hired 34
  - Vacancies 26
- It is important that TRE fills all vacant positions. Our current focus is on service coordination across program areas.
- TRE is in the process of bringing back all of the hiring processes to HR staff (screen applications, scheduling interviews, making job offers). This will hopefully give Supervisors and Managers back valuable time to focus on their areas of responsibility.
- TRE is in the start-up phase of implementing the Predictive Index (PI) module(s) to assist in all areas of recruitment, hiring and retention.
  - Currently, each qualified candidate is asked to complete the PI survey. This tool assists with identifying where the candidate might best fit, or not, within TRE.
  - Soon, all staff will be asked to complete the survey. The information gleaned from these surveys will hopefully assist teams with communications, team building etc.
  - This tool is relatively new to TRE. More will be shared in the future.
  - Following is the link to the video on PI that was referenced but not shown due to technical difficulties.  
<https://www.predictiveindex.com/learn/support/explain-pi-to-your-organization/>
- Mental Health Supports/Resources:
  - TRE has expanded support and resources for staff.
  - Reconvened the Employee Wellness and Engagement Committee to assist with planning agency-wide activities and events.
    - The TRE Annual Gathering is scheduled for Friday, June 7, 10:30 am – 12:30 pm at Bear Creek Park (east side). BOD members and their families are welcome. Tammie Engram will forward the invitation to BOD.



- This committee needs members who are TRE staff. If interested, contact Ms. Urbanski.
- Engagement:
  - Additional training sessions are being developed to offer performance management modules for career growth. Other sessions will be developed as needs are identified.
  - Additional PI training will be offered so that Supervisors, Managers and others can strive to build stronger teams and improve work culture.

*(The PowerPoint presentation is incorporated into these minutes by reference and can be found in the May 15, 2024 Board records for further review).*

## V. CONSENT AGENDA

The Consent Agenda included the requested approval of the Board of Directors' Meeting Minutes dated April 17, 2024, and TRE BOD Legislative Committee Meeting Minutes dated April 22, 2024.

**A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY LAURIE HUISINGH TO ACCEPT AND APPROVE THE CONSENT AGENDA AS PRESENTED (TRE Board of Directors' Meeting Minutes dated April 17, 2024, and TRE BOD Legislative Committee Meeting Minutes dated April 22, 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 May 13, 2024.

*Fiscal Year 22/23 Audits Review* – Calvin Logan from Logan, Thomas & Johnson presented/reviewed findings from the Consolidated Financial Statements and Single Audit with the group.

*Consolidated Financial Statements* – The Audit for 22/23 was very similar to the prior fiscal year's audit. The results expressed an unmodified opinion on the audited consolidated financial statements. (Note: this is the best opinion available).

*Single Audit* – The purpose of a single audit is to review/audit the schedule of expenditures of federal awards. There are no findings for the FY 22/23 Single Audit. The results of this audit also expressed an unmodified opinion.

*Form 990* – This is an informational tax form required by the Internal Revenue Service (IRS) for nonprofit organizations. Upon final review this form will be submitted no later than May 15, 2024.

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Representatives from Logan, Thomas & Johnson thanked TRE's Business Office and other Departments for their willingness and ability to provide the needed information in a timely manner.

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

- CMA Stabilization Funding was booked in the amount of \$5.5 million. The priorities for this funding will be reported on during future FIC meetings. A suggestion of including Reserves as a priority was suggested.
- Pueblo County services are now being billed and paid for on a more consistent basis.
- EI Colorado is current on all contract payments.
- The variance on the budgeted FTEs is due to adding additional staff in Pueblo County for the Pueblo County CMA contract.
- Payment to 6385 Corporate Drive is for property taxes.
- Reminder: The balloon payment for the 6385 Corporate Drive mortgage in the amount of \$4.3 million is due in October 2027.

Fiscal Year 24/25 Budget Preparation – Work on next year's budget is in progress. The proposed budget will be presented to FIC at their June meeting for review and a recommendation to present to the full Board of Directors for ratification.

**THE FINANCE AND INVESTMENT COMMITTEE RECOMMENDS THE APPROVAL OF THE APRIL 2024 FINANCIAL REPORTS FOR THE RESOURCE EXCHANGE. *Motion unanimously approved.***

b. Development Committee

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

The following information was shared:

- Capital Campaign
    - The Tax Planner's Happy Hour to share tax benefit information on TRE's Capital Campaign went very well.
    - If you know of other individuals and community organizations that should be aware of this information, please contact Ms. Lyng.
    - Recognition Leaf Project Funds raised to date: \$24,500 (6 leaves)
  - TRE's 60<sup>th</sup> Anniversary Celebration plans
    - 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 Monday-Thursday.
    - Plans to include Pueblo County are being discussed. Ms. Lyng will contact Jennifer Thornton, TRE BOD member to discuss ideas. And, if others have ideas, please contact Ms. Lyng.
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- The final evening will be the Art Show displaying artwork donated by various members of our communities. A portion of the artwork sales will be donated to TRE's Capital Campaign.
- Please block these dates on your schedules.

c. Nominating Committee

Patrick Davis, Vice Chair presented the following information that will be voted on at the June 19, 2024 BOD meeting.

- New Board Member Nominations (Term: July 1, 2024 through June 30, 2027):
  - Bianca Hicks
  - Megan Billesbach
  - Emerald Doyle
- Second Term Nominations (Term: July 1, 2024 through June 30, 2027):
  - Lois Landgraf
  - George Mentz
- Slate of Officers (Term: July 1, 2024 through June 30, 2025):
  - Chair – Lois Landgraf
  - Vice Chair – Patrick Davis
  - Treasurer – Jessie Martinez
  - Secretary – Laurie Huisingh

Tammie Engram will send additional information on the New Board Member Nominations for review prior to the June 19, 2024 BOD meeting.

d. Executive Committee

Please see the Chief Executive Officer's Report.

## VII. CHIEF EXECUTIVE OFFICER'S REPORT

Long Term Service and Supports (LTSS) Stabilization – Colleen Batchelor, CEO updated the group on continuing issues.

- Monthly meetings continue with Health Care Policy and Financing (HCPF) to review specific data on the ongoing issues.
- HCPF has rolled out several strategies in the system to prevent members from losing their Medicaid and other benefits. These appear to be working but progress is slow.
- TRE continues to receive complaints from members, families and provider agencies about their frustrations with the ongoing issues.

Regional Accountable Entities (RAE) – The RAEs from the Pikes Peak Region and Pueblo County are allocating some funds to support case management agencies with the backlogs and other challenges in the system. Thank you to both agencies.

Early Intervention (EI) – TRE and EI Colorado negotiated the upcoming contract starting July 1, 2024. The Administrative Rate needs to be negotiated with another group. TRE still has not received any correspondence on this. CEO Batchelor will send another email

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today requesting this meeting. TRE will not sign the contract with EI Colorado until the Administrative Rates are finalized.

## **VIII. ONGOING BUSINESS**

- a. 6385 Corporate Drive LLC (Building) and New Altitude Updates  
Jennifer Strehlow, Director of Operations provided an overview of activities:
- The Capital Campaign work is very time-consuming.
  - Learning Rx have moved to their new location on the 1<sup>st</sup> floor. Signage on and in the building is going up.
  - A group is still negotiating a lease on the third floor.
  - Remaining unleased space on the third floor will be used for expansion of New Altitude.
  - The 6385 Corporate Drive LLC BOD will be holding a mini strategic planning retreat in the near future.

*(The PowerPoint presentation is incorporated into these minutes by reference and can be found in the May 15, 2024 Board records for further review).*

## **IX. NEW BUSINESS**

Strategic Focus for June 19, 2024 Board of Director' Meeting

- a. Early Childhood Services – Amanda Reed and Lori Ganz

## **X. PUBLIC COMMENTS**

- a. *Goodwill Services* – Dannette Nelson, Goodwill informed the group that Tamara Trujillo is no longer with Goodwill. Dannette will be assuming responsibility for assessments, referrals, etc. If TRE staff or other partner agencies have not yet updated contact information, please change Tamara's contact information to Dannette. Thank you.
- b. *CEO Recognition* – Ginger Stringer reminded the group of the appeal she made to the BOD in 2019 to hire the then Interim CEO Batchelor as the CEO of TRE. Ms. Stringer stated that CEO Batchelor is brilliant and a visionary. Her every decision is based on TRE's mission and vision.

Ms. Stringer thanked the BOD for hiring Ms. Batchelor and thanked CEO Batchelor for her consistency and determination to support individuals and families.

Ms. Engram added that CEO Batchelor celebrated her fifth year as CEO on April 29, originally joining TRE in 2009.

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**XI. SCHEDULE OF NEXT MEETING**

The next Board of Director's meeting is scheduled for **Wednesday, June 19, 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 HEIDI BRANDON, SECONDED BY LAURIE HUISINGH TO ADJOURN THE REGULAR MEETING. *Motion unanimously approved.***

The regular session of the meeting adjourned at 9:10 am.

*These meeting minutes were approved unanimously by TRE Board of Directors at their June 19, 2024 meeting.*

SUBMITTED BY:

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Colleen Head Batchelor, CEO

RECORDED AND TRANSCRIBED BY:

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Tamara Engram, Executive Assistant

APPROVED AS TO FORMAT:

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Laurie Huisingh, Secretary

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