



BOARD OF DIRECTORS' MEETING MINUTES
Wednesday, August 21, 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
MEGAN BILLESBACH – in person
HEIDI BRANDON
SARAH BRITTAIN JACK – in person
BERNARD BYERS
EMERALD DOYLE
GEORGE MENTZ
DAVE PAUL
SHARON THOMPSON
JENNIFER THORNTON

MEMBERS ABSENT:

RAQUEL DOMINGUEZ
TRACI MARQUES

STAFF PRESENT:

SUSAN CALLAN, Ongoing Case Management Supervisor
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
MELISSA HERNANDEZ, Ongoing Coordinator, Pueblo
MORGAN JACOBUS, Marketing and Communications Manager – in person
ANNA JORDAN, Ongoing Coordinator, Pueblo
TAMIE KNERR, Controller
RYAN KUYPER, Learning and Staff Development Director – in person
HEATHER LaFRANCE, IT Support Systems Administrator – in person
BRITNEY LOWENBERG, Ongoing Coordinator
KELLY LYNG, Development Director – in person
CALLIE MURPHY, State General Funds Manager
SARAH NOLAN, Volunteer and Respite Program Manager
AMANDA REED, Early Intervention Director

MAKALA REYNOLDS, Learning and Staff Development Lead – in person
KAREN RICE, EI Billing Manager
BERNADETTE SALAZAR, Enrollment Coordinator, Pueblo
GINGER STRINGER, Physician & Community Outreach Specialist
CHARISSA THAYER, Quality Coordinator, Pueblo
LAURA THOMAS, Case Management Director
CHERI ULMER, Program Support Manager
KAREY URBANSKI, Human Resources Director
NANCY VIGIL, Interim Director of Case Management Transition
HEATHER WHITWORTH, CFO
SAMANTHA WINTER, Case Management Manager
504.495.1748 (not identified)

GUESTS:

STACEY BURNS, Organizational Consultant – in person
CASS DALEY, Parent/Advocate
JEANETTE ORTIZ
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 7:32 am by Lois Landgraf, Chair.

II. INTRODUCTION OF NEW STAFF

The Board of Directors welcomed the new staff to TRE.

III. PUBLIC COMMENTS

None.

IV. MISSION MOMENT AND STRATEGIC FOCUS – TRE Financial Progress and FY23/24 Year-End Review – Heather Whitworth, CFO

Heather Whitworth, CFO provided information on major events and activities that have happened beginning in May 2023 through the present. These events caused cash flow issues, people in services not getting the services they needed, provided funding for retention sign on bonuses, taking on the CMA responsibilities for Pueblo County and development of customer service software.

In May 2024, TRE received CMA Stabilization funding to assist with eliminating system backlogs by December 2024, replenishing cash reserves and essentially stabilizing the CMA system.

July 2024 TRE became the case management agency for the CHCBS program. TRE is the only CMA case management agent for that waiver.

Basically, the funding numbers are staggering, showing the support received from the State and other partner agencies.

The strategic focus for FY23/24 Year-End Review has already begun with the independent financial audit starting within the past week.

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

V. CONSENT AGENDA

A MOTION WAS MADE BY LAURIE HUISINGH, SECONDED BY HEIDI BRANDON TO ACCEPT AND APPROVE THE CONSENT AGENDA AS PRESENTED. (TRE Board of Directors' Meeting Minutes dated July 17, 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 August 19, 2024.

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

- For July 2024, month ending, showed a loss of approximately \$348,000. The following activities attributed to this loss:
 - Still working on a holdover contract for Early Intervention. Therefore, TRE is not able to bill for all categories/items for the new fiscal year.
 - EI payments for June have not been received in full.
 - CMA contract shows lower than budgeted revenue for Per Member Per Month (PMPM), Monitoring and Administrative billing. (Billings are not being processed due to PAR issues. Staff continue to work on these areas.
 - Cash position remains strong with 2.69 months of cash on hand in TRE's Sweep and Bank Accounts.
 - FTEs are currently at 483 with a budget number of 593.
 - The Balance Sheet shows \$241,000 in TRE's bank account with the Sweep Account showing \$4.2 million and Investments have \$3.6 million. These funds are due to the significant payment for CMA stabilization received in June.
 - Discussion was held on moving an additional \$1.5-2 million over to a high yield saving account to take advantage of higher interest rates now.
 - Accounts Payable show approximately \$270,000 which covers grant reimbursements due because of not utilizing the full grant amounts.
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- PTO accruals are high mainly due to staff not taking PTO because of the high workloads now.
- Revenue income from the Capital Campaign shows actual cash in the amount of \$52,000.
- Expenses for Consultants are high due to the DocuSign contract payment being use during the month of July.

FY23-24 Audits

- Field work for the upcoming independent financial audit has begun.

Invitation

- Megan Billesbach (new BOD member) joined the group for the meeting. Just a reminder, all BOD members are invited to attend. Please RSVP with Tammie Engram or CFO Whitworth.

A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE THE JULY 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.

60th Anniversary Celebration Updates

All BOD members were encouraged to purchase tickets for the Art Show/Gala. And, please share the invitation with your friends and colleagues.

On Sunday, September 15 after the tree yarn bombing is complete, members, families and community partners are invited to view the artwork at no cost.

Prior to the Art Show/Gala on September 19, the Leaf Legacy project will be unveiled in the 2nd floor lobby area.

Volunteers are still needed for many of the events during the week of September 15. Ms. Lyng will send the calendar of events to BOD members via email. If you are interested in volunteering and/or attending, please let Kelly know. September 6 at 10:00 am is the 'start to really work in person' day. Please let Ms. Engram or Ms. Lyng know if you can volunteer.

A big thank you to Cass Daley for making homemade meals for the Lunch and Learns for staff regarding Finger Knitting, the Capital Campaign and other happenings around the building and TRE.



Capital Campaign Updates

Approximately \$87,500 collected in cash with about \$36,000 in uncollected pledges

TRE also has 2 two-page spreads in the North magazine.

TRE was also awarded the Google Map grant which basically provides up to \$10,000 for one year in free advertising on Google each month.

c. Nominating Committee

George Mentz shared information on a prospective BOD member. Ms. Engram was asked to set up a meeting at TRE for the Nominating Committee members and the prospective BOD member.

d. Executive Committee

Lois Landgraf referred the group to the CEO's report.

VII. CHIEF EXECUTIVE OFFICER'S REPORT

Colleen Batchelor, CEO provided a video sharing information from covering work during the month of August since she could not attend today's BOD meeting.

Staffing

The Executive Team continues work to meaningfully impact the workload of the Service Coordinators. The group is brainstorming the influences that are currently within our control to influence. The areas highlighted in green in the CEO report are areas that the group feels we can influence by implementing different strategies.

- Maximizing our contract revenue draw down
- Consistently review TRE salaries as compared to market
- Implement a performance-based salary system
- Continued progress on TRE's systems and processes work to integrate with state level systems.
- Reduce workloads and caseload numbers.
- Evaluate TRE's organizational structure in order to impact more effective and efficient use of our employees' talents. TRE has contracted with a consultant, Stacey Burns, to assist us with evaluating the current organizational structures within TRE to provide better customer service and be able to support staff well.

Ms. Burns will be working with our case management teams first. Her work will then continue across the other teams in the agency to identify areas and recommendations for the agency to better manage the growth, the complexity of contracts and to really use networking to better benefit the services of people with disabilities.

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

Ms. Burns provided information on her background and her passion with working with agencies that want to find ways to better recognize its staff and use their talents within the organization.

Staffing and Temporary Staff Hiring

Karey Urbanski, HR Director shared information on staffing and staff hiring activities.

- El Paso, Park and Teller Counties position fill rate is 90% for ongoing services and 94% for navigation and quality. Position fill rate for Pueblo County is approximately 85%. And CHCBS is at 88% fill rate.
- Partnered with two staffing agencies.
- OD The HR Department will be fully staffed in the next month.

Temporary Staffing Plan

- Work continues to fill temporary staffing needs as quickly and efficiently as possible.
- It is felt that good progress is being made in the backlog reduction plan area.

Turnover

- Trends show that turnover is happening at 3-5 years of employment. Burnout is the most common reason provided for departure.
- TRE will begin using a behavioral assessment tool that will help identify if a new staff is best suited for the position they applied or are better for another area.

The Vault (TRE's Database)

- Heather LaFrance provided information on the training of staff and the 'go live' of The Vault (August 1) internally. Bugs and suggested changes are being shared
- The referral process was also rolled out for service providers which should streamline the process and ensure a more robust referral process once the bugs are worked out and all feel more comfortable with the new system.

Backlog Reduction Plan

- This backlog is an accumulation over many ears.
- Temporary staff are a huge component and are greatly assisting with this work.
- Hope to be able to develop incentives for staff who stay ahead of the workload to help ensure this type of project never happens again.
- TRE understands that Members and families as well as service providers are experiencing very real hardships due to this backlog. A timeline for completion of this work is hard to pinpoint because every case is unique.

CHCBS Transition Updates

- Amanda Reed shared that over 700 members transferred to TRE on July 1.
- This program also inherited backlog issues and is working diligently to remedy this. Temporary staff will also assist with this project.
- Currently there are 13 Service Coordinators and 2 Supervisors.

Cyber Security Training

- Dora Fernandez reminded the group of the Wizer Cyber Security Training.
- Mandatory for all TRE staff. BOD are encouraged to complete.
- Ms. Fernandez will resend the training link to BOD members.

Presentation at a Pueblo City Council Work Session

- Colleen and Nancy along with The Arc of Pueblo County will present information on the CMA Transition. Ms. Engram will share the date, time and location.



Possible Scheduling Conflict

- Peak Vista's Breakfast for Champions is scheduled on October 16; same date and time as TRE's BOD meeting. No schedule changes will be made.

VIII. NEW BUSINESS

- a. Strategic Focus for September 18, 2024 Board of Director' Meeting
- TRE 60th Anniversary Celebration

IX. ONGOING BUSINESS

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

Capital Campaign

- Each member of the 6385 Corporate Drive LLC Board of Directors has donated toward the Leaf Legacy Project.
- Several BOD members are planning to host a gathering at their home to help educate their friends and colleagues about TRE and its Capital Campaign.

60th Anniversary Celebration

- Finger knitting for the Yarn Bombing activities continues. If interested, see Jenn.
- Sponsorships are welcomed to help cover costs for the celebrations.

6385 Corporate Drive LLC

- Looking to grow the BOD by several members from current members of TRE's BOD with expertise in legal and commercial real estate.
- PASCO will move in on September 15.
- Several New Altitude members will be relocating in the coming months. Current members and partners are helping to spread the word of office openings.
- Conference room usage is high, especially with outside agencies requesting use.
- TRE is looking at ways to more efficiently use their space.
- New Altitude has a new email address newaltitude@tre.org. Please use this email if interested in using any of the conference rooms or with other business with New Altitude.

- b. 18th Annual Legislative Town Hall on Disabilities

Sarah Brittain Jack and Ginger Stringer reported.

- The planning committee is busy with the planning details. As a reminder the event is scheduled for October 2, 2024, 6-7:30 pm at Centennial Hall.
 - Two advocacy training sessions have been held.
 - Ms. Stringer then shared information that will be shared at the Town Hall.
 - All were encouraged to share and invite others to attend.
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X. PUBLIC COMMENTS

Sharon Thompson shared that Mountain Metro is updating their renewal for services form. It will go from 4 pages to 1 page. Hopefully it will be implemented in the next several months.

XI. SCHEDULE OF NEXT MEETING

The next Board of Director's meeting is scheduled for **Wednesday, September 18, 2024, beginning at 7:30 am at The Resource Exchange, 6385 Corporate Drive, Colorado Springs and/or via Teams. TRE BOD members are encouraged to attend in person.**

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 9:35 am.

These meeting minutes were unanimously approved by TRE Board of Directors at their September meeting.

SUBMITTED BY:

Colleen Head Batchelor, CEO

RECORDED AND TRANSCRIBED BY:

Tamara Engram, Executive Assistant

APPROVED AS TO FORMAT:

Laurie Huisingh, Secretary
