



**BOARD OF DIRECTORS' MEETING MINUTES**  
**Wednesday, July 19, 2023**

**MEMBERS PRESENT (via Zoom unless marked in person)**

LOIS LANDGRAF, Chair – in person  
PATRICK DAVIS, Vice Chair  
JESSIE MARTINEZ, Treasurer – in person  
HEIDI BRANDON – in person  
SARAH BRITTAIN JACK – in person  
BERNARD BYERS  
RAQUEL DOMINGUEZ  
TRACI MARQUES  
GEORGE MENTZ  
DAVE PAUL  
SHARON THOMPSON – in person  
AMY YUTZY

**MEMBERS ABSENT:**

LAURIE HUISINGH, Secretary

**STAFF PRESENT (via Zoom unless marked in person)**

COLLEEN BATCHELOR, CEO – in person  
SARAH BOUTON, Prior Authorization Senior Coordinator  
TINA CHAVEZ, Prior Authorization Coordinator  
TAMARA ENGRAM, Executive Assistant – in person  
DORA FERNANDEZ, IT Project Manager  
LORI GANZ, Clinical Services Director  
DON GRAY, Facilities Director – in person  
TAMIE KNERR, Controller – in person  
DEMETRIA LOPEZ, Benefits/Billing Supervisor  
KELLY LYNG, Development Director – in person  
DAISY MARTINEZ, Benefits and Billing Senior Coordinator  
CALLIE MURPHY, State General Funds Manager  
SARAH NOLAN, Respite Programs Specialist  
AMANDA REED, Early Intervention Director  
KAREN RICE, EI Billing Manager  
STEPHANIE SAMORA, Contracts and Grants Manager



KITTY SILVERS, Credentialing, Authorization & Billing Specialist  
GINGER STRINGER, Physician & Community Outreach Specialist  
LAURA THOMAS, Case Management Director  
KAREY URBANSKI, Human Resources Director  
REBEKAH WEIMAR, Nursing Facilities Supervisor  
HEATHER WHITWORTH, CFO

**GUESTS (via Zoom)**

KRIS ABBOTT  
CHRISTOPHER AIRES, Happy Lives  
CATHERINE BRADBURY, Able Light  
LISA HRINIK, Wipfli – in person  
BREGITTA HUGHES, Peak Supportive Services  
BRIDGET KIRBY, Community Intersections  
ANTHONY SHIBATA, Wipfli – in person  
JOSHUA SHIPMAN, Pikes Peak Respite  
JENNIFER STREHLOW, Operations Director, 6385 Corporate Drive LLC  
and New Altitude – in person

**I. CALL MEETING TO ORDER**

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

**II. PUBLIC COMMENTS**

Chair Landgraf welcomed Raquel Dominguez, Traci Marques and Sharon Thompson to the Board of Directors. Karey Urbanski was also welcomed to TRE's Executive Team as the new Director of Human Resources.

Colleen Batchelor, CEO was congratulated for TRE receiving an international business award.

**III. MISSION MOMENT**

Dora Fernandez, IT Project Manager provided an overview of TRE's Landing Page which has been an effort to improve and streamline our systems. This new information page offers almost all information that a TRE staff member could want or need – Cultural Roots, Links to Program/Department Pages, Upcoming Agencywide Meetings/Trainings/Events with RSVP link, Communications on TRE News, etc.

**IV. STRATEGIC FOCUS – Systems to Support Success & Measuring Our Impact**

Lisa Hrinik and Anthony Shibata, Wipfli provided information on the current strategic projects in process and being planned. The focus areas are Cross Care Integration, Database Reporting, and an Information Portal for persons receiving services, families,

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and service providers to assist with checking the status of paperwork, eligibility, current plans etc. for their services or services being provided (this project will require grant funding not yet secured).

TRE staff that attended the recent Wipfli Conference shared their experiences from the conference, networking with others, etc. All felt it was a great experience and provided very useful tools and information for our work. It was noted that the conference next year (25<sup>th</sup> Annual) is scheduled for the week of July 9. Location to be determined.

Heather Whitworth, CFO, also shared that a recent training by Wipfli that she attended was excellent.

## V. CONSENT AGENDA

**A MOTION WAS MADE BY SHARON THOMPSON, SECONDED BY HEIDI BRANDON TO ACCEPT AND APPROVE THE ITEMS PRESENTED ON THE CONSENT AGENDA (TRE Board of Directors' Meeting Minutes dated June 21, 2023, TRE Legislative Committee Meeting Minutes dated July 10, 2023, and Development Committee Meeting Minutes and Updates for July 2023). *Motion unanimously approved.***

## VI. BOARD COMMITTEE REPORTS

### a. Finance and Investment Committee (FIC)

#### *Financial Statements Monthly Review – June 2023*

Jessie Martinez, Treasurer reported that the June 2023 report showed net income of \$415,834 for TRE. The increase is mainly due to payments from the Colorado Department of Health Care Policy and Financing (HCPF) for Care and Case Management system training, final rule setting and final Public Health Emergency (PHE) funding.

The year-to-date loss for 6385 Corporate Drive is approximately \$740,000.

The preliminary Year-End loss for TRE is estimated at \$28,884.

Deferred revenue for the Single-Entry Point (SEP) increased to \$681,021 due to the additional one-time payment made by HCPF listed above.

Cash on hand is down due to the overstated amount from the Internal Revenue Service (IRS) for Employee Retention Credits that TRE was not eligible for and promptly returned. Also, there were several late payments for CCB and SEP services. EI Colorado is current with all payments.

TRE's investment in 6385 Corporate Drive was \$28,246 covering staffing costs and credit card expenditures.

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TRE Per Member Per Month (PMPM) and Monitoring revenue were down approximately \$1.1 million as compared to the budgeted amount for the year. The main reason behind this shortfall is staffing shortages.

A payment to EI Colorado was necessary for EI Service Coordination due to higher than anticipated Targeted Case Management (TCM) billing to Medicaid.

*Capital Campaign, Endowment and Mill Levy Options*

The group discussed pros and cons of the three options to determine the best direction for TRE staff time, energy, and funding to be used.

After discussion, the FIC decided to present strategic information and make a recommendation to the full Board of Directors in Executive Session.

**A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE THE JUNE 2023 FINANCIAL REPORT AS PRESENTED. *Motion unanimously approved.***

b. Nominating Committee

Commissioner George Mentz, Committee Chair presented the following two BOD members for approval for second terms ending on June 30, 2026.

Laurie Huisingh  
Dave Paul

**A MOTION WAS PRESENTED BY THE NOMINATING COMMITTEE TO APPROVE SECOND TERMS ENDING JUNE 30, 2026 FOR LAURIE HUISINGH AND DAVE PAUL. *Motion unanimously approved.***

c. Development Committee

Kelly Lyng, Development Director and Colleen Batchelor, CEO shared information on activities of the Committee, including 60<sup>th</sup> Anniversary in 2024, other community events and Go Baby Go activities. Ms. Lyng solicited volunteers to serve on the work group for the 60<sup>th</sup> Anniversary Celebrations. Kim Matthews, past Board member, is the Chair for this work group.

Ms. Lyng and other staff are working with a designer to share recommendations for the common areas in TRE's building to make it more fresh and vibrant and consistent from floor to floor. In addition, work is in process with an artist for a structure in the main lobby that would be used to recognize donors and supporters. More details will be shared soon.

A schedule of upcoming events will be shared each month with the Board of Directors. Tammie Ingram, Executive Assistant, will also send Outlook calendar invites for events as appropriate.

It was also announced that Patrick Davis will serve as the Chair of the Development Committee.

d. Executive Committee

Vice Chair Davis thanked CEO Batchelor for bringing the new Committee members up to speed prior to the meeting.

The Committee decided to solicit feedback from the full Board of Directors on how the monthly BOD meetings are being conducted, i.e., agenda and discussion content, strategic presentations, etc. The format was changed 3 years ago with the development of TRE's Strategic Plan. A strategic governance calendar is now being used for each month's strategic discussion.

Members may provide comments directly to Chair Landgraf or Vice Chair Davis. A short survey may also be sent to solicit this feedback.

Chair Landgraf then asked for additional volunteers to serve on the Finance and Investment Committee. Please contact Treasurer Martinez, Chair Landgraf or Vice Chair Davis with questions and/or to express interest.

It was noted that Heather Whitworth, CFO is willing to provide a more in-depth review of TRE's financial statements for those interested in serving on this Committee.

## VII. CHIEF EXECUTIVE OFFICER'S REPORT

Budget Listening Sessions – Two sessions were held for staff to explain the budget preparation process and contract provisions for funding. TRE decided to continue to hold these sessions each year, two times per year (late June and late January) to keep staff updated on TRE's budget processes.

CMA Request For Proposal (RFP) – TRE continues to wait for the formal award of the CMA contract for El Paso, Park and Teller counties. The delay in the formal award is most likely due to the need to reissue the RFP for two areas of the State. It is anticipated that this information will be announced next week. The phases for the contract initiation should also be announced very soon. TRE is hoping to begin the contract work in the first phase which is November 1, 2023.

Workforce Investment Activities – CEO Batchelor continues her work on this Committee along with advocacy with HCPF and EI Colorado for continued funding to address these needs in the State.

Family Support Council New Member Appointment – It is required by TRE's contract with HCPF to approve all new member appointments to the Family Support Advisory Council. The recommendation before the BOD today is to approve Alayne Gerkin as a new member on the Council. Ms. Gerkin is employed with a local provider agency, PASCO as their Director of Community Outreach. In this role, Ms. Gerken partners with

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TRE's respite programs. She is a long-time volunteer and supporter of TRE's respite programs.

**A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY PATRICK DAVIS TO APPROVE THE APPOINTMENT OF ALAYNE GERKIN TO THE FAMILY SUPPORT ADVISORY COUNCIL. *Motion unanimously approved.***

## VIII. NEW BUSINESS

*Strategic Focus for August 2023* – TRE Finance 101 and FY23 Financial Year End Review.

*Mobility Coordinating Committee (MCC)* – Chair Landgraf asked for volunteers (BOD or TRE Executive staff) to serve on this committee representing TRE and the need for transportation service for people with disabilities. The meetings are held on the 4<sup>th</sup> Thursday of each month at 9:30 am. They do offer virtual attendance options, but it was felt that attending in person would be beneficial for the networking opportunities. *Heidi Brandon volunteered to serve as representative of people with disabilities.* Another volunteer is needed to represent TRE. Please contact Chair Landgraf if interested.

## IX. ONGOING BUSINESS

- a. 6385 Corporate Drive LLC (Building) and New Altitude Updates  
Jennifer Strehlow, Director of Operations updated the group on activities with the building and New Altitude:
- With TRE's 60<sup>th</sup> Anniversary being next year, a short overview video was shown at the All Staff Meeting showing the history and future for TRE. A copy of the video will be sent to the BOD.
  - Negotiations with a possible long-term tenant on the first floor continue. Quotes for the tenant finish are being collected as a next step in these negotiations.
  - TRE is beginning preliminary work with a designer to renovate the interior design of the building. The work group hopes that new design can communicate the story of TRE.
  - A job posting for a Customer Service Specialist for New Altitude will be posted at the end of July. This position will serve as the receptionist for 6385 Corporate Drive along with many other duties related to New Altitude's growth and implementation of a training and employment effort within the building for people with disabilities. Ms. Strehlow will share the job posting with the BOD. Please share if you know of anyone who might be interested in this opportunity.
  - New Altitude is sponsoring a table at the upcoming Women's Chamber Accolades luncheon. The Chamber offices are in New Altitude and the partnership between the two agencies is proving to be very beneficial.
  - Ms. Strehlow and Ms. Lyng are attending many community events and networking activities on behalf of New Altitude and TRE.
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- The internal Building Committee recently sent a survey to all TRE staff asking for feedback on how to best utilize the space in the building to better serve their needs when they are in the office to work and for various meetings and trainings.

#### **X. PUBLIC COMMENTS**

Ginger Stringer, mom of an adult son with intellectual disabilities and a TRE employee thanked the BOD and CEO for the work with Wipfli to incorporate better and easier ways for families, persons in service and service provider agencies to access information on their services without the need to call into the office. The difficulty of connecting with the appropriate person in a timely manner has long been a frustration for and complaint from families. It is hoped that funding for this project is secured soon.

Sharon Thompson, Board member and Mayor of Fountain shared that rides on Fountain City Transit are free for the summer months. Please share this information.

#### **XI. SCHEDULE OF NEXT MEETING**

The next Board of Director's meeting is scheduled for **Wednesday, August 16, 2023 at The Resource Exchange or via Zoom**. TRE BOD are encouraged to attend in person if possible.

#### **XII. MOTION TO ADJOURN INTO EXECUTIVE SESSION**

Items to be discussed during the Executive Session are:  
a. Strategic Negotiations

**A MOTION WAS MADE BY JESSIE MARTINEZ, SECONDED BY SARAH BRITTAIN JACK TO ADJOURN INTO AN EXECUTIVE SESSION. *Motion unanimously approved.***

The regular meeting was adjourned into Executive Session at 9:03 am.

#### **XIII. ADJOURNMENT INTO REGULAR SESSION**

The Executive Session was adjourned at 9:25 am.

#### **XIV. REGULAR MEETING BUSINESS**

**A MOTION WAS MADE BY PATRICK DAVIS, SECONDED BY RAQUEL DOMINQUEZ TO APPROVE MOVING FORWARD WITH THE APPLICATION FOR A CAPITAL CAMPAIGN THROUGH EL PASO COUNTY'S ENTERPRISE ZONE. *Motion unanimously approved.***

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

**A MOTION WAS MADE BY SARAH BRITTAIN JACK, SECONDED BY PATRICK DAVIS TO ADJOURN THE REGULAR SESSION OF THE BOARD OF DIRECTORS' MEETING. *Motion unanimously approved.***

The regular meeting was adjourned at 9:35 am.

*These meeting minutes were unanimously approved at the August 16, 2023 Board of Directors' meeting.*

SUBMITTED BY:

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Colleen Head Batchelor, CEO

RECORDED AND TRANSCRIBED BY:

\_\_\_\_\_  
Tamara Engram, Executive Assistant

APPROVED AS TO FORMAT:

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Laurie Huisingsh, Secretary







**BOARD OF DIRECTORS' MEETING MINUTES**  
**Wednesday, August 16, 2023**

**MEMBERS PRESENT (via Zoom unless marked in person)**

LOIS LANDGRAF, Chair – in person  
PATRICK DAVIS, Vice Chair – in person  
LAURIE HUISINGH, Secretary – in person  
JESSIE MARTINEZ, Treasurer  
HEIDI BRANDON  
SARAH BRITTAIN JACK – in person  
BERNARD BYERS  
RAQUEL DOMINGUEZ  
TRACI MARQUES  
GEORGE MENTZ  
DAVE PAUL  
SHARON THOMPSON  
AMY YUTZY

**STAFF PRESENT (via Zoom unless marked in person)**

COLLEEN BATCHELOR, CEO – in person  
MIRANDA BRIDGEFORD, Service Coordinator  
SARAH BOUTON, Prior Authorization Senior Coordinator  
TINA CHAVEZ, Prior Authorization Coordinator  
KYLE COX, Navigation and Intake Manager  
TAMARA ENGRAM, Executive Assistant – in person  
DORA FERNANDEZ, IT Project Manager  
LORI GANZ, Clinical Services Director  
DON GRAY, Facilities Director – in person  
PAMELA KNOTHE, Quality Supervisor  
TAMIE KNERR, Controller  
DEMETRIA LOPEZ, Benefits/Billing Supervisor  
KELLY LYNG, Development Director  
DAISY MARTINEZ, Benefits and Billing Senior Coordinator  
CALLIE MURPHY, State General Funds Manager  
SARAH NOLAN, Respite Programs Specialist  
STEPHANIE SAMORA, Contracts and Grants Manager  
KITTY SILVERS, Credentialing, Authorization & Billing Specialist  
JACQUELINE SPARROW, Senior Quality Coordinator  
GINGER STRINGER, Physician & Community Outreach Specialist  
LAURA THOMAS, Case Management Director

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KAREY URBANSKI, Human Resources Director  
NANCY VIGIL, Navigation and Quality Director  
JULIE WHITE, Marketing and Communications Manager  
HEATHER WHITWORTH, CFO

**GUESTS (via Zoom)**

TIM CUNNINGHAM, Cheyenne Village  
BRIDGET KIRBY, Community Intersections  
MONTESSA LENGFELD  
MICHELLE MALDONADO  
JOSHUA SHIPMAN, Pikes Peak Respite  
JENNIFER STREHLOW, Operations Director, 6385 Corporate Drive LLC  
and New Altitude – in person  
TAMARA TRUJILLO, Goodwill Services of Southern Colorado  
NYCOLE VANWYHE

**I. CALL MEETING TO ORDER**

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

**II. PUBLIC COMMENTS**

None.

**III. MISSION MOMENT**

Daisy Martinez, Sarah Bouton and Jacqueline Sparrow, TRE Navigation and Quality Services staff provided information on Navigation and Quality's (N&Q) processes pertaining to Per Member Per Month (PMPM). PMPM is the payment structure used for TRE to receive payment from the State for qualifying case management activities for members (people receiving services) once per month.

For the month of July 2023, N&Q staff submitted billing for 1452 PMPM. The total due for these services is \$216,144.72.

The Board of Directors (BOD) commended the team for their hard work.

*The PowerPoint presentation is incorporated in these minutes by reference and can be found in the August 16, 2023 Board records.*

**IV. STRATEGIC FOCUS – Finance 101**

Jessie Martinez, Treasurer shared valuable information on the BOD's fiduciary responsibilities. The three primary legal duties of the BOD are Duty of Care; Duty of Loyalty; and Duty of Obedience.

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*Duty of Care* – ensures prudent use of all assets, including facility, people, and good will.

*Duty of Loyalty* – all activities and transactions are, first and foremost, advancing TRE's mission; recognize conflicts of interest; make decisions in the best interest of the organization, not an individual.

*Duty of Obedience* – Obey applicable laws and regulations; including bylaws; adhere to statement purpose and mission.

Further information was shared on compliance and governance responsibilities of the BOD, most importantly the fiduciary responsibilities-BOD is directly accountable for actions of the organization and can be held financially liable for the actions of the organization.

The Finance and Investment Committee (FIC) shall be responsible for the oversight of all TRE's financial affairs along with verifying that investments are made in accordance with the investment policies and guidelines of TRE.

The group also reviewed the primary functions of TRE's Chief Financial Officer (CFO) and the Business Office team.

*The PowerPoint presentation is incorporated in these minutes by reference and can be found in the August 16, 2023 Board records.*

## V. CONSENT AGENDA

**A MOTION WAS MADE BY PATRICK DAVIS, SECONDED BY LAURIE HUISINGH TO ACCEPT AND APPROVE THE ITEMS PRESENTED ON THE CONSENT AGENDA (TRE Board of Directors' Meeting Minutes dated July 19, 2023, TRE BOD's Legislative Town Hall Planning Committee Meeting Minutes dated August 7, 2023, and Development Committee Meeting Minutes and Updates dated August 4, 2023). *Motion unanimously approved.***

## VI. BOARD COMMITTEE REPORTS

### a. Finance and Investment Committee (FIC)

Jessie Martinez, Treasurer shared information from the August 2023 FIC Meeting.

#### *Investments Quarterly Report by Integrity Wealth Advisors*

Jason Akridge, Integrity Wealth Advisors reviewed the national averages as compared to TRE's investments. TRE's investments still show a good mix. October 1 through August 11, 2023, showed a 12% increase in return.

The Cash Management Account is also performing well.

*The PowerPoint presentation is incorporated in these minutes by reference and can be found in the August 16, 2023 Board records.*

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Financial Statements Monthly Review – July 2023

The July 2023 report entries are conservative estimates due to the continued transition to the Care and Case Management System by the State and its impact on the processing of billing. Comparison reports for the month of July will be run from both old and new systems soon. Heather Whitworth, CFO is hopeful that the reports will provide true figures for July by August's month-end reporting.

The estimated month-end report shows a loss of \$334,000. The monthly budget targets may show higher targets due to the full amount for the year being divided by 12 for reporting purposes. These actual projections should self-correct shortly after November 2023 when TRE's rates will increase with the new CMA contract.

Vacant FTEs are high due to the budget numbers including new, anticipated, and open positions.

Expenses fluctuate due to many factors usually occurring in the first months of the fiscal new year.

Accounts receivables are down considerably due to many payments being made.

6385 Corporate Drive LLC – A long term lease is being negotiated for the 1<sup>st</sup> floor (old Classic design area).

Monthly Financial Packets – The financial packets included in information for BOD members are being condensed due to the complexity of the financial statements. Full financial statements can be obtained from CFO Whitworth.

**A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE, SECONDED BY SARAH BRITAIN JACK TO APPROVE THE JULY 2023 FINANCIAL REPORT AS PRESENTED. *Motion unanimously approved.***

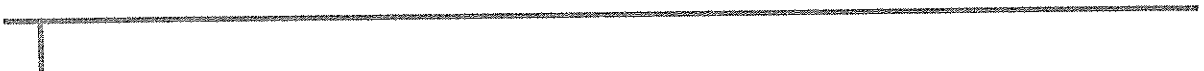
b. Development Committee

Kelly Lyng, Development Director shared information on the activities in the Development Department along with collaboration from other areas.

- Interior Design planning.
- Capital Campaign application.

c. Executive Committee

Chair Landgraff and Colleen Batchelor, CEO reported. The Committee reviewed the Committee Roster information. The following updates were made Sarah Brittain Jack will serve as Chair of the Legislative Committees and Dave Paul will also serve on the Nominating Committee.



## VII. CHIEF EXECUTIVE OFFICER'S REPORT

Congratulations – The group congratulated De'Aura Lemus on her recent award of Young Professional of the Year at the Accolades Lunch Celebration sponsored by the Southern Colorado Women's Chamber of Commerce.

Case Management Agency (CMA) Contract Preparation – TRE continues to focus on preparing for the new CMA contract for El Paso, Park and Teller counties beginning November 1, 2023.

Work has begun for the required Close-Out Report for the current contract which ends 10/31/2023.

TRE, with the assistance of Wipfli, is applying for grant funds to assist with several new requirements for the implementation of the new contract. It is anticipated that awards will be announced by the end of the month.

Deferred Revenue – The Single Entry Point (SEP) deferred revenue must now be spent no later than October 31, 2023 (due to the new CMA contract implementation).

## VIII. NEW BUSINESS

Strategic Focus for September 2023 – Fundraising and Development

## IX. ONGOING BUSINESS

- a. 6385 Corporate Drive LLC (Building) and New Altitude Updates  
Jennifer Strehlow, Director of Operations updated the group on activities with the building and New Altitude:
- Negotiations with a possible long-term tenant on the first floor continue. The possible tenant is also very interested in leasing space on a monthly basis until the first floor space is ready.
  - TRE is beginning preliminary work with a designer to renovate the interior design of the building. The work group hopes that new design can communicate the story of TRE.
  - Flex memberships for New Altitude are the focus of marketing efforts at this time.
  - Interviews for a Customer Service Specialist for New Altitude will begin next week.

## X. PUBLIC COMMENTS

None.

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## XI. SCHEDULE OF NEXT MEETING

The next Board of Director's meeting is scheduled for **Wednesday, September 20, 2023 at The Resource Exchange or via Zoom**. TRE BOD are encouraged to attend in person if possible.

## XII. MOTION TO ADJOURN THE REGULAR SESSION

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

The regular meeting was adjourned at 8:35 am.

*These meeting minutes were unanimously approved at the September 20, 2023 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 Huisingsh, Secretary





**BOARD OF DIRECTORS' MEETING MINUTES**  
**Wednesday, September 20, 2023**

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LAURIE HUISINGH, Secretary  
HEIDI BRANDON  
SARAH BRITTAIN JACK – in person  
BERNARD BYERS  
GEORGE MENTZ  
DAVE PAUL  
SHARON THOMPSON – in person  
AMY YUTZY

**MEMBERS ABSENT:**

JESSIE MARTINEZ, Treasurer  
RAQUEL DOMINGUEZ  
TRACI MARQUES

**STAFF PRESENT (via Zoom unless marked in person)**

COLLEEN BATCHELOR, CEO – in person  
SARAH BOUTON, Prior Authorization Senior Coordinator  
TINA CHAVEZ, Prior Authorization Coordinator  
TAMARA ENGRAM, Executive Assistant – in person  
DORA FERNANDEZ, IT Project Manager  
LORI GANZ, Clinical Services Director  
DON GRAY, Facilities Director – in person  
BRANDI GRIFFITHS, Service Coordination Manager  
NICOLE HILL, Service Coordinator – in person  
CURTIS JAMSION, Service Coordinator – in person  
SHAWENETTE KAMINSKI, Quality Coordinator – in person  
KARLIE KOHONES, Enrollment Coordinator – in person  
RYAN KUYPER, Learning and Staff Development Director – in person  
DEMETRIA LOPEZ, Benefits/Billing Supervisor  
KELLY LYNG, Development Director – in person  
KAMI McFALL, Service Coordinator – in person  
CALLIE MURPHY, State General Funds Manager

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SANDRA NASSIF, Service Coordinator – in person  
ZANETA NELSON, Prior Authorization Coordinator  
SARAH NOLAN, Respite Programs Specialist  
VAUGHNA PELLICCIA, Prior Authorization Supervisor  
AMANDA REED, Early Intervention Director  
DARLYNE REED, Service Coordinator – in person  
CHRISTINA REESE, Service Coordinator – in person  
KAREN RICE, Early Intervention Billing Manager  
MELINDA RIVERA, Benefits Coordinator – in person  
STEPHANIE SAMORA, Contracts and Grants Manager  
TIFFANY SANTOS, Service Coordinator – in person  
KITTY SILVERS, Credentialing, Authorization & Billing Specialist  
JENNIFER SLAUGHTER, Service Coordinator – in person  
ERIC SNYDER, Service Coordinator – in person  
GINGER STRINGER, Physician & Community Outreach Specialist  
TESSA SUTHERLAND, Service Coordinator – in person  
KAREY URBANSKI, Human Resources Director  
NANCY VIGIL, Navigation and Quality Director  
AURELIA WALDRON, Benefits Coordinator – in person  
JULIE WHITE, Marketing and Communications Manager  
HEATHER WHITWORTH, CFO  
BRANDI WREN, Service Coordinator – in person

**GUESTS (via Zoom)**

JEFF JOHNSON  
JENNIFER STREHLOW, Operations Director, 6385 Corporate Drive LLC  
and New Altitude – in person  
504.495.1748 (not identified)

**I. CALL MEETING TO ORDER**

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

**II. PUBLIC COMMENTS**

None.

**III. MISSION MOMENT AND STRATEGIC FOCUS (FUNDRAISING AND DEVELOPMENT)**

The Development Team shared examples and a video that demonstrate the impact on people in services and their families of funds from grants and donations to provide Zoo, YMCA, and other annual passes for community outings for families. These not only offer an opportunity for the family to have a fun outing but also help the children with disabilities to learn socialization skills and put some of the skills they learned in therapies to practice.



Unfortunately, there currently are not enough funds to fill the requests from all families that request these memberships.

Members of the Board of Directors asked if additional videos will be made available when they are asking for support from their colleagues. It was also suggested to identify other options for families (including options for adults who have a disability as well). It was noted that Widefield Recreation Center is cheaper than the YMCA.

Patrick Davis, Vice Chair will be initiating an individual fundraising effort and will be sending an email to his contacts with information to help them better understand TRE services and support, and the need for monetary support. A sample of this email will be sent to other members of the Board of Directors encouraging them to do the same.

The group was also encouraged to seek out members of these organizations' BOD to ask for assistance with the cost of the memberships for the families that we provide services to.

*The PowerPoint presentation and other information is incorporated in these minutes by reference and can be found in the September 20, 2023 Board records.*

#### IV. CONSENT AGENDA

**A MOTION WAS MADE BY SARAH BRITTAIN JACK, SECONDED BY SHARON THOMPSON TO ACCEPT AND APPROVE THE ITEMS PRESENTED ON THE CONSENT AGENDA (TRE Board of Directors' Meeting Minutes dated AUGUST 16, 2023, TRE BOD's Legislative Town Hall Planning Committee Meeting Minutes dated August 21, 2023, and Development Committee Meeting Minutes and Updates dated September 8, 2023). Motion unanimously approved.**

#### V. BOARD COMMITTEE REPORTS

a. Finance and Investment Committee (FIC)

This report was tabled until the October 2023 meeting.

b. Development Committee

Kelly Lyng, Development Director and Patrick Davis, Committee Chair shared information on the activities in the Development Department along with the continued collaboration from other areas.

- 6385 Corporate Dr. Interior Design planning – the contractor is putting together preliminary plans on the development of a piece for the front lobby that will serve as recognition of contributions toward TRE's mission. It is hoped that a rendering will be presented to the Development Committee for initial review at the October meeting.
  - Capital Campaign application – work continues on this application.
  - 60<sup>th</sup> Anniversary – work has begun on the logo for this anniversary as well as the communications plan for this celebration.
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- The next Committee meeting is scheduled for Friday, October 6, beginning at 10:00 am. The focus at this meeting will be the upcoming Gratitude Event. All members of the BOD are invited to attend. Tammie Engram, Executive Assistant, will forward the meeting invitation for this meeting to all BOD members.
- Other upcoming events:
  - Legislative Town Hall for People with Disabilities – October 11, 2023 @ Centennial Hall, 5:30-8:00 pm
  - Gratitude Event – November 2, 2023 @ TRE, 5:30-7:00 pm
  - Empty Stocking Fund (ESF) Campaign Kick Off – November 16, 2023 @ Penrose House, Invite will be sent soon.

c. New Employee Introductions

Ryan Kuyper, Learning and Staff Development Director thanked the BOD for allowing the group of new employees to attend the meeting a bit late. The group consisted of sixteen people filling vacancies in the Navigation & Quality and On-going Service Coordination departments. New employees then introduced themselves to the BOD. Welcome to everyone!

d. Executive Committee

Chair Landgraff reported. The group of employees being recognized at The Arc Pikes Peak Region's Annual Award Celebration are:

- Professional of the Year: Laurie Ryan (Early Intervention)
- Resource Coordination: Wendy Morad (Navigation & Quality)
- Resource Coordination: Melissa Stapanowich (formerly employed-On-going Service Coordination).

The celebration will occur on Thursday, September 28, 9:00am-5:00pm at The Arc Pikes Peak Region's campus, 10 North Meade Ave., Colorado Springs, CO. There will be a food truck all day including cookies and ice cream sandwiches and a variety of beverages. Tickets can be purchased prior to the event or on the day of the event.

Congratulations to Laurie, Wendy, and Melissa.

## VI. CHIEF EXECUTIVE OFFICER'S REPORT

Case Management Agency (CMA) Contract Preparation – The Colorado Department of Health Care, Policy, and Financing (HCPF) will be sending letters to persons receiving services informing them of changes that may affect their services with the upcoming CMA Transition. TRE is also planning to send letters with more specific information, when necessary.

Official notification of the award of the Pueblo County CMA contract has still not been provided.



Executive Team Updates – CEO Batchelor shared that the Team is currently working to improve its efficiency and effectiveness in driving TRE's Strategic Plan. With the team consisting of 15 full-time members, the group recently decided to move forward with meeting attendees being invited to only targeted agenda meetings that pertain to their area of expertise. This will hopefully support more efficient discussion and decision-making. This approach will be piloted for 3 months and evaluated at the team's next full day Strategic Planning Work Session in November.

TRE Financial Reporting – CEO Batchelor referred to the presentation at the August BOD meeting on TRE's Financial Reporting processes. A group of CMA staff have invested significant time and attention to reconciling billing and revenue for the CMA due to issues with HCPF's new Care and Case Management System. This is an example of the complexity and the manual nature of efforts needed to maximize our contract revenue. CEO Batchelor reminded the group to contact her, Heather Whitworth, CEO or Jessie Martinez, Treasurer if there are any questions. Additional information can be available for review if needed.

Case Management Agency (CMA) Departments – The Navigation & Quality and On-going Service Coordination teams have been working significant hours to correct fields within the new Care and Case Management system implemented on July 1, 2023. These fields drive billing and payment for case management activities and were not well tested prior to the new system being rolled out. This extra work could result in recoupment of thousands of dollars for work performed.

Presentation at Alliance Colorado's Summit – TRE partnered with Medisked (TRE's Electronic Health Record for CMA work) to deliver a conference presentation on Artificial Intelligence/Natural Language Processing Study with Family Support Services Program (FSSP) and State Supported Living Services (SLS) at the conference in Breckenridge. The presentation was very well received. A copy of the presentation can be provided upon request. TRE staff involved with the presentation were Tracy Hodnett (Cross Systems Care Integration Specialist and Kristen Sides (Intake Coordinator).

ANCOR, a national advocacy community of providers for people with disabilities, has expressed interest in this presentation at their future conference in April 2024.

## **VII. NEW BUSINESS**

17<sup>th</sup> Annual Legislative Town Hall for People with Disabilities – Julie White, Marketing and Communications Manager reminded the group that this event is scheduled for October 11, 2023. This is an important event for families to share real life issues/concerns with their elected officials.

Invitations have been sent to elected officials (State, County, City/Town) in El Paso, Park and Teller counties asking for their participation on the panel. It was asked if Pueblo County should be invited. Due to TRE not receiving official notification of the award of the CMA contract for Pueblo County, it was felt that this should not be done at this time.

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Approximately 100 people have RSVP'd to date (both in person and virtual).

Strategic Focus for October 2023 – Legislative Influences – Ed Bowditch, TRE Lobbyist will be in attendance.

## VIII. ONGOING BUSINESS

a. 6385 Corporate Drive LLC (Building) and New Altitude Updates  
Don Gray, Building Director shared that Learning Rx has signed a 10-year lease with 6385 Corporate Drive LLC. They will occupy the remaining space across from TRE's offices on the 1<sup>st</sup> floor, part of the garage and space on the third floor until the 1<sup>st</sup> floor tenant finish is complete.

Jennifer Strehlow, Director of Operations asked the group to participate in an exercise of gratitude. It was felt that we do not take the time to celebrate our accomplishments.

### New Altitude Updates –

- 27 offices are currently rented out.
- Conference rooms are steadily being rented out to outside agencies needed meeting space.
- The Women's Chamber will publish a video about New Altitude to share with the members of their Chamber. Ms. Strehlow shared the short video showing many of the aspects of New Altitude. If anyone would like a copy of this video, please contact Ms. Strehlow.

The BOD congratulated Ms. Strehlow on her successful strategic work promoting the building and New Altitude.

## IX. PUBLIC COMMENTS

None.

## X. SCHEDULE OF NEXT MEETING

The next Board of Director's meeting is scheduled for **Wednesday, October 18, 2023, at The Resource Exchange or via Zoom**. TRE BOD are encouraged to attend in person if possible.

## XI. MOTION TO ADJOURN THE REGULAR SESSION INTO EXECUTIVE SESSION

**A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY PATRICK DAVIS TO ADJOURN THE REGULAR SESSION OF THE BOARD OF DIRECTORS' MEETING INTO EXECUTIVE SESSION. *Motion unanimously approved.***

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The purpose of the Executive Session is Contract Discussion.

The regular meeting adjourned into Executive Session at 9:00 am.

**XII. CALL TO ORDER (FROM EXECUTIVE SESSION)**

The regular session of the meeting was reconvened at 9:25 am.

**A MOTION WAS MADE BY DAVE PAUL, SECONDED BY SHARON THOMPSON TO APPROVE THE CONTRACT FOR SERVICES DISCUSSED IN THE EXECUTIVE SESSION. *Motion unanimously approved.***

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

**A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY SARAH BRITAIN JACK TO ADJOURN THE REGULAR SESSION OF THE BOARD OF DIRECTORS. *Motion unanimously approved.***

The regular session of the meeting adjourned at 9:35 am.

*These meeting minutes were approved unanimously by the Board of Directors at the October 18, 2023 meeting.*

SUBMITTED BY:

\_\_\_\_\_  
Colleen Head Batchelor, CEO

RECORDED AND TRANSCRIBED BY:

\_\_\_\_\_  
Tamara Engram, Executive Assistant

APPROVED AS TO FORMAT:

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Laurie Huisingsh, Secretary

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**BOARD OF DIRECTORS' MEETING MINUTES**  
**Wednesday, October 18, 2023**

**MEMBERS PRESENT:**

LOIS LANDGRAF, Chair  
PATRICK DAVIS, Vice Chair  
JESSIE MARTINEZ, Treasurer  
LAURIE HUISINGH, Secretary  
HEIDI BRANDON  
SARAH BRITTAIN JACK  
TRACI MARQUES  
GEORGE MENTZ  
SHARON THOMPSON  
AMY YUTZY

**MEMBERS ABSENT:**

BERNARD BYERS  
RAQUEL DOMINGUEZ  
DAVE PAUL

**STAFF PRESENT:**

KATHERINE ANSPACH, Coordinator  
COLLEEN BATCHELOR, CEO  
SARAH BERTOLINO, Coordinator  
MEGAN CAZIER, Coordinator, Ongoing  
TINA CHAVEZ, Prior Authorization Coordinator  
CORY ANDERSON, Service Coordinator, SEP  
TAMARA ENGRAM, Executive Assistant  
DORA FERNANDEZ, IT Project Manager  
LORI GANZ, Clinical Services Director  
BRANDI GRIFFITHS, Service Coordination Manager  
GEORGE HILL, Coordinator  
HEATHER KINCART-GUTIERREZ, Coordinator, Ongoing  
TAMIE KNERR, Controller  
RYAN KUYPER, Learning and Staff Development Director  
KELLY LYNNG, Development Director  
SKYLER MARTIN, Coordinator  
BRANDON MILLER, Service Coordinator, SEP

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CALLIE MURPHY, State General Funds Manager  
AMANDA REED, Early Intervention Director  
KAREN RICE, Early Intervention Billing Manager  
STEPHANIE SAMORA, Contracts and Grants Manager  
JENNIFER SLAUGHTER, Service Coordinator  
RENAE SMITH, Coordinator  
GINGER STRINGER, Physician & Community Outreach Specialist  
CHERI ULMER, Program Support Manager  
KAREY URBANSKI, Human Resources Director  
NANCY VIGIL, Navigation and Quality Director  
JULIE WHITE, Marketing and Communications Manager  
HEATHER WHITWORTH, CFO

**GUESTS:**

ED BOWDITCH, Bowditch & Cassell Public Affairs  
BRIDGET KIRBY, Community Intersections  
DEB MAHAN, The Gazette Charities, Empty Stocking Fund  
JENNIFER STREHLOW, Operations Director, 6385 Corporate Drive LLC  
and New Altitude  
TAMARA TRUJILLO, Goodwill Services of Southern Colorado  
DANIELA (last name unknown)  
719.291.1147 (not identified)

**I. CALL MEETING TO ORDER**

The regular meeting was called to order at 7:33 am by Chair Lois Landgraf.

**II. PUBLIC COMMENTS**

None.

**III. STRATEGIC FOCUS-Legislative Influences – Ed Bowditch, Bowditch & Cassell Public Affairs**

Ed Bowditch, Bowditch & Cassell Public Affairs shared information from the Quarterly Revenue Estimates published on September 20, 2023.

The group discussed the upcoming ballot initiatives and how they may have an impact on funding available for services for people with disabilities as well as the general population of Colorado. Everyone was encouraged to study the ballot initiatives closely before voting.

State funding for people with disabilities will most likely be focused on reducing the Wait List for Services (except for Comprehensive Waivers), increasing provider rates for Case Management Agencies (CMAs) and Provider Approved Service Agencies (PASAs). Early Intervention (EI) services are also being focused on workforce retention across the state.

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Discussion was held on the best way to educate the newer members of the Joint Budget Committee as well as newer members of our delegation. It was felt a short email to those members would most likely be best with information on issues and the need for funding. A follow-up email as the budget finalization work approaches then would be ideal.

A date for TRE's Day at the Capitol will be finalized shortly. This will be scheduled in late January or early February.

The group briefly discussed the funding challenges caused by the roll-out of the new Care and Case Management (CCM) system and the end to the Public Health Emergency which is leading to many people experiencing breaks in their Medicaid coverage. The issues around this change are threatening the services of people with disabilities due to CMAs and PASAs not being paid for services provided.

*The handout from Bowditch & Cassell Public Affairs is incorporated in these minutes by reference and can be found in the October 18, 2023 Board records.*

#### **IV. EMPTY STOCKING FUND PRESENTATION**

Deb Mahan, The Gazette Charities, Empty Stocking Fund presented information on the upcoming Empty Stocking Fund's (ESF) campaign. The campaign is celebrating its 40<sup>th</sup> anniversary.

The continuing benefits of being a member of the ESF's family are that all expenses for the campaign are underwritten; matching support is available, and the grant monies can be used where needed (no restrictions).

The Opening Reception for the campaign is Thursday, November 16, 2023, 5:30-7:00 pm. Kelly Lyng, Development Director will send information on registering for this exciting event along with additional information on the ESF campaign. Please keep watch for information on the fun and exciting events coming up.

TRE's allocation for this year remains at 5.25%.

#### **V. CONSENT AGENDA**

**A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY JESSIE MARTINEZ TO ACCEPT AND APPROVE THE ITEMS PRESENTED ON THE CONSENT AGENDA (TRE Board of Directors' Meeting Minutes dated September 20, 2023, TRE BOD's Legislative Town Hall Planning Committee Meeting Minutes dated September 11 and October 2, 2023, and Development Committee Meeting Minutes and Updates dated October 6, 2023). *Motion unanimously approved.***

#### **VI. BOARD COMMITTEE REPORTS**

##### **a. Finance and Investment Committee (FIC)**

401k Plan – Jessie Martinez, Treasurer reported. Representatives from Springs Wealth Group provided information on actions that could be taken to improve oversight and

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hopefully benefit TRE's current 401k Plan. The first recommendation is to form an Investment Committee specifically for the 401k Plan.

After discussion, the FIC agreed to recommend that a 401k Investment Committee be formed and given the responsibility of oversight of the plan.

If approved by the full Board of Directors, a subcommittee of the FIC will work on appointing members from the Board and Executive Team to serve on the Committee and develop the policy/procedures for the 401k specific Investment Committee with guidance from Springs Wealth Group.

Financial Statements, September 2023 – Reports for the month of September 2023 showed a loss of approximately \$884,000. The main reasons for this high loss are breaks in eligibility with the end of the Public Health Emergency (PHE) and implementation of a new case management and billing system at the State level that is experiencing many issues. Efforts are underway to advocate with HCPF on potential resolution to the billing challenges.

Deferred Revenue – With the start of the Case Management Agency (CMA) contract on November 1, 2023, TRE awaits confirmation from the State on the Single-Entry Point (SEP) deferred revenue payback.

Early Intervention Services' Contract Amendment – The contract amendment has not yet been received which impacts full billing for services since the start of this fiscal year. It is believed that TRE will be able to retro bill for services but in the meantime, revenue is less than anticipated.

**THE FINANCE AND INVESTMENT COMMITTEE RECOMMENDS THE APPROVAL OF THE SEPTEMBER 2023 FINANCIAL REPORTS FOR THE RESOURCE EXCHANGE. *Motion unanimously approved.***

b. Development Committee

Kelly Lyng, Development Director and Patrick Davis, Committee Chair shared information from the Committee meeting and other activities in the Development Department.

- Celebrated the great article in the North magazine and the finalization of the building lease with Learning Rx.
- TRE's Gratitude Event is scheduled for November 2, 2023, 5:30-7:00 pm at TRE. Please RSVP through the website link.
  - TRE's Board of Directors were challenged to invite ten of their friends /colleagues to attend the event to learn more about TRE.
- Capital Campaign application has been submitted. Letters of Support can be submitted through November. A decision should be received in December 2023.

c. Executive Committee

Chair Landgraff reported. Most items of discussion will be covered by Colleen Batchelor, CEO.

## VII. CHIEF EXECUTIVE OFFICER'S REPORT

Case Management Agency (CMA) Contract and Care and Case Management (CCM) System Implementation – Brandi Griffiths, Service Coordination Manager shared more specific information on the challenges for many agencies across the State due to the end of the PHE and implementation of the new system at the same time. All staff and agencies continue to work together to ensure that people with disabilities are not adversely affected by the challenges being experienced by these changes.

CMA Designated Service Agency (DSA) 12 (Pueblo County) – While TRE has not been officially notified of the award of the Pueblo County CMA Contract to begin March 1, 2024, work has begun to meet with and learn from the agencies in Pueblo County that currently provide case management services in that area.

A Pueblo Transition Team is being put together that will work on all details of the transition. This work will include identifying several members from Pueblo County that could be nominated to serve on TRE's Board of Directors.

TRE and Wipfli have begun the Database Project and will initiate a Change Management and Process Review and Improvement Project once formal notification of the award for Pueblo is announced. These will both contribute toward strategies to streamline processes. The Database Project will be funded through CMA Start Up Grants for both TRE's current service area and Pueblo. The Change Management and Process Review and Improvement Project will be funded with TA Funds from HCPF.

New Employee Introductions – Ryan Kuyper, Learning and Staff Development Director asked the group of new employees to introduce themselves. The group consisted of nine enthusiastic people filling vacancies in the Case Management program areas. Welcome to everyone!

## VIII. NEW BUSINESS

Strategic Focus for November 2023 – Maximizing and Diversifying Revenue: 1) 6385 Corp Drive LLC and New Altitude Key Performance Indicators (KPI) Review; and 2) Capital Campaign.

## IX. ONGOING BUSINESS

- a. 6385 Corporate Drive LLC (Building) and New Altitude Updates
- Tenant finish for Learning Rx space will begin soon.
  - Continue to market for and maintain memberships in New Altitude.



- Whispering Aspen is now using space in the New Altitude lobby to sell snacks and other wares (made by people with disabilities). Be sure to stop by when you are in the building.
  
- b. 17<sup>th</sup> Annual Legislative Town Hall for People with Disabilities Recap
  - It was a great event with lots of interaction between the panel members and those in the audience.
    - Approximately 100 people attended virtually and approximately 70 people attended in person.
    - All in attendance will be encouraged to continue building the relationships that were started during the Town Hall.

## **X. PUBLIC COMMENTS**

None.

## **XI. SCHEDULE OF NEXT MEETING**

The next Board of Director's meeting is scheduled for **Wednesday, November 15, 2023, at The Resource Exchange or via Zoom**. TRE BOD are encouraged to attend in person if possible.

## **XII. MOTION TO ADJOURN THE REGULAR SESSION**

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

The regular session of the meeting adjourned at 8:50 am.

**THESE MEETING MINUTES WERE UNANIMOUSLY APPROVED AT THE NOVEMBER 15, 2023 TRE BOARD OF DIRECTORS' MEETING.**

SUBMITTED BY:  
Colleen Head Batchelor, CEO

RECORDED AND TRANSCRIBED BY:  
Tamara Engram, Executive Assistant

APPROVED AS TO FORMAT:  
Laurie Huisingsh, Secretary

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**BOARD OF DIRECTORS' MEETING MINUTES**  
**Wednesday, November 15, 2023**

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

LOIS LANDGRAF, Chair  
PATRICK DAVIS, Vice Chair – in person  
JESSIE MARTINEZ, Treasurer  
HEIDI BRANDON  
RAQUEL DOMINGUEZ  
TRACI MARQUES – in person and via Zoom  
GEORGE MENTZ  
DAVE PAUL  
SHARON THOMPSON  
AMY YUTZY

**MEMBERS ABSENT:**

LAURIE HUISINGH, Secretary  
SARAH BRITTAIN JACK  
BERNARD BYERS

**STAFF PRESENT:**

COLLEEN BATCHELOR, CEO  
KYLE COX, Navigation Manager  
TAMARA ENGRAM, Executive Assistant  
DORA FERNANDEZ, IT Project Manager  
LORI GANZ, Clinical Services Director  
DON GRAY, Facilities Director  
BRANDI GRIFFITHS, Service Coordination Manager  
TAMIE KNERR, Controller – in person  
RYAN KUYPER, Learning and Staff Development Director – in person  
DEMETRIA LOPEZ, Navigation and Quality Supervisor  
KELLY LYNG, Development Director – in person  
CALLIE MURPHY, State General Funds Manager  
SARAH NOLAN, Respite Programs Specialist  
VAUGHNA PELLICCIA, Navigation and Quality Supervisor  
AMANDA REED, Early Intervention Director  
KAREN RICE, Early Intervention Billing Manager  
STEPHANIE SAMORA, Contracts and Grants Manager



NOEL SAUERWEIN, Ongoing Coordinator – in person  
KITTY SILVERS, Credentialing, Authorization and Billing Specialist  
GINGER STRINGER, Physician & Community Outreach Specialist  
KAREY URBANSKI, Human Resources Director  
NANCY VIGIL, Navigation and Quality Director  
JULIE WHITE, Marketing and Communications Manager  
HEATHER WHITWORTH, CFO

**GUESTS:**

JENNIFER STREHLOW, Operations Director, 6385 Corporate Drive LLC  
and New Altitude – in person  
DENISE BUNCH, Caregivers Village  
TIM CUNNINGHAM, Cheyenne Village  
TAMARA TRUJILLO, Goodwill Services of Southern Colorado  
KATRINA ACHIVIDA, Whispering Aspen  
ALFIA (TODDY) FISHER  
MEGAN MOLNER

**I. CALL MEETING TO ORDER**

The regular meeting was called to order at 7:32 am by Chair Lois Landgraf.

**II. PUBLIC COMMENTS**

None.

**III. MISSION MOMENT – Whispering Aspen**

Katrina Achivida shared information on The Whispering Aspen, a retail store supported by a sheltered workshop for people with disabilities where the items made in the workshop are sold. People with disabilities also work in the shops to gain work experience.

The Whispering Aspen has set up a small shop in the lobby on the second floor of New Altitude, Monday-Thursday. This set-up is a good outreach tool highlighting the work ethic and skills of people with disabilities to visitors and the other members of New Altitude.

**IV. STRATEGIC FOCUS – Maximizing and Diversifying Revenue**

Jenn Strehlow, New Altitude Director shared Key Performance Indicators (KPI) on the usage of conference rooms by members of New Altitude, non-members from the community and TRE. Revenue is generated from members and non-members.

At the present time, most referral business/activities are by word of mouth. AdPro Marketing does assist with the development of smaller advertising for New Altitude.

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It was suggested to also track: 1) revenue for the building compared to the other revenue sources of TRE 2) types of industries using New Altitude; 3) type of employment; and 4) number of people requesting tours and/or just visiting the building.

## V. CONSENT AGENDA

**A MOTION WAS MADE BY PATRICK DAVIS, SECONDED BY RAQUEL DOMINGUEZ TO ACCEPT AND APPROVE THE ITEM PRESENTED ON THE CONSENT AGENDA (TRE Board of Directors' Meeting Minutes dated October 18, 2023. *Motion unanimously approved.***

## VI. BOARD COMMITTEE REPORTS

### a. Finance and Investment Committee (FIC)

New Case Management Agency (CMA) contract for El Paso, Park and Teller Counties began on November 1, 2023.

Audits closing out the Community Centered Board (CCB) and Single Entry Point (SEP) contracts are expected to begin in January 2024.

*Financial Statements, October 2023* – Reports for the month of October 2023 showed a year-to-date loss of \$827,435. The main reasons for this loss continue to be breaks in eligibility with the end of the Public Health Emergency (PHE) and the implementation of a new case management and billing system at the State level that continues to experience many issues across the entire program. TRE continues to advocate with Colorado's Department Health Care Policy and Financing (HCPF) on potential resolution to the billing challenges.

Nancy Vigil, Navigation and Quality Director, shared information on the issues being experienced with the new Care in Case Management (CCM) system. Services and billing source data reports across agencies do not match and change often making the possibility of reconciliation almost impossible. This impacts payments for services provided across the state (CMAs, provider agencies, families providing direct services).

The issues being experienced could result in a loss of services for people with disabilities, loss of direct care providers and smaller provider agencies in the state.

Amy Yutzy, Board Member and Medicaid Services Director of Colorado Community Health Alliance (CCHA) shared that their agency reports show that approximately 4000 members are no longer active in their region, mostly due to eligibility issues.

The group was informed that HCPF holds Program Improvement Advisory Committee meetings on the third Wednesday of each month, 9:30am-12noon). Tammie Ingram, Executive Assistant, was asked to send additional information on these meetings.

The Board of Directors thanked the staff of Navigation and Quality and Case Management for their extraordinary efforts with the continued issues and changes within the new case management systems.

Cash on Hand and Sweep Account show an increase due to the receipt of grant monies for retention bonus payments. Both accounts will decrease as these bonuses are paid.

Single Entry Point (SEP) Deferred Revenue is reported at \$115,000. This expense will be reported at the close out of the SEP Contract. It is still understood that TRE can continue to utilize these funds for services before the deadline.

Early Intervention Services – EI Colorado is behind on payments for August and September. Heather Whitworth, CFO continues to contact them regarding this issue.

The contract amendment has not yet been received which impacts full billing for services since the start of this fiscal year.

Revenue Projections – It is anticipated that Per Member Per Month (PMPM) revenue will be down compared to budget for November and December 2023.

FY 23 Financial Audits are expected to begin soon.

**THE FINANCE AND INVESTMENT COMMITTEE RECOMMENDS THE APPROVAL OF THE OCTOBER 2023 FINANCIAL REPORTS FOR THE RESOURCE EXCHANGE. *Motion unanimously approved.***

b. Development Committee

The group congratulated Patrick Davis on receiving the first annual “Altitude Attitude” award presented at the Gratitude event on November 2, 2023.

The following updates were provided:

- Gratitude event was a great success.
- Capital Campaign application approval was postponed until January 2024. This will extend the campaign length to the full calendar year, if awarded.
- Empty Stocking Fund (ESF) Kick Off Celebration is scheduled for November 16, 2023. Please plan to attend.
- TRE’s article for ESF Campaign was published on Gazette.com. It will be published in the paper and online publications soon.
- Drive Thru with Santa is scheduled for December 16, 2023. If you can volunteer, please contact any Development Department staff.

c. Executive Committee

Chair Landgraff reported that the Committee:

- reviewed a draft of the 2024 Governance Calendar.
  - Staff will secure a location to host TRE’s March BOD meeting in Pueblo.

- discussed needed qualifications of candidates for BOD members representing Pueblo County. The Board Development (Nominating) Committee will meet in mid-December to review applications.
  - Currently have five applications for Pueblo County.
  - Currently have two recommendations for El Paso County.

## VII. CHIEF EXECUTIVE OFFICER'S REPORT

CMA Designated Service Agency (DSA) 12 (Pueblo County) – Preparations and activities are increasing for the March 2024 transition of the Pueblo County CMA contract.

TRE and Wipfli projects are beginning with expedited turnaround for the IDEA/Discovery in Pueblo County and the Process Review and Improvement Projects. Additional grant funding has been received to assist with the costs.

Early Intervention (EI) – The Workforce Committee is still active. Updates will be provided as available.

The Request for Proposals (RFP) for the upcoming EI contract is slated to be available by the end of November or early December. The contract will be awarded for an 8-year contract period.

New Employee Introductions – Ryan Kuyper, Learning and Staff Development Director introduced Noel Sauerwein (Ongoing Coordinator) to the group. Welcome to Noel and others who could not attend the meeting!

## VIII. NEW BUSINESS

Strategic Focus for January 2024 – Governance Best Practices.

This focus will include a presentation on Information Technology, Cybersecurity, Spam email, Communications, and uses of Microsoft 365 Teams for Board members.

## IX. ONGOING BUSINESS

a. 6385 Corporate Drive LLC (Building) and New Altitude Updates

Jennifer Strehlow, New Altitude Director shared information on the following:

- Media Room needs. Those needing this type of service are working with Production Point. It is hoped that a media room can be added to 6385 Corporate Drive in the future.
- New Altitude is starting a new Blog – Earn the Right to be Heard. Look for more information soon.
- Tenant Improvements have started on the 1<sup>st</sup> floor for Learning Rx's new space.





The Board of Directors commended Ms. Strehlow for her continuous and excellent work in building new relationships with outside community members.

b. Legislative Update:

Discussion was held on the idea of sending a short video to the Joint Budget Committee outlining the need for funding for additional services for members and families. CEO Batchelor and Julie White, Communications/Marketing Manager will discuss this further.

**X. PUBLIC COMMENTS**

None.

**XI. SCHEDULE OF NEXT MEETING**

The next Board of Director's meeting is scheduled for **Wednesday, January 17, 2024, at The Resource Exchange or via Zoom**. TRE BOD are encouraged to attend in person if possible.

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

**A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY PATRICK DAVIS TO ADJOURN THE REGULAR SESSION OF THE BOARD OF DIRECTORS' MEETING. *Motion unanimously approved.***

The regular session of the meeting adjourned at 8:56 am.

***THESE MEETING MINUTES WERE APPROVED UNANIMOUSLY BY THE BOARD OF DIRECTORS AT THEIR JANUARY 17, 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 Huisingsh, Secretary

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**BOARD OF DIRECTORS' MEETING MINUTES**  
**Wednesday, January 17, 2024**

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

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

**MEMBERS ABSENT:**

RAQUEL DOMINGUEZ

**STAFF PRESENT:**

COLLEEN BATCHELOR, CEO  
KYLE COX, Navigation Manager  
OLIVIA COSZALTER, Service Coordinator  
TAMARA ENGRAM, Executive Assistant – in person  
DORA FERNANDEZ, IT Project Manager  
LORI GANZ, Clinical Services Director  
BRANDI GRIFFITHS, Service Coordination Manager  
TAMIE KNERR, Controller  
RYAN KUYPER, Learning and Staff Development Director – in person  
HEATHER LaFRANCE, IT Coordinator – in person  
DEMETRIA LOPEZ, Navigation and Quality Supervisor  
KELLY LYNG, Development Director  
ANTORIA MASON, Service Coordinator – in person  
HEATHER MEIZIS, Quality Manager  
CALLIE MURPHY, State General Funds Manager  
SARAH NOLAN, Respite Programs Specialist  
AMANDA REED, Early Intervention Director

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STEPHANIE SAMORA, Contracts and Grants Manager  
MICHELLE ST. JOHN, Service Coordinator  
GINGER STRINGER, Physician & Community Outreach Specialist  
CANDY ULIBARRI, PARS Coordinator – in person  
CHERI ULMER, Program Support Manager  
KAREY URBANSKI, Human Resources Director  
DEREK VIGIL, Navigation Service Coordinator  
NANCY VIGIL, Navigation and Quality Director  
JULIE WHITE, Marketing and Communications Manager  
HEATHER WHITWORTH, CFO  
ELLA WILLIAMS, Service Coordinator – in person

**GUESTS:**

JENNIFER STREHLOW, Operations Director, 6385 Corporate Drive LLC  
and New Altitude – in person  
TIM CUNNINGHAM, Cheyenne Village  
BRIDGET KIRBY, Community Intersections  
TAMARA TRUJILLO, Goodwill Services of Southern Colorado  
INDY FRAZEE, The Independent Center  
RICHARD, Special Kids Special Families  
504.495.1748 (did not identify)

**I. CALL MEETING TO ORDER**

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

**II. PUBLIC COMMENTS**

None.

**III. MISSION MOMENT – Gazette Best Workplaces Award**

Julie White, TRE's Marketing and Communications Manager shared that TRE was awarded 2<sup>nd</sup> place in the Extra Large Employer Category. This is the sixth year that TRE has received this award. This honor is the result of the TRE staff responding to a survey regarding the culture and work environment of the agency they work for.

A video is available that highlights comments from TRE staff regarding the above. Unfortunately, due to technical issues that was not available to share.

**IV. STRATEGIC FOCUS – Governance Best Practices**

Emails Review – Dora Fernandez, TRE's IT Manager covered information on Phishing and Spam emails, cyber security training opportunities; and contact information when issues arise.

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When uncertain about an email – prior to opening – look at the sender’s email (do you recognize it); look at logos (usually just slight changes); the body of the email usually contains spelling errors and/or grammar that isn’t correct when it is not legitimate. Never provide information to people that you do not know as legitimate senders.

The Board of Directors will begin receiving the Wizer Cyber-Security trainings.

If questions, please contact [IT@tre.org](mailto:IT@tre.org) or Wipfli on 1.877.698.5718.

MS Teams Site (for BOD) – A tour of Microsoft Teams was provided to the Board. The group discussed whether they wanted to begin using MS Teams to better organize and/or share governing documents, appointments, and have the ability to Chat with other BOD members. It was also discussed to begin using MS Teams for Board meetings starting in February since this is included with the MS 365 subscription.

**A MOTION WAS MADE BY PATRICK DAVIS, SECONDED BY HEIDI BRANDON TO APPROVE USING MS TEAMS AS A COMMUNICATIONS TOOL FOR THE BOARD OF DIRECTORS. *Motion unanimously approved.***

Prior to the February 21<sup>st</sup> BOD Meeting, Ms. Fernandez will meet with each member to reset their @tre.org email passwords and to answer any other questions (if needed).

## V. CONSENT AGENDA

**A MOTION WAS MADE BY SARAH BRITTAIN JACK, SECONDED BY PATRICK DAVIS TO ACCEPT AND APPROVE THE ITEM PRESENTED ON THE CONSENT AGENDA (TRE Board of Directors’ Meeting Minutes dated November 15, 2023, and Development Committee Meeting Minutes dated January 5, 2024. *Motion unanimously approved.***

## VI. BOARD COMMITTEE REPORTS

### a. Finance and Investment Committee (FIC)

Financial Statements, December 2023 – Reports for the month of December 2023 showed a gain of \$430,370 and a year-to-date loss of \$998,758. A breakdown of the losses are:

- Case Management Agency (CMA) - loss of \$857,521
  - Possible reasons for this loss:
    - The new Care in Case Management (CCM) system’s data is not reliable at this point.
      - TRE is meeting with representatives from the Colorado Department of Health Care Policy and Financing (HCPF), the CCM developer and Wipfli to discuss the on-going issues with the integrity of the report data being generated from the new system.



- Breaks in services due to the end of the Public Health Emergency. TRE is working to finalize a partnership with El Paso County Department of Human Services (DHS) where a DHS staff member will work out of TRE's office to more efficiently provide coordination of the needed corrections/additions to reports to clear the breaks in service.
- Staffing shortages and extremely heavy workloads. TRE is continuing with projects to improve the technology available to staff to streamline work processes to the degree possible.
- Early Intervention (EI) - loss of \$331,223 due to delays in implementing the budget amendment approved by CDEC and CDEC established limits on allowable billables for administrative costs.
- CCB Family Support Services - the State General Fund activities are reported within the CMA contract.
- Building and New Altitude - loss of \$305,143 (primarily depreciation).

Cash on Hand shows a ratio of 0.41 month. Due to this, the Line of Credit at Bank of San Juans had to be used to meet Payroll. It is anticipated that State contract payments will be received within 2 weeks, allowing payback of the LOC.

Single Entry Point (SEP) Deferred Revenue in the approximate amount of \$560,000 will be due for repayment in the Summer of 2024. The reason for the increase in the amount to be repaid is HCPF's reconciliation during the close-out period.

Early Intervention Services – The EI Task Force (sponsored by Alliance) will meet with the CFO of the Department of Early Childhood (CDEC) regarding the delayed payment challenges and possible solutions.

The Request for Proposal (RFP) for EI Services is due in mid-February 2024.

FTE – the vacancy rate remains the same, down 42 from budget.

Income Statement – Revenue is down approximately \$1.6 million compared to the budget, mainly due to underperformance in Per Member Per Month (PMPM) and Monitorings. These areas are being monitored closely.

Expenses – Due to the terms of the Start Up Grant from HCPF, TRE has delayed payment to Wipfli for IT equipment received under the grant. Colleen Batchelor, CEO reported that a request has been sent to HCPF to change the terms of these grants to proactive payment instead of reimbursement. TRE hopes to hear from HCPF soon.

FY 23 Financial Audits have begun. Target complete date is March 31, 2024.

**THE FINANCE AND INVESTMENT COMMITTEE RECOMMENDS THE APPROVAL OF THE DECEMBER 2023 FINANCIAL REPORTS FOR THE RESOURCE EXCHANGE. Motion unanimously approved.**

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b. Nominating Committee

George Mentz, Committee Chair reported. Two candidates to represent Pueblo County were introduced – Jennifer Thornton and Jules Horner.

**A MOTION WAS MADE BY PATRICK DAVIS, SECONDED BY GEORGE MENTZ TO ACCEPT THE NOMINATIONS OF JENNIFER THORNTON AND JULES HORNER. *Motion unanimously approved.***

The final vote to approve their memberships will be held at the February 21, 2024, BOD meeting.

c. Development Committee

Patrick Davis, Vice Chair and Kelly Lyng, Development Director provided the following updates:

- Awaiting approval on the Capital Campaign application. Expected January 18, 2024.
- Empty Stocking Fund (ESF) – There is still time to donate if you have not done so. The Check Presentation is scheduled for February 13, 2024, 5:30-7:00 pm. Reservation information will be sent to the BOD.
- The 60<sup>th</sup> Anniversary Planning Committee's work has begun.

d. Executive Committee

Chair Landgraff provided the following updates from the Committee:

- Encouraged all BOD members to donate to Empty Stocking Fund.
- Reviewed the 2024 Governance Calendar.
  - If any questions, please contact CEO Batchelor.
- Staff will secure a location for the March 2024 meeting in Pueblo.
- TRE's Legislative Committee was discussed. The next Committee meeting should focus on the Committee's purpose, should flyers be developed to provide information to elected officials outlining TRE's policy, and how often the Committee should meet. (Tamme Engram, Executive Assistant was asked to schedule the Committee meeting soon).

## VII. CHIEF EXECUTIVE OFFICER'S REPORT

CMA Designated Service Agency (DSA) 12 (Pueblo County) – CEO Batchelor reported that Pueblo County DHS will subcontract with TRE to provide Intake services and Service Coordination for members receiving long term care services in nursing facilities.

Work continues to secure a lease for office space in the Wells Fargo building in downtown Pueblo.

The Wipfli projects for Pueblo County have all begun.

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TRE is hosting a hiring fair with current Colorado Bluesky Enterprises (CBE) staff interested in employment with TRE in Pueblo.

Nancy Vigil was commended for her excellent coordination of the transition activities for Pueblo County.

## VIII. NEW BUSINESS

TRE Day at the Capital – January 31, 2024. Currently all spaces are filled. If you are interested in attending if there is a cancellation, please let Ms. Engram know.

Annual Review/Acknowledgement of Policies – *The group discussed the need for the BOD to review and acknowledge the Conflict-of-Interest Policy, Code of Ethics Policy, and Confidentiality Policy annually.* It was noted that this annual review is required by TRE's Independent Financial Auditors and part of the Governing Documents.

Ms. Engram will send the policies and signature pages to the BOD.

Strategic Focus for February 21, 2024 – Community Engagement and Fundraising

## IX. ONGOING BUSINESS

### a. 6385 Corporate Drive LLC (Building) and New Altitude Updates

Jennifer Strehlow, New Altitude Director shared information on the following:

- Third floor flooding repairs are complete. Insurance covered any damage.
- Tenant Improvements continue on the 1<sup>st</sup> floor for Learning Rx's new space. The tentative move in is mid-March 2024.
- New Altitude continues to have a waiting list for office space. Marketing also continues for flex desk memberships.

## X. PUBLIC COMMENTS

New Employee Introductions – Ryan Kuyper, Learning and Staff Development Director introduced new staff to the group. The group was welcomed to TRE.

## XI. SCHEDULE OF NEXT MEETING

The next Board of Director's meeting is scheduled for **Wednesday, February 21, 2024, at The Resource Exchange or via Teams.** TRE BOD are encouraged to attend in person if possible.

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

**A MOTION WAS MADE BY JESSIE MARTINEZ, SECONDED BY HEIDI BRANDON TO ADJOURN THE REGULAR SESSION OF THE BOARD OF DIRECTORS' MEETING. *Motion unanimously approved.***

The regular session of the meeting adjourned at 9:05 am.

*These meeting minutes were approved unanimously by TRE's Board of Directors at their February 21, 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





**BOARD OF DIRECTORS' MEETING MINUTES**  
**Wednesday, February 21, 2024**

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

LOIS LANDGRAF, Chair  
PATRICK DAVIS, Vice Chair – in person  
JESSIE MARTINEZ, Treasurer  
LAURIE HUISINGH, Secretary – in person  
HEIDI BRANDON  
TRACI MARQUES  
GEORGE MENTZ  
DAVE PAUL  
SHARON THOMPSON  
AMY YUTZY

**MEMBERS ABSENT:**

SARAH BRITTAIN JACK  
BERNARD BYERS  
RAQUEL DOMINGUEZ

**STAFF PRESENT:**

COLLEEN BATCHELOR, CEO  
KYLE COX, Navigation Manager  
KATHERINE DUFFY, Coordinator  
TAMARA ENGRAM, Executive Assistant – in person  
DORA FERNANDEZ, IT Project Manager  
LORI GANZ, Clinical Services Director  
SHELBY GIORDANO, Coordinator  
CHARLOTTE GORDON, Coordinator  
DON GRAY, Facilities Director  
BRANDI GRIFFITHS, Service Coordination Manager  
ABBY HOPPER, Coordinator  
TAMIE KNERR, Controller  
RYAN KUYPER, Learning and Staff Development Director – in person  
MEGAN LAWRENCE, SC Lead, Ongoing  
KELLY LYNG, Development Director – in person  
HEATHER MEIZIS, Quality Manager  
COURTNEY MESUNAS, Coordinator

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AMELIA MILLER, Coordinator  
CALLIE MURPHY, State General Funds Manager  
SARAH NOLAN, Respite Programs Specialist  
KAREN RICE, EI Billing Manager  
HEATHER RICHARDSON, Coordinator  
STEPHANIE SAMORA, Contracts and Grants Manager  
JEWEL SANDEEN, Intake Coordinator  
KITTY SILVERS, Credentialing Authorization and Billing Specialist  
GINGER STRINGER, Physician & Community Outreach Specialist  
NANCY VIGIL, Navigation and Quality Director  
JULIE WHITE, Marketing and Communications Manager  
HEATHER WHITWORTH, CFO  
CELINE ZABALA, Coordinator

**GUESTS:**

RUTH ARBER, Connect America  
CATE BAZE, Community Member  
ASHLEIGH BIEGEL, Community Member  
TIM CUNNINGHAM, Cheyenne Village  
MEGAN DEVINE, Community Member  
VALERIE EDWARDS, Community Member  
TIM EVANS, Community Member  
JOAIRE GIORDANO, Community Member  
BRICE HARVEY, Community Member  
BRITTANY LEGLEITER, Community Member  
ALISON KAMER, Community Member  
SARA LOBATO, Pikes Peak Enterprise Zone, El Paso County Economic  
Development Department  
LOLA OGUNMOD, Community Member  
1 for All Home, Community Provider Agency  
JESSE SPAETH, 6385 Corporate Drive LLC Board Member  
JENNIFER STREHLOW, Operations Director, 6385 Corporate Drive LLC  
and New Altitude – in person  
TAMARA TRUJILLO, Goodwill Services of Southern Colorado  
504.495.1748 (did not identify)

Without a quorum, the Board of Directors' meeting began with the informational agenda items.

**I. MISSION MOMENT AND STRATEGIC FOCUS**

Julie White, TRE's Marketing and Communications Manager reminded the group of Charlotte, a child receiving services from Early Intervention. TRE received a very generous grant that funds the purchase of admission to various community venues and events. The ability to purchase these admission tickets allowed Charlotte's family to practice/apply the learning tools they have acquired (from sessions with TRE therapists) in their community.

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Charlotte's family along with TRE celebrate her achievements. TRE hopes to continue to offer these opportunities to clients, members and their families throughout their lifetime as needed.

With this goal in mind, TRE, in celebration of its 60<sup>th</sup> Anniversary, along with New Altitude, is kicking off its Altitude Attitude Capital Campaign project.

The Capital Campaign's focus is to assist with the cost of upkeep of 6385 Corporate Drive, renovate office space, pay off the mortgage, etc. so that funds currently being used for these purposes can be used for unfunded services for the people that TRE provides services to. An additional goal is to build relationships/programs with other community members, agencies, schools to help develop career skills for people with disabilities so that they can find success in their future.

TRE was recently awarded this project after application through the Pikes Peak Enterprise Zone, El Paso County Economic Development Department to pursue the Capital Campaign where donors can be provided with additional tax credit opportunities, volunteer opportunities etc. when donating through the Enterprise.

For additional information on the Campaign and ways to donate, please visit TRE's website – [www.tre.org/capital-campaign/](http://www.tre.org/capital-campaign/) or contact Kelly Lyng ([klyng@tre.org](mailto:klyng@tre.org)).

Ms. Lyng also explained the design concept of the 60<sup>th</sup> Anniversary logo.

*(The PowerPoint presentation is incorporated into these minutes by reference and can be found in the February 21, 2024 Board records for further review.)*

## **II. CALL MEETING TO ORDER**

The regular meeting was called to order at 7:45 am by Patrick Davis, Vice Chair.

## **III. PUBLIC COMMENTS**

None.

## **IV. CONSENT AGENDA**

**A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY LAURIE HUISINGH TO ACCEPT AND APPROVE THE ITEM PRESENTED ON THE CONSENT AGENDA (TRE Board of Directors' Meeting Minutes dated January 17, 2024. Motion unanimously approved.**

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## V. BOARD COMMITTEE REPORTS

### a. Finance and Investment Committee (FIC)

Financial Statements, January 2024 – The month of January 2024 shows a gain of approximately \$281,000. Year-to-date report shows a loss of \$708,000. The improvement for the month of January is mainly due to diligent back-billing.

Cash on Hand shows a ratio of 0.64 month. Start-up grant monies received. Computers and IT expenses have been paid. Recruitment bonuses are ongoing.

Single Entry Point (SEP) Deferred Revenue will most likely be reduced. Waiting for the final report from the Closeout Review.

Accounts Receivables are high mainly due to billing issues around breaks in service. Should recoup most.

Early Intervention Services (EI) – Payment due in the amount of \$965,000 is at the 45-day contract mark. Staff will follow-up this week.

EI Request for Proposal (RFP) was submitted at approximately 18% increase. TRE is expecting questions surrounding the increases.

Single Entry Point shows a profit of \$32,000.

Accrued Salaries are high, mostly due to timing.

Consultants and IT is higher than budget. Some expenses will be paid by grant dollars.

FTE – the vacancy savings is lower due to overtime.

Payments in preparation of Deferred Revenue Payment \$100,000 was sent in anticipation of deferred revenue payment.

Line of Credit – Drew on the line of credit for first payment for build out on the first floor. Learning Rx expected to move in in early March.

FY 23 Financial Audits are ongoing. No issues have been identified thus far.

State Contract Close Out Audit should be finalized on Friday. TRE is expecting several invoices to be disallowed due to a break in service.

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

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b. Nominating Committee

George Mentz, Committee Chair reported. One candidate from Pueblo County withdrew their interest in BOD membership.

Jennifer Thornton provided an overview of her qualifications and interest in serving on TRE's Board of Directors.

**A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY LOIS LANDGRAF TO APPROVE THE NOMINATION FOR JENNIFER THORNTON TO SERVE A THREE-YEAR TERM BEGINNING ON MARCH 1, 2024. *Motion unanimously approved.***

The group welcomed Jennifer to the BOD.

The group was asked to please send any other nominations for BOD membership to Mr. Mentz.

c. Executive Committee

Deferred report to CEO Report.

## VI. CHIEF EXECUTIVE OFFICER'S REPORT

### Statewide Case Management Agency (CMA) Issues

- Several State partner agencies (including TRE) are sent a letter to the Colorado Department of Health Care and Policy (HCPF) and the Joint Budget Committee (JBC) to again express concern and hopefully help them understand the issues caused for all CMAs, PASAs and members due to the following contributing factors:
  - Continuation of workforce crisis (shortage).
  - Case Management Redesign
    - Increased work activities
    - Monitorings
    - HCPF reporting is not accurate
  - Care in Case Management (CCM) System Roll Out
    - Roll out in July
    - Increased inaccurate reporting from HCPF.
    - Increased workload
    - Increased need for numerous corrections due to constant workarounds to workarounds
  - End of Public Health Emergency
    - Breaks in Services are creating backlogs across the State and with County agencies.

As a result of this communication, several members of the group are meeting with members of JBC and HCPF. HCPF and Assured Care (agency that developed

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CCM program) are focusing on program fixes. The Governor's Office and OSPE have been informed as well.

CMA Designated Service Agency (DSA) 12 (Pueblo County) – CEO Batchelor reported:

- that monthly Town Halls have been held with Providers and Members of Waiver and Single-Entry Point Services.
- The subcontract for Pueblo County Department of Human Services' (DHS) staff to continue some case management work is finalized.
- Office space in the Wells Fargo building is progressing. The lease has not been finalized yet. However, the tenant finish work has already begun.
- The reception/front desk will be manned effective March 1.
- Many staff have been hired with a start date of March 1. Recruitment continues.
- Training is scheduled and locations secured for said training sessions.
- New staff were introduced. The BOD welcomed everyone to TRE.

Early Intervention (EI) – A meeting is scheduled with the CFO and other representatives of the Colorado Department of Education (CDE) to discuss continued late payments, budget, and contract amendment challenges for FY024.

## VII. NEW BUSINESS

TRE Board of Directors Meeting, March 20, 2024 – The meeting will be held at Pueblo County DHS Citizens Support Services Building, 320 West 10<sup>th</sup> Street, Pueblo CO, 3<sup>rd</sup> Floor Conference Room. The building does not open until 7:30 am so the meeting start time will be 8:00 am (for the March 2024 meeting only). Virtual attendance is available via Zoom.

Strategic Focus for March 20, 2024 BOD Meeting – Collaboration and Community Partners.

Pikes Peak Area Council of Governments (PPACG) – Sharon Thompson, Board Member shared information on the development of the Long-Range 2050 Transportation Plan. The group is looking at ways to simplify the application process for specialized transportation. CEO Batchelor expressed interest in pursuing this work.

Legislative Update – CEO Batchelor informed the group that TRE is supporting HB1229 regarding presumptive eligibility for members seeking Medicaid. If passed, this will not go into effect until 2026.

The group reminded CEO Batchelor that most are available to testify at the Legislative level when needed.



## VIII. ONGOING BUSINESS

### a. 6385 Corporate Drive LLC (Building) and New Altitude Updates

Jennifer Strehlow, New Altitude Director shared information on the following:

- Tenant Improvements continue on the 1<sup>st</sup> floor for Learning Rx's new space. The tentative move in is early March 2024.
- A possible tenant is interested in space on the 3<sup>rd</sup> floor once Learning Rx moves to their new location.
- New Altitude continues to have a waiting list for office space. Marketing continues for flex desk memberships.
- New Altitude's website will be updated with the Capital Campaign information.
- Research for grants for the start-up of the employment training program.

## IX. PUBLIC COMMENTS

None.

## X. SCHEDULE OF NEXT MEETING

The next Board of Director's meeting is scheduled for **Wednesday, March 20, 2024, at Pueblo County DHS, 320 West 10<sup>th</sup> Street, Pueblo CO or via Zoom.** TRE BOD are encouraged to attend in person if possible.

## XI. MOTION TO ADJOURN THE REGULAR SESSION

**A MOTION WAS MADE BY LAURIE HUISINGH, SECONDED BY HEIDI BRANDON TO ADJOURN THE REGULAR SESSION OF THE BOARD OF DIRECTORS' MEETING. *Motion unanimously approved.***

The regular session of the meeting adjourned at 8:50 am.

***These meeting minutes were unanimously approved at the March 20 2024 Board of Directors' 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 Huisingsh, Secretary





BUILDING INCLUSIVE COMMUNITIES SINCE 1964

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

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

LOIS LANDGRAF, Chair – in person  
PATRICK DAVIS, Vice Chair  
JESSIE MARTINEZ, Treasurer  
HEIDI BRANDON  
SARAH BRITTAIN JACK  
BERNARD BYERS  
RAQUEL DOMINGUEZ  
GEORGE MENTZ  
DAVE PAUL  
SHARON THOMPSON – in person

**MEMBERS ABSENT:**

LAURIE HUISINGH, Secretary  
TRACI MARQUES

**STAFF PRESENT:**

COLLEEN BATCHELOR, CEO – in person  
JULIE BAUER, Ongoing Coordinator, Pueblo  
SARAH BOUTON, Navigation & Quality Supervisor  
MELISSA BRADEN, Quality Coordinator, Pueblo  
CAROLYN BRAVO Intake Coordinator  
CIERA CALLOWAY, CFS Coordinator  
ALYSSA CASTRO, Ongoing Coordinator, Pueblo  
AMANDA CHAGOLLA, Ongoing Coordinator, Pueblo  
TINA CHAVEZ, Coordinator  
KERRI COCHEMS, FSSP Coordinator, Pueblo  
KATHERINE DYKEMA, EI Case Manager  
TAMARA ENGRAM, Executive Assistant – in person  
DORA FERNANDEZ, IT Project Manager  
LORI GANZ, Clinical Services Director  
MARIAH GARRETT, Ongoing Coordinator, Pueblo  
SHELBY GIORDANO, Ongoing Coordinator, Pueblo  
MELISSA GOMEZ, Ongoing Coordinator, Pueblo  
DON GRAY, Facilities Director



BRANDI GRIFFITHS, Service Coordination Manager  
MORGAN HARTIGAN, Ongoing Coordinator, Pueblo  
JESSICA HATFIELD, Intake Coordinator  
MEAGAN HENERSON, Ongoing Coordinator, Pueblo  
CHRISTINA HOOVER, Intake Coordinator  
ALISON KRAMER, Ongoing Coordinator, Pueblo  
TAMIE KNERR, Controller  
RYAN KUYPER, Learning and Staff Development Director  
LEXI LARSEN, EI Case Manager  
MEGAN LAWRENCE, SC Lead, Ongoing  
DE'AURA LEMUS, Strategy and Culture Specialist  
LEXI LARSEN, EI Case Manager  
MICHELLE LONGO, Ongoing Coordinator, Pueblo  
RHEANNAN LUND, CFS Coordinator  
KELLY LYNG, Development Director  
AMY McKEEVER, Ongoing Coordinator, Pueblo  
TAYLOR MEDINA, Ongoing Coordinator, Pueblo  
LORENZO MORENO, Ongoing Coordinator, Pueblo  
CALLIE MURPHY, State General Funds Manager  
SARAH NOLAN, Respite Programs Specialist  
CARRI PARRISH, Nursing Facilities Coordinator  
STEPHANIE SAMORA, Contracts and Grants Manager  
MICHELLE SANCHEZ, Ongoing Coordinator, Pueblo  
HALEY SARDELLO, Ongoing Coordinator, Pueblo  
KATHERINE SCHULTZ, Ongoing Coordinator, Pueblo  
GINGER STRINGER, Physician & Community Outreach Specialist  
CAMERON SWANSON, Ongoing Coordinator, Pueblo  
LAURA THOMAS, Ongoing Case Management Director  
BARBARA TRUJILLO, Ongoing Coordinator, Pueblo  
CHERI ULMER, Program Support Manager  
KAREY URBANSKI, Human Resources Director  
NANCY VIGIL, Interim Director of Case Management Transition – in person  
JULIE WHITE, Marketing and Communications Manager  
HEATHER WHITWORTH, CFO

**GUESTS:**

AMBER AND SHANNON, PeopleCare Health Services  
RUTH ARBER, Connect America / American Medical Alert  
ANTHONY ARCHULETA, Maxim Healthcare  
DORIS AVILA, Community Member  
CATE BAZE, Community Member  
CATHY BRADBURY, Community Member  
CHRISTINA BUTERO, The Arc Pikes Peak Region  
AMBER CRAWFORD, Community Member

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PEGGY DiSALLE, Safe In Home  
STEPHANIE GARCIA, The Arc of Pueblo  
DR. KELLY GEHLHOFF, Pediatric Holistic Wellness  
LA HOLZER, Community Member  
KARAN, Enriched Assisted Living  
BRIDGET KIRBY, Community Intersections  
P LACIDA, Community Member  
DR. LEWIS, Aura Home Care  
PEGGY MacKENZIE, AbleLight  
SHANNON MURPHY, Community Member  
KRISTINE PAPI, Alert Response  
KEVIN PORTER, Community Member  
SECOND HOME ADULT DAY CENTER  
RICHARD, Special Kids Special Families  
TRICIA STANKER, Community Member  
JENNIFER STREHLOW, Operations Director, 6385 Corporate Drive LLC  
and New Altitude – in person  
LESLEE TORRES, PASCO  
TAMARA TRUJILLO, Goodwill Services of Southern Colorado  
SUSAN WAHBEH, Community Member  
CHAD WIETRICK, Vista Care

## **I. CALL MEETING TO ORDER**

The regular meeting was called to order at 8:15 am by Lois Landgraf, Chair.

## **II. PUBLIC COMMENTS**

None.

## **III. MISSION MOMENT AND STRATEGIC FOCUS**

Nancy Vigil, Interim Director of Case Management Transition shared an overview of the many activities to date with the March 1 transfer of the CMA contract in Pueblo County to The Resource Exchange.

Ms. Vigil thanked many organizations in Pueblo County for their collaboration and willingness to help make this transition as smooth as possible for the people receiving services and their families.

Jennifer Thornton, Board member shared that information provided during this transition has been helpful. Information had not been provided previously on activities at the State level which impacted agencies and families.

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Ms. Vigil added that her goal is to educate families, the community, school districts and others on available supports and services in Pueblo County. It is hoped to build authentic partnerships with all so that choices can be offered to members and potential members.

Another priority is to get members' files so that TRE staff can assist members thoroughly and efficiently.

TRE staff attending from Pueblo introduced themselves. All were welcomed to the TRE family.

TRE's Pueblo County office is at 201 West 8th Street, Suite 600, Pueblo CO 81008. The tenant finish work will hopefully be complete within the next month. Staff are available in the office, via telephone and email.

#### IV. CONSENT AGENDA

The Consent Agenda was revised to only include the requested approval of the Board of Directors' Meeting Minutes dated February 21, 2024.

**A MOTION WAS MADE BY SHARON THOMPSON, SECONDED BY HEIDI BRANDON TO ACCEPT AND APPROVE THE CONSENT AGENDA AS AMENDED (TRE Board of Directors' Meeting Minutes dated February 21, 2024). Motion unanimously approved.**

#### V. BOARD COMMITTEE REPORTS

a. Finance and Investment Committee (FIC)

Financial Statements, February 2024 – February 2024 shows a loss of about \$48,000.

Year-to-date shows a loss of \$756,000. Revenues for the month are very close to budgeted levels. It is estimated that approximately \$50,000 in claims billed have not paid yet. If/when these pay it would result in a positive bottom line.

With everything that is constantly changing with the State systems, shortage of staff etc., this report is very encouraging and impressive. A very sincere thank you was extended to all staff working in these areas.

The Colorado Department of Health Care Policy and Financing (HCPF) is making efforts in working with Case Management Agencies (CMAs) and Provider Agencies to identify and rectify statewide issues with the new Care in Case Management System (CCM) compounded by the end of the Public Health Emergency which resulted in many members losing their services and supports due to missing or incomplete eligibility paperwork. This in turn has affected the financial stability of many agencies due to the lack of consistent payments for services.

The Joint Budget Committee (JBC) has also approved funding of about \$27 million for the rest of this fiscal year into next for stabilizing funding for CMAs.

Early Intervention Services (EI) – Payment for January 2024 billings are just past the 45-day contract mark. Staff will follow-up this week.

EI Request for Proposal (RFP) – TRE was notified that they were awarded the contract. No contract budget discussions have been initiated by the State as of this date.

Cyber Security Breach at Optum – The group was informed of a breach at Optum, the clearinghouse for EI claims transmission and eligibility verifications. Optum was very quick to ensure that no HIPAA breaches were experienced by quickly shutting down their operations.

No official communications have been shared on when their systems will be fully operational again.

Heather Whitworth, CFO will continue communications with the State on the status of this situation.

Audits – Work continues on the Financial and Single Audits. The Financial Audit's report is due no later than March 31. Along with the audit work, the IRS Form 990 Report is also due soon.

CCB and SEP State Contract Close Out Audits are also still in process.

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

b. Executive Committee

The group discussed the impact of the Long-Term Services and Supports (LTSS) crisis on staff, families and provider agencies. Discussion was also held on Legislative and State activities to hopefully address some of the issues. *These items will be discussed in more detail during the CEO's Report to the Board of Directors.*

Jennifer Thornton, a new Board member, was welcomed to the Board of Directors. Ms. Thornton shared information on her background and said she looks forward to representing Pueblo County.

## VI. CHIEF EXECUTIVE OFFICER'S REPORT

Long Term Service and Supports (LTSS) – Colleen Batchelor informed the group of the development of a newsletter by members of leadership of several agencies and TRE with the intent to streamline communications to interested parties. The March newsletter to LTSS Providers and Partners has been distributed. The newsletter directed to members receiving LTSS and their families will be distributed soon.

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CEO Batchelor asked for feedback on various ways that these newsletters could be shared to get the information to those who should receive it, and that would allow for feedback on the content and suggestions on how to make it better. Suggestions included:

- Ask members of specialty groups to share.
- Town Halls
- Provider agencies to share with their staff and families receiving services from them.
- Also find ways to share with the aging populations (members and caregivers)

Hopefully sharing this information on a consistent basis will help educate all involved with current issues and what is being done to address same. TRE and the group developing these newsletters want to develop a true partnership with all throughout the various communities.

Statewide Case Management Agency (CMA) Issues – Colorado's Long Term Supports and Services (LTSS) system is experiencing significant challenges that include the new data system not working properly and the end of the Public Health Emergency (PHE) which ended grace periods for eligibility paperwork for members that has impacted workloads for State and County agencies, CMAs and provider agencies during a significant workforce shortage. Unfortunately, all the above has also impacted services for members who rely on these services.

The Colorado Department of Health Care Policy and Financing (HCPF) is now recognizing the statewide and systemic impact of the above and is taking steps to assist those involved by focusing on:

- Implementing strategies to mitigate breaks in eligibility for people.
- Resolving backlog at the County and CMA levels.
- Securing financial assistance for provider agencies.

It is believed that the new Care in Case Management (CCM) system will make a significant difference when all phases are working as intended. Unfortunately, the data transfer between the old and new systems was not checked to ensure the integrity of the information.

TRE has been partnering with Wipfli to build a data platform that will interact with the State's data systems and provide a portal for members, families and their teams to view information on their services and supports, what might be needed from them. Service providers will also be able to view and download information pertinent to their services too.

This database system is being developed in three phases. The first phase should be completed at the end of April. Funding for the full project's completion has been received. The target date of full completion and implementation is August 2024.

Of note to show the dedication from State agencies to help solve issues, TRE has received approximately \$1 million in grant funds to assist with these types of projects, to

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assist with the transition to the Case Management Agency (CMA) contracts for El Paso, Park, Pueblo and Teller counties and technical assistance for the change management related to above.

The current proposal for funding for CMA Stabilization is being discussed at the Joint Budget Committee level. It is hoped that once approved in the state budget this funding will be flexible so that it can be used in ways that best work for each CMA.

## VII. NEW BUSINESS

*Strategic Focus for April 17, 2024, BOD Meeting* – Organizational Health, Systems to Support the Highest Quality in Person-Centered Service Delivery (Wipfli)

## VIII. ONGOING BUSINESS

### a. 6385 Corporate Drive LLC (Building) and New Altitude Updates

Jennifer Strehlow, Director of Operations provided an overview of activities:

- Ongoing lease negotiations for remaining 3<sup>rd</sup> floor space.
- Continued marketing of office space, flex desks and conference rooms usage within New Altitude.
- Planning of activities that encourage interactions between TRE and New Altitude members and other companies that lease space.
- Articles being written (by Julie White, Marketing and Communication Manager) and published in the North magazine that focus on the social impact work of New Altitude.
- Ms. White reached out to Fox 21 news station to pitch a story for them to share a human-interest story on the social impact of activities within the building. Fox 21 did feature a a story on The Whispering Aspen in the New Altitude space.
- The Capital Campaign is underway. Planning of informational sessions for tax professionals and financial planners, etc. on TRE's Capital Campaign and the tax incentives available through the El Paso County Enterprise Zone. (Board members were encouraged to share with contacts that may be interested in this information. Please share contacts with CEO Batchelor).

*(The PowerPoint presentation is incorporated into these minutes by reference and can be found in the March 20, 2024 Board records for further review).*

## IX. PUBLIC COMMENTS

None.

## X. SCHEDULE OF NEXT MEETING

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

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**XI. MOTION TO ADJOURN THE REGULAR SESSION INTO EXECUTIVE SESSION**

**A MOTION WAS MADE BY GEORGE MENTZ, SECONDED BY HEIDI BRANDON TO ADJOURN THE REGULAR SESSION OF THE BOARD OF DIRECTORS' MEETING INTO EXECUTIVE SESSION TO DISCUSS A PERSONNEL MATTER. *Motion unanimously approved.***

**XII. MOTION TO ADJOURN THE MEETING**

**A MOTION WAS MADE BY GEORGE MENTZ, SECONDED BY JENNIFER THORNTON TO ADJOURN THE REGULAR MEETING. *Motion unanimously approved.***

The regular session of the meeting adjourned at 10:05 am.

*These meeting minutes were unanimously approved at the April 17, 2024 Board of Directors' meeting.*

SUBMITTED BY:

\_\_\_\_\_  
Colleen Head Batchelor, CEO

RECORDED AND TRANSCRIBED BY:

\_\_\_\_\_  
Tamara Engram, Executive Assistant

APPROVED AS TO FORMAT:

\_\_\_\_\_  
Laurie Huisingsh, Secretary







BUILDING INCLUSIVE COMMUNITIES SINCE 1964

**BOARD OF DIRECTORS' MEETING MINUTES**  
**Wednesday, April 17, 2024**

**MEMBERS PRESENT: (via Zoom 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  
RAQUEL DOMINGUEZ  
TRACI MARQUES  
GEORGE MENTZ  
DAVE PAUL  
SHARON THOMPSON – in person  
JENNIFER THORNTON

**MEMBERS ABSENT:**

BERNARD BYERS

**STAFF PRESENT:**

COLLEEN BATCHELOR, CEO – in person  
JESSICA BELL, Human Resources Manager  
MADELYN BETTERTON, Quality Coordinator  
THERESE (ELLEN) BONNEAU, Quality Coordinator  
MIRANDA BRIDGEFORD, Coordinator  
AMANDA BROWN, Ongoing Coordinator  
JONATHAN CARPENTER, Ongoing Coordinator  
TINA CHAVEZ, Coordinator  
KYLE COX, Navigation Manager  
CINDI DOLATA, Speech Language Pathologist  
KATHERINE DYKEMA, EI Case Manager  
TAMARA ENGRAM, Executive Assistant – in person  
DORA FERNANDEZ, IT Project Manager  
HEIDI FREEMAN, Ongoing Case Management Lead  
LORI GANZ, Clinical Services Director  
MEGAN GIARRATANO, Ongoing Coordinator  
BRANDI GRIFFITHS, Service Coordination Manager  
DESIREE HARBERT, Coordinator

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ABBY HOPPER, Coordinator  
RYAN KUYPER, Learning and Staff Development Director – in person  
KEISHA LACY, EISC Lead  
SERENA LAURIN, Coordinator  
ALLEA LAZZERI, Intake Coordinator  
DE'AURA LEMUS, Strategy and Culture Specialist  
LISSET LEON, Ongoing Coordinator  
MICHELLE LONGO, Ongoing Coordinator  
RHEANNAN LUND, CFS Coordinator  
KELLY LYNG, Development Director  
NICOLE MAES, Front Desk Coordinator/Case Aide  
HEATHER MEIZIS, Quality Manager  
JAMIE MELDE, Intake Coordinator  
CALLIE MURPHY, State General Funds Manager  
SARAH NOLAN, Respite Programs Specialist  
SHERYL PATTON, Quality Coordinator  
WILLIAM PERRY, Ongoing Coordinator  
KAREN RICE, EI Billing Manager  
MICHELLE SANCHEZ, Ongoing Coordinator  
NOEL SAUERWEIN, Ongoing Coordinator  
KATHERINE SCHULTZ, Ongoing Coordinator  
ALEXANDRIA SCOTT, Ongoing Coordinator  
METZY SHRADER, Coordinator  
KITTY SILVERS, Credentialing, Authorization and Billing Specialist  
PATRICIA STANKER, Front Desk Coordinator/Case Aide  
GINGER STRINGER, Physician & Community Outreach Specialist  
CAMERON SWANSON, Ongoing Coordinator  
HAYDEN SWICK, Ongoing Case Manager Supervisor  
CAROL TOMLINSON, Ongoing Coordinator  
BARBARA TRUJILLO, Ongoing Coordinator  
CHERI ULMER, Program Support Manager  
KAREY URBANSKI, Human Resources Director  
CHRISTA VAUGHN, Human Resources Generalist  
AMBER VELASQUEZ, Lead Coordinator  
ASHLEY VETACK, Ongoing Coordinator  
NANCY VIGIL, Interim Director of Case Management Transition  
HEATHER WHITWORTH, CFO

**GUESTS:**

RUTH ARBER, Connect America / American Medical Alert  
CLIENT CARE (no name listed)  
TIM CUNNINGHAM, Cheyenne Village  
LISA HRINIK, Wipfli – in person  
DANIEL KELLEY, Wipfli – in person  
DAVE PUMP, Pueblo Diversified Industries

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JONAS REYNOLDS, Wipfli  
ANTHONY SHIBATA, Wipfli – in person  
JENNIFER STREHLOW, Operations Director, 6385 Corporate Drive LLC  
and New Altitude – in person  
TAMARA TRUJILLO, Goodwill Services of Southern Colorado  
504.495.1748 (no name provided)

## **I. CALL MEETING TO ORDER**

The regular meeting was called to order at 7:32 am by Lois Landgraf, Chair.

## **II. PUBLIC COMMENTS**

None.

## **III. MISSION MOMENT – TRE and Technology**

Ryan Kuyper, TRE Learning and Staff Development Director shared information on how TRE's partnership with Wipfli has assisted the agency with the prioritization of new equipment, software and customization of workflows using new(er) technology (i.e., AI, database) to help streamline processes to assist staff with their workload.

TRE is currently conducting a test pilot with five staff using CoPilot to determine how it can best assist staff.

TRE is also hiring two Lead Staff Development and Learning Coordinators that will be able to assist with facilitating more training sessions and support for all TRE staff. Future staff development plans include more leadership and supervision development opportunities.

## **IV. STRATEGIC FOCUS**

Anthony Shibata and Daniel Kelley, from Wipfli provided an overview of current activities and special targeted projects. It was noted that what first started out as projects to improve processes for TRE staff and members now includes TRE partners, Colorado Department of Health Care Policy and Financing (HCPF) and others where appropriate. If the interest- and work-levels continue with HCPF and other State and County agencies, the projects started at TRE could morph into an evolution of better and more efficient work practices on behalf of people with disabilities at most levels within the State of Colorado.

Mr. Kelly shared information on the infrastructure side of business:

- The physical servers that were on-site were decommissioned with all information, back-ups, etc. now being cloud-based. Old servers are being responsibly recycled.
  - Pueblo office is now fully connected to TRE's infrastructure.
-

- Work order tickets continue to decrease even with the increase in the number of staff.
- Simplified the process for the distribution of new equipment to staff including security updates and inventory tracking through Asset Panda.
- Cyber-security policy and procedures have been implemented and are reinforced through Wizer and other internal checks.
  - TRE staff are now required to use TRE equipment only, except when working out of state where they use remote access to TRE systems.
- All TRE equipment including cell phones have internet access so that staff do not need to rely on member's personal Wi-Fi or public Wi-Fi systems when holding meetings/sessions at the member's home.

Mr. Shibata shared information on special projects:

IDEA/Discovery projects are near completion. Information was gathered from staff, community partners, members, and other stakeholders in Pueblo (using surveys, focus groups, interviews) pertaining to areas that are going well and/or need additional attention where it pertains to services to members, families, and partners. This feedback will be used to influence structure and processes in the Pueblo office.

Change Management project. With all of the changes being implemented, a strong change management plan is critical to support effective transition and implementation of change. Communication development is a key component of the Change Management Plan and TRE and Wipfli are sharing information with other Case Management Agencies (CMAs) and various State and County agencies to show that all systems must and can integrate well with each other for the many changes being implemented to make systems better and more efficient in delivering funding and services to people needing services.

Database Project updates and examples of the actual database were presented by Jonas Reynolds, Wipfli. This project will address many of the issues/pain points discussed earlier by building a core database for TRE where each member's information is stored. This database builds the basis of automating everything member-related at TRE and will make work and information-sharing more efficient for the entire team. It will include a portal for Members and providers to improve access to information.

The project's database examples have been shared with stakeholders across TRE's service area gathering suggestions, questions, and other feedback to provide the best system possible for all involved.

A two-day user acceptance testing session is scheduled for next week. TRE staff from Intake, Enrollment, Ongoing Service Coordination, and other teams will begin to test this system hands-on. The anticipated 'go live' date for Phase 1 and 2 is July 1, 2024.

TRE's Early Intervention program uses a different state system for their files on children receiving their services. This data system will also be able to interface with the TRE database when a child moves from Early Intervention to Ongoing Case Management services.

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Information regarding the return of investment (ROI) analysis is being shared with HCPF and other State and County agencies with the hope that they will see the tremendous benefits. Wipfli has already begun initial discussions with other CMAs to develop similar systems.

This system is not intended to replace face-to-face interactions or phone calls between members and Service Coordinators. It is another tool to improve efficiency and access to information for staff to enable more in-person interaction.

## V. CONSENT AGENDA

The Consent Agenda included the requested approval of the Board of Directors' Meeting Minutes dated March 20, 2024, and TRE BOD Legislative Committee Meeting Minutes dated March 25, 2024.

**A MOTION WAS MADE BY SHARON THOMPSON, SECONDED BY LAURIE HUISINGH TO ACCEPT AND APPROVE THE CONSENT AGENDA AS PRESENTED (TRE Board of Directors' Meeting Minutes dated March 20, 2024, and TRE BOD Legislative Committee Meeting Minutes dated March 25, 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 April 15, 2024.

*Integrity Wealth Advisors* – Jason Akridge, Integrity Wealth Advisors shared information on market reports ending August 2023 and ending April 12, 2024. Inflation rates are not coming down as quickly as most would like. However, there is good economic activity.

TRE's ending accrued value as of December 31, 2023, showed \$618,608.53, a return of 10.64%.

Mr. Akridge shared information on the Sweep Account and other possible options for these funds if appropriate.

Mr. Akridge also introduced Jimmy Murphy. Mr. Murphy will work with Mr. Akridge on TRE's account, as a back-up if needed.

*Financial Statements, March 2024* – March 2024 shows a loss of about \$147,000. This number does not include any revenue or expenses from Pueblo County due to Medisked not yet being updated with the necessary information for billing.

Balance Sheet –

- Cash on hand at the end of March 2024 was approximately \$421,000. The higher amount reflects two payments from EI Colorado that came in during the same week.
- Most equipment is fully depreciated.
- Accounts Payable are higher due to unspent HCPF Start-Up grant funds and accruals for the March 1 accounts payable run.
- CMA Stabilization Funding information is not yet available.

Income Statement –

- IT Support costs are higher due to the Technical Assistance and Start-Up Projects.
- Other Consultants' costs include staffing agency costs for hiring of case management staff and Predictive Index project.

Audits –

- Financial and Single Audit Reports will be presented to the FIC at the May 13, 2024 meeting.
- CCB and SEP Contract Close-Out Audits are still in progress.
- 990 Report is in progress and will be submitted by the deadline of May 15, 2024.

Fiscal Year 24/25 Budget Preparation – Work on next year's budget has begun. An overview of the budget will be presented to the FIC at their May meeting and the proposed budget should be presented to FIC at their June meeting for review and a recommendation to present to the full Board of Directors for ratification at their June meeting.

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

b. Development Committee

The group was reminded of the Current and Alumni BOD Dinner this evening at TRE.

The following information was shared:

- TRE's 60<sup>th</sup> Anniversary Celebration plans (Next Sub-Committee meeting is scheduled for April 23 at 3:00 pm).
  - A week-long celebration is being planned for a yet to be determined week in September.
- Capital Campaign
  - Upcoming Tax Planner's Happy Hour to share tax benefit information on TRE's Capital Campaign.
  - Please invite your financial and wealth advisor contacts. Registration link is available.



c. Nominating Committee

The group was reminded that TRE is still looking for additional representation from Pueblo County. Please send contact information to George, Lois and/or Patrick. Member nominations will be submitted for BOD consideration at the May 15, 2024 BOD meeting. The final vote for BOD membership will be held in June 2024 with membership beginning July 1, 2024.

d. Executive Committee

The Committee discussed the continuing issues and possible solutions with State and local challenges regarding the Care in Case Management systems and new Case Management Agency (CMA) contract requirements.

## VII. CHIEF EXECUTIVE OFFICER'S REPORT

Long Term Service and Supports (LTSS) – Colleen Batchelor, CEO updated the group on continuing issues in reference to LTSS stabilization. Executives from several CMAs are meeting with HCPF and other State personnel to help them understand the ramifications of the continued issues with changes to the case management system.

One of the main concerns is the severity of the stress and negative mental health impacts on service coordinators/case managers in dealing with the continued chaos of systems that do not work, reports that are not correct, conflicting information and basically not being able to assist people with disabilities get the support and services needed. Added to these constant frustrations, staff are not able to provide the necessary documentation to provider agencies that give approval to provide these services and to get paid for doing so.

These concerns are not limited to the staff of CMAs but include staff for most provider agencies across the State. These stressors trickle down to families and members when systems do not work, and services are lost for no fault of their own.

TRE is responding to the mental health crisis experienced by staff by offering additional resources and support. Staff's confidentiality will be ensured when using any resources. These include:

- Increased Employee Assistance Program (EAP) resources
- Family Source resources
- Better Help (free 1<sup>st</sup> month of therapy sessions)
- In office (TRE) or virtual confidential sessions with a therapist
- Group peer sessions
- Resources with Diversus Health.

Pueblo County Transition – Have currently hired 33 FTEs with 27 remaining to be filled. Two temporary staff are working on file clean-up in preparation for scanning and cloud storage of all files. TRE hopes to add three more temporary staff for this project.

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Tenant finish should be complete no later than next week.

## VIII. ONGOING BUSINESS

### a. 6385 Corporate Drive LLC (Building) and New Altitude Updates

Jennifer Strehlow, Director of Operations provided an overview of activities:

- Thank you to Sarah Brittain Jack for setting up a meeting with Daniels Fund. It was a great meeting.
- Networking Opportunities:
  - The Space Symposium's event. Ms. Strehlow shared information about New Altitude with a company that stated that they wished Colorado Springs had a coworking space. Also shared information about meeting and event space. A company is looking for space for a two-week event.
  - Women's Business Luncheon. Shared brochures and information about meeting room space at New Altitude.
- If anyone has a connection at The Chapman Foundation, please contact Ms. Strehlow.
- The most current KPI information was reviewed.
  - Two areas being measured are conference room usage and occupancy rates for all types of memberships.

*(The PowerPoint presentation is incorporated into these minutes by reference and can be found in the April 17, 2024 Board records for further review).*

## IX. NEW BUSINESS

### a. Family Support Council – New Member Approval

Callie Murphy, State General Fund Program Manager shared information on the Family Support Services Program. Ms. Murphy was asked to provide additional information at a future meeting.

Per State Regulations, TRE's Board of Directors is tasked with approving new members for the Family Support Advisory Council. Background information was shared on Vasti Holstun.

Per the recommendation from the Family Support Advisory Council, TRE's Board of Directors were asked to nominate and approve Ms. Holstun to serve on the Family Support Advisory Council.

**A MOTION WAS MADE BY PATRICK DAVIS, SECONDED BY HEIDI BRANDON TO APPROVE THE NOMINATION OF VASTI HOLSTUN TO SERVE ON THE FAMILY SUPPORT SERVICES COUNCIL. *Motion unanimously approved.***

### b. Strategic Focus for May 15, 2024 Board of Director' Meeting

- #### a. Staff Retention, Engagement and Recruitment – Karey Urbanski, HR Director
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**X. PUBLIC COMMENTS**

None.

**XI. SCHEDULE OF NEXT MEETING**

The next Board of Director's meeting is scheduled for **Wednesday, May 15, 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 LAURIE HUISINGH, SECONDED BY PATRICK DAVIS TO ADJOURN THE REGULAR MEETING. *Motion unanimously approved.***

The regular session of the meeting adjourned at 9:25 am.

***These meeting minutes were approved unanimously after one correction was made on Board Member Attendance (Jennifer Thornton, BOD was omitted from the attendance record.)***

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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**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
-

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.



- 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.

**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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BUILDING INCLUSIVE COMMUNITIES SINCE 1964

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

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

LOIS LANDGRAF, Chair – in person  
PATRICK DAVIS, Vice Chair – in person  
JESSIE MARTINEZ, Treasurer – in person  
LAURIE HUISINGH, Secretary – in person  
HEIDI BRANDON  
SARAH BRITTAIN JACK – in person  
BERNARD BYERS  
TRACI MARQUES – in person  
DAVE PAUL

**MEMBERS ABSENT:**

RAQUEL DOMINGUEZ  
GEORGE MENTZ  
SHARON THOMPSON  
JENNIFER THORNTON

**STAFF PRESENT:**

NICOLE ALGER, Coordinator  
RACHEL AYALA, Benefits Coordinator, Pueblo  
COLLEEN BATCHELOR, CEO – in person  
SARAH BOUTON, Navigation and Quality Supervisor  
MIRANDA BRIDGEFORD, Coordinator  
SUSAN CALLAN, Ongoing Case Management Supervisor  
SARA CASTONGUAY, Navigation and Quality Lead  
TINA CHAVEZ, Coordinator  
KYLE COX, Navigation Manager  
ALICIA DAHLBERG, Navigation and Quality Supervisor  
JASMINE EDWARDS, Support Coordinator  
TAMARA ENGRAM, Executive Assistant – in person  
DORA FERNANDEZ, IT Project Manager  
DEMI FICKEN, Coordinator  
LORI GANZ, Clinical Services Director  
DON GRAY, Facilities Director – in person  
BRANDI GRIFFITHS, Service Coordination Manager  
CHAD GUFAROTTI, Assistant Director of Development,  
Grants and Contracts – in person

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

**GUESTS:**

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

**I. CALL MEETING TO ORDER**

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

**II. PUBLIC COMMENTS**

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



### **III. MISSION MOMENT – Early Intervention (EI) Services/Partnership**

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

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

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

### **IV. STRATEGIC FOCUS – Early Childhood Services**

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

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

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

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

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



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

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

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

## V. CONSENT AGENDA

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

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

## VI. BOARD COMMITTEE REPORTS

### a. Finance and Investment Committee (FIC)

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

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

- Positive bottom line of \$4.48 million; 6385 Corporate Drive LLC showed a deficit of \$582,000; resulting in a combined positive net income of \$3.9 million.
  - CMA Programs received \$5.5 million for backlog resolution and CMA stabilization. Even without this additional revenue, the CMA programs would reflect a break-even position, as of May 2024.
  - EI programs are struggling to cover actual expenditures, as many of the State approved budget caps have been reached. The current 10% de minimus indirect cost rate is insufficient to cover the actual indirect expenditures year-to-date. TRE awaits approval of an indirect cost rate of 18.72% for the coming fiscal year.
  - Family Support likewise struggles to generate sufficient revenue to cover the allocated M&G expenses.
  - Staff salaries were high due to three payroll cycles rather than two and one payroll cycle included retention bonuses for Care and Case Management users.
  - Cash on hand is good.
-

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

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

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

Of note:

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

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

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

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

**A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE THAT \$3 MILLION OF THE CMA BACKLOG REDUCTION AND STABILIZATION FUNDING BE TRANSFERRED TO THE INVESTMENT PORTFOLIO TO REPLENISH OPERATING RESERVES. *Motion 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
    - Several more leaves have been donated toward the Leaf Project. To date, approximately \$39,000 has been donated.
    - A week-long celebration is being planned for the week of September 15, with an event covering a different area being held each day or evening Sunday-Thursday. Please block your schedule as much as possible for this week of celebration.
    - Plans to include Pueblo County are also being discussed. Ms. Lyng will contact Jennifer Thornton, TRE BOD member to discuss ideas. And, if others have ideas, please contact Ms. Lyng.
    - The final evening will be the Art Show displaying artwork donated by various members of our communities – people receiving services, staff, and professional artists. A portion of the artwork sales will be donated to TRE's Capital Campaign.
    - A call for volunteers will be sent soon. Please contact Ms. Lyng if interested.
-



- Presentations to Community Organizations and Members
  - Ms. Lyng and Jennifer Strehlow, Director of New Altitude are visiting community groups/organizations to help educate about TRE, Capital Campaign and the 60<sup>th</sup> Anniversary. Please arrange for them to visit with one of your local groups.
  - If Board members or other TRE Leadership are interested in hosting an event at their home or elsewhere, please contact Ms. Lyng or Ms. Strehlow.

c. Nominating Committee

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

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

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

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

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

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

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

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

d. Executive Committee

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

- September 18, 2024, 60<sup>th</sup> Anniversary Celebration
  - October 16, 2024, Legislative Report and Updates
-

## VII. CHIEF EXECUTIVE OFFICER'S REPORT

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

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

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

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

## VIII. NEW BUSINESS

- a. 18<sup>th</sup> Annual Legislative Town Hall
  - Planning for this annual event is gearing up. The tentative date is October 2, 2024. Look for more details soon.
- b. Strategic Focus for July 17, 2024 Board of Director' Meeting
  - Staff Development – Ryan Kuyper and De'Aura Lemus

## IX. ONGOING BUSINESS

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

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

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**X. PUBLIC COMMENTS**

None.

**XI. SCHEDULE OF NEXT MEETING**

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

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

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

The regular session of the meeting adjourned at 9:00 am.

*These meeting minutes were approved unanimously by TRE Board of Directors at their July 17, 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 Huisingsh, Secretary

