



**BOARD OF DIRECTORS' MEETING MINUTES**  
**Wednesday, April 15, 2020**

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

DEENA HARTJE, Chair  
CAROLYN WHARTON, Treasurer/Secretary  
HEIDI BRANDON  
SARAH BRITTAIN JACK  
CHRIS CIPOLETTI – in person  
LAURIE HUISINGH  
JUDITH LIGHT  
DIANE LOSCHEN  
DAN MIRER  
JULIA SANDS de MELENDEZ  
DAVE PAUL  
JORDAN WEIMAR  
AMY YUTZY

**STAFF PRESENT (via Zoom unless noted)**

ELIZABETH ALBO, Donor Relations Manager  
COLLEEN BATCHELOR, Interim CEO – in person  
CAMILLE BLAKELY, Community Engagement Director  
KYLE COX, Navigation and Enrollments Manager  
JEN DeFRANCO, Human Resources Director  
MEGAN ELLIS, Grants Manager  
TAMARA ENGRAM, Executive Assistant – in person  
REBEKEH FALETH, Nursing Home Supervisor  
ROB FRANCO, Projects Manager  
LORI GANZ, Clinical Services Director  
BRANDI GRIFFITHS, Service Coordination Manager  
SARAH NOLAN, Break Time Coordinator  
AMANDA REED, Early Intervention Services Manager  
NICHOLAS ROBERTSON, Transition/Career Services Manager  
CALLIE TOLBERT, Lead Family Support Coordinator  
CHERI ULMER, Program Support Manager  
NANCY VIGIL, Navigation and Quality Director  
JULIE WHITE, Marketing Coordinator  
HEATHER WHITWORTH, CFO – in person

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**GUESTS (via Zoom unless noted)**

TIM CUNNINGHAM, Cheyenne Village  
DANETTE NELSON, Discover Goodwill  
INDY FRAZEE, The Independence Center

**I. CALL MEETING TO ORDER**

The regular meeting was called to order at 7:35 am by Chair Deena Hartje.

**II. PUBLIC COMMENTS**

None.

**III. APPROVAL OF MEETING MINUTES – March 18 and March 26, 2020**

**A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY JUDITH LIGHT TO APPROVE THE MARCH 18, 2020 MEETING MINUTES AS NOTED BELOW AND THE MARCH 26, 2020 MEETING MINUTES AS PRESENTED.**

*Motion unanimously approved.*

Correction to March 18, 2020 as follows:

Page 6, Section VIII. Old Business, Second Paragraph. Change the following sentence to read (change highlighted in yellow): “The Committee will hopefully meet in the next several weeks to ~~being~~ **begin** processing the data.”

**IV. CONSENT AGENDA**

None presented.

**V. BOARD COMMITTEE REPORTS**

**Board members were asked to RSVP when planning to attend any Committee meetings.**

**a. Community Engagement Committee**

Judith Light, Committee Chair shared that the committee did not meet in April. Updates from the Community Engagement team include:

- The Winter Donor Newsletter was sent as well as an update on TRE’s activities in relation to COVID 19.
  - TRE received the final check from Empty Stocking Fund. Total amount received was \$42,925.80.
  - Giving Tuesday which is a nationally promoted gift to nonprofit day has been moved to May 5 in order to assist with the current need of donations to nonprofit organizations.
  - Grant request proposal in the amount of \$50,000 has been submitted to Anschutz Foundation.
  - Pikes Peak United Way Foundation has postponed its site visit and awarding of grant funding.
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- Medisked (electronic health record vendor for TRE) published an article about how TRE is handling continued service and supports in the midst of COVID 19. Thanks to Rob for providing feedback and information for this article.
- Community Engagement staff are also working on/assisting with several projects: mission statement work group, TRE future event planning, creating a donor recognition wall, Board orientation/training materials and coworking space business plan.

The group was informed that currently individual donations for most nonprofits have decreased dramatically.

b. Finance and Investment Committee

Carolyn Wharton, Treasurer/Secretary and Heather Whitworth, CFO reported. It was decided to continue to offer a video-conference choice for this monthly meeting.

A new format for review includes a one-page summary of the financial statements along with the condensed reports. Please provide comments on the one-page summary sheet to CFO Whitworth.

CFO Whitworth noted that the balance sheet shows approximately \$1 million in the Sweep account shown on the Investment line. This is due to several payments being received at one time, close to the end of the month.

For the month of March 2020, TRE showed a loss of approximately \$350,000, YTD profit of \$233,000. March included ½ month of normal operations and ½ month of responding to COVID 19. Also, TRE received and processed many older invoices for purchase of services (POS) from vendors possibly due to the pandemic and vendors concern for their cashflow. Revenues were slightly down. CFO Whitworth did not express concern at this time. The April financials will determine if any corrective action is necessary.

Colleen Batchelor, Interim CEO noted that staff salaries are higher than anticipated for March 2020. TRE has not experienced as much turnover/transition of staff probably due to COVID 19. TRE also implemented a hiring freeze during this time.

The group also briefly discussed Paid Time Off (PTO). Some PTO is being taken now and it is hard to anticipate what the short-term future requests will be. TRE does offer a one time per year PTO buy-out option, up to \$1000, for employees.

TRE was funded through the Payroll Protection Program Loan in the amount of \$3.7 million to draw upon as needed during the pandemic. A big thank you to the business office staff, Jesse Spaeth at the Bank of San Juans and the Board of Directors for quick action on applying for this payroll assistance.

The committee also discussed the budgeting process for Fiscal Year 2020-21. The Colorado Department of Health Care Policy and Financing (HCPF) is changing funding

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methodology for community centered board (CCB) and single entry point (SEP) program funding beginning July 1. They are shifting from a 15-minute unit billing structure to one based on rates for activities required under the contracts. TRE is waiting for the billing manual from HCPF which will define the data that will be used to determine completion of activities that will trigger payment. This will assist leadership in determining what organizational and process changes may be needed to maximize payments and continue to meet the individual needs of people served under these contracts.

Budget preparation work is currently focusing on the expense side of the process. It is hoped that a very preliminary budget can be presented to the Finance and Investment Committee on May 18. Leadership is preparing the budget with the assumption of flat funding and very little staffing increases. True revenue projections may not be known until late May or early June. It is also possible that HCPF and CDHS will issue Option Letters to extend the current fiscal year contracts for a few months. CFO Whitworth noted that due to the changes in funding mechanisms and the State's response to revenue forecasts due to COVID 19 that the budget for Fiscal Year 2020-21 may need to be revised in, at least, the first quarter of the new fiscal year.

c. Legislative Committee

Sarah Jack, Committee Chair reminded the group that the general assembly is slated to return to session on May 18. It is anticipated that they will focus on school finance and approval of the budget for next fiscal year. They may also address Family Leave and Public Option legislation.

CEO Batchelor added that new state revenue projections should be received around May 12.

d. Nominating Committee

Ms. Jack, Committee Chair addressed the reason the agenda for today's meeting was amended regarding the presentation of nominations for the Vice Chair position on the Board of Directors. According to TRE's By-laws, the Nominating Committee should present the slate of nominations for officers of the Board of Directors for FY2020-21 and also nominate those members who are up for a second term. This information must be presented to the Board of Directors at least thirty days prior to voting.

If anyone has nominations, questions or comments, please contact Ms. Jack. A Nominating Committee meeting will be scheduled in the very near future. Current members of the Committee are Sarah Jack, Carolyn Wharton, Julia Melendez, and Judith Light. Heidi Brandon volunteered to serve as well.

e. Social Enterprise Committee

Chris Cipoletti, Committee Chair stated that review work continues regarding the concept of a co-working space in 6385 Corporate Drive. No other ventures are being brought forward at this time due to COVID 19.



f. TRE CEO Search Committee

Chair Hartje reported that moving forward with an offer is on pause at this time. Chair Hartje added that she continues to keep the candidate updated on TRE activities.

g. Executive Committee

Chair Hartje stated that most topics will be covered in the CEO's report. The Committee set the agenda for today's meeting and discussed State directives and information on COVID 19.

**VI. CHIEF EXECUTIVE OFFICER'S REPORT**

*6385 Corporate Drive LLC* – Scheel's Corporation is still on schedule to move in around May 1. (9000 SF). Don Gray, Facilities Manager will meet with them on April 24 to review their final tenant finish plan which includes removing cubicles, creating a couple of training rooms and installing doors to limit access to their area from the second floor common space.

The Classic Companies still plan to be totally moved by April 30. This will impact rent and common area revenue for the building. (34,000 SF)

Dr. Haas has requested a deferment in paying May and June rent due to their office being shut down due to COVID 19. These amounts will be repaid beginning in July over the next six months. CAMs will be paid during the deferment time.

Olive Real Estate Group provided information that a broker from Denver is looking for space for a company that is potentially interested in approximately 10,000 SF. Conversations also continue with a realty firm that are interested in approximately 14,000 SF beginning in 2021 for a 5-7 years lease. This company was once interested in purchasing the second floor of the building. A walk-through is tentatively being scheduled for next week with this possible tenant to view the space available on the 3<sup>rd</sup> floor.

TRE will very soon re-evaluate its needs for space. The COVID 19 pandemic that forced TRE to move more quickly than anticipated to a more flexible tele-commuting/working from home model will most likely change the amount of space that TRE will need for permanent office space.

Olive representatives have continued to suggest significant and costly tenant finish on the second floor. TRE has again informed them that this is not an option at this time and does not align with the long-term vision for the building. Olive also inquired as to whether TRE may be interested in selling the entire building since the organization does not anticipate utilizing as much space as had been anticipated when the building was purchased. It was shared with them that TRE's Board considers all options for the building but is not interested in selling at this time.

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The group was also informed that the listing agreement with Olive Real Estate expires at the end of October 2020. This will be revisited in the July timeframe to begin evaluating all options.

*Bank of San Juans* – The line of credit for the building was renewed with the Bank of San Juans.

Colleen Batchelor, Interim CEO then recognized the amazing partnership with the Bank of San Juans, particularly Jesse Spaeth, in collaborating with TRE to support general operations on the loan for the building and in assisting TRE with the submittal of the SBA's Payroll Protection Program loan application.

Thanks to the Board of Directors, CFO Whitworth and staff for the quick action/work in preparing for this loan application.

It was suggested to send a thank you note from the Board of Directors to the Bank of San Juans.

*COVID 19 and Impacts* – In the Early Intervention (EI) program, there is a reduction in referrals due to physicians' offices being closed to well check appointments. Those that are referred are being seen for evaluations via a virtual evaluation to determine eligibility and then will be followed-up with an in-person assessment of need at a later time.

Currently, more than 90% of families receiving EI services have agreed to tele-intervention services. EI billings are at approximately 2/3rds of what is normal, due to sessions not being as long as in-person visits and no travel time being billed.

It is hoped that this period will benefit our staff with identifying ways to deliver services more efficiently. It is hoped that TRE will be able to offer more services via tele-intervention to the more rural areas of southeastern Colorado where capacity tends to be an issue.

The Single Entry Point (SEP) and Community Centered Board (CCB) billings are at approximately 90% of normal each week. The staff have all quickly adapted to working remotely and obtaining needed signatures, etc. via electronic means. Responses from people receiving services and provider agencies have been positive regarding the timeliness of responses from TRE staff.

It was noted that targeted case management (TCM) services for many of TRE clients are reaching their cap limit. Services will be continued as necessary but TRE will not be able to be paid for these supports.

CEO Batchelor then provided an update on the Family First Coronavirus Relief Act (FFCRA). TRE has fifteen staff who are accessing this benefit mainly due to child care and/or homeschooling necessities.

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TRE has had two staff that have showed symptoms of the virus since the Stay at Home Order was implemented, indicating they did not contract the virus through work activities. However, TRE has worked with these staff to determine if they had any contact with other TRE staff during the identified watch period.

TRE Leadership has begun planning for staff transition back from the Stay at Home Order. It is anticipated that the transition will be gradual due to continued school closures and potential restrictions for groups gathering. Leadership is currently interacting with our teams to ask 1) what has worked well working remotely; 2) what have been challenges experienced; 3) what equipment/space/support does staff need moving forward; and 4) what are the fears involved with returning to the office or to work in the community and home.

*FY2020-21 Budget Preparation* – EI budget has been submitted to the Colorado Department of Human Services (CDHS) with a 5% increase. Funding for services in the SEP and CCB contracts with Colorado Department of Health Care Policy and Financing (HCPF) are dramatically changing. Preparation work for these changes include process changes and organizational changes to maximize funding for services while focusing on the quality of these services/supports to the individuals TRE supports.

HCPF has promised a billing manual (not yet received) that outlines the activities/categories that can be billed/reported for payment. Most activities will be paid on a per member/per month basis (which in the past had been billed for in 15-minutes increments (TCM)). It has not yet been determined what data will be used to drive payment for these activities. The number of contract deliverables will increase over past years which requires more administrative work.

Due to the short time provided for the organization to operationalize the funding methodology changes, conservative revenue projections are being used for the first quarter and will gradually build into the second quarter.

Due to both oil/gas/energy prices falling and the economic impact of the COVID responses, revenue projections for Colorado in FY20-21 are \$2-3 billion short of what is needed to maintain current spending levels. It is not anticipated that services/supports in our area will be cut but is unknown until the Joint Budget Committee meets and provides an updated budget for the legislature.

*CCHA Partnership* – CEO Batchelor highlighted the partnership with CCHA on one of their incentive programs which could result in approximately \$189,000 revenue over the calendar year. This partnership was already producing 80% of the work needed for this program. The program is a collaborative effort between agencies to improve health outcomes for individuals that both agencies support.

*Microsoft Teams* – All Board members have been added to TRE Teams site in order to use the programs offered by Microsoft Office 365. This will enable virtual meetings with TRE staff and also assist in communications agency-wide. This will hopefully reduce the

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number of emails being sent. Board members were asked to contact CEO Batchelor if assistance is needed.

## VII. NEW BUSINESS

*Welcome New Staff* – No new staff.

*TRE Governing Documents* – It was noted that TRE needs to be very observant and cautious about closely following TRE's governing documents.

TRE By-Laws have not been reviewed since 2017 and it was felt that Board should review and update (as needed) on at least an annual basis. This item will be added to follow-up in July 2020 for the possible formation of a work group or an on-going committee to review governing documents and provide training to the full Board on an annual basis.

## VIII. OLD BUSINESS

*Mission Statement Committee Update* – Director Cipoletti thanked Camille Blakeley, Liz Albo and Sarah Nolan for their work in categorizing the responses to the survey into several themes. The committee will meet in the next several weeks to continue work that involves the development of several mission statement themes for continued feedback from stakeholders.

It was also noted that Board members should schedule time to meet directly with people receiving services in various settings. This type of activity will be added to the Board orientation/training package.

*Organization Structure Workgroup* – Director Cipoletti reported that he and Julia Sands de Melendez attended a recent Leadership Team meeting where team structures were discussed which will enhance communications, work efficiency and decision-making across the agency.

A preliminary graph showing the higher level of leadership in the organizational structure and how self-directed teams could operate was shared. The CEO currently has 13 individuals reporting to her, which creates many challenges in effectively managing the organization in a progressive direction. Once the quarantine is over, the group hopes to continue to move the agency in this new operating direction focusing on strategic and tactical leadership teams. Many of the concepts being shared have been adapted from the book *Reinventing Organizations: An Illustrated Invitation to Join the Conversation on next-Stage Organizations*.

## IX. PUBLIC COMMENTS

None.

## X. SCHEDULE OF NEXT MEETING

The next Board of Director's meeting is scheduled for **Wednesday, May 20, 2020** at 7:30 am at The Resource Exchange.

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- XI. ADJOURN REGULAR MEETING INTO EXECUTIVE SESSION**  
**A MOTION WAS MADE BY CHRIS CIPOLETTI, SECONDED BY HEIDI BRANDON TO ADJOURN THE REGULAR MEETING OF THE BOARD OF DIRECTORS' MEETING INTO EXECUTIVE SESSION TO DISCUSS PERSONNEL MATTERS. *Motion unanimously approved.***

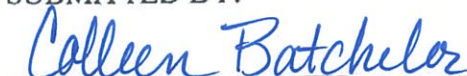
The regular meeting was adjourned at 9:10 am.

- XII. ADJOURN EXECUTIVE SESSION INTO REGULAR MEETING**  
The Executive Session was adjourned at 9:30 am. No decisions were made.

- XIII. ADJOURN REGULAR MEETING**  
**A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY JULIA SANDS de MELENEZ TO ADJOURN THE REGULAR MEETING OF THE BOARD OF DIRECTORS. *Motion unanimously approved.***

The regular meeting was adjourned at 9:35 am.

SUBMITTED BY:



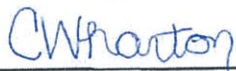
Colleen Head Batchelor, Interim CEO

RECORDED AND TRANSCRIBED BY:



Tamara Engram, Executive Assistant

APPROVED AS TO FORMAT:



Carolyn Wharton, Treasurer/Secretary

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