



**BOARD OF DIRECTORS' MEETING MINUTES**  
**Wednesday, June 15, 2022**

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

DEENA HARTJE, Chair – in person  
DAN MIRER, Vice Chair – in person  
JORDAN WEIMAR, Treasurer – in person  
LAURIE HUISINGH, Secretary – in person  
DIANE LOSCHEN – in person  
JESSIE MARTINEZ  
GEORGE MENTZ  
TINA SWONGER  
AMY YUTZY

**MEMBERS ABSENT:**

HEIDI BRANDON  
LOIS LANDGRAF  
DAVE PAUL  
JULIA SANDS de MELENDEZ

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

ELIZABETH ALBO, Development Director  
AUDREY BAILEY, Prior Authorization Coordinator  
ZACHARY BAKER, Case Aide  
COLLEEN BATCHELOR, CEO – in person  
SARAH BOUTON, Service Coordinator  
JEAN CASA, Case Aide  
KYLE COX, Navigation and Enrollments Manager  
JILLIANN CROW, Case Aide  
JUSTINE DELLINGER, Front Desk Coordinator  
TAMARA ENGRAM, Executive Assistant  
REBEKAH FALETTI, Nursing Home Supervisor  
DORA FERNANDEZ, IT Project Mgr, Bilingual Developmental Interventionist  
COLLEEN FLANAGAN, Family Support Coordinator  
TONIA GALLAGHER, Case Aide  
LORI GANZ, Clinical Services Director  
ILESHIA GAULDEN, Case Aide  
PATTI GORRILL, Case Aide

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DON GRAY, Facilities Director – in person  
BRANDI GRIFFITHS, Service Coordination Manager  
MARISSA HATHCOAT, Case Aide  
COLLEEN HESNAN, Service Coordination Manager  
MICHAELA LUCK, Service Coordinator  
LILLY MANAS, Prior Authorization Coordinator  
JAZLYNN MANLY, Case Aide  
DAISY MARTINEZ, Benefits & Billing Senior Coordinator  
DANNI MEGYERI, Prior Authorization Senior Coordinator  
JULIA MISKA, Intake Coordinator  
CALLIE MURPHY, State General Funds Manager  
SARAH NOLAN, Respite Programs Specialist  
CIEANN PELLICCIA, Case Aide, Front Desk Supervisor  
AMANDA PRICE, Human Resources Manager  
AMANDA REED, Early Intervention Director  
KAREN RICE, Early Intervention Billing Manager  
STEPHANIE SAMORA, Contracts and Grants Manager  
EMMA SCHULTZ, Intake Coordinator  
KITTY SILVERS, Senior EI Billing Specialist  
AMANDA STEINGIESSER, Intake CCB Supervisor  
GINGER STRINGER, Physician and Community Outreach Specialist  
JOY SMITH, Quality Improvement Coordinator  
KAITLYN STURTEVANT, Prior Authorization Coordinator  
ANGELICA TERRONES, Case Aide  
CHERI ULMER, Program Support Manager  
CRYSTA VAUGHN, HR Generalist  
MYRA VEGA, Enrollment Coordinator  
NANCY VIGIL, Navigation and Quality Director  
JULIE WHITE, Marketing and Communications Manager  
HEATHER WHITWORTH, CFO  
PARKER WILLIAMS, Case Aide  
JACKIE WOODS, Human Resources Director

**GUESTS (via Zoom unless noted)**

BERNARD BYERS, Prospective Board Member  
CHRIS CIPOLETTI, Cipoletti Consulting  
PATRICK DAVIS, Prospective Board Member  
BRIDGET KIRBY, Community Intersections  
CAROLYN SHOCKLEY  
iPhone (not identified)

**I. CALL MEETING TO ORDER**

The regular meeting was called to order at 7:30 am by Chair Deena Hartje.

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## **II. PUBLIC COMMENTS**

None.

## **III. STRATEGIC FOCUS – Organizational Health**

Colleen Batchlor, CEO shared that the presentation will provide an update on activities that have been completed over the past three months. The Executive Team has been working on the budget for Fiscal Year 2023 which focuses on staff salaries and benefits. TRE is now into Week 9 of its Cultural Roots; most staff are receptive and sharing their experiences and thoughts. Supervisors and Executive Team will work together next week on how to encourage staff to incorporate the Roots into their daily work.

The Executive Team is in the process of interviewing for the two new administrative positions. The Training Director position title has been changed to Learning and Staff Development Director. This position's responsibilities encompass much more than scheduling and providing training.

Work continues with Wipfli on streamlining work, specifically automated flows. This work will impact discussions on budget, and it is hoped that this work will also assist with securing strong revenue returns for the work that we do.

Dora Fernandez, IT Project Manager provided updates on current projects. New computers are scheduled to arrive at the end of June and will be distributed to employees eligible for replacements and to new employees.

Priorities have been established from the roadmap provided by Wipfli to begin to upgrade the security of systems and update other systems as needed.

The fundraising analysis was completed with Mountain Sage Consulting. A summary of this information was included in your packet.

Signage has been installed for New Altitude and the hard launch is in process.

The kickoff for the IDEA Discovery project is scheduled for June 28.

Jackie Woods, HR Director shared information on activities related to recruitment, retention and engagement. TRE has identified new partners to aid in advertising for open positions and increased advertising in areas that are already utilized.

TRE is now offering the ability for staff to work remotely from other states depending on TRE's contract requirements and each state's employment requirements.



Work continues with area colleges to encourage internships in program areas where possible. In the Fall, TRE and UCCS will begin a partnership for Bachelor for Social Work students to complete their internship required hours with TRE.

Information was shared on employee count; turnover rate compared to national average and exit interview information. Focus is on hiring positions that will reduce the high caseload counts.

TRE continues to check-in with new employees every 30, 60 and 90 days to determine how things are going for the new employee. Supervisors also meet with their staff quarterly to identify what support is needed for their employees.

TRE has expanded its sources for compensation comparisons (pay ranges) to the entire state of Colorado. This information is now being reviewed two times per year and adjustments will be made whenever possible.

The benefits package also offers more options for employees.

June is Employee Appreciation Month. TRE has many activities planned for the month and beyond.

CEO Batchelor then shared that the agency would continue to prioritize activities that will drive stability of staff and provide systems that support staff that will in turn provide better services for the people that we serve. It is also hoped that TRE can provide tools for staff to support resiliency both at work and in life.

CEO Batchelor added that there are opportunities from our state contracts regarding building out ability with change management to support continual change; case management agency transition and the technical assistance provided; and EI evaluation and intake processes.

#### IV. CONSENT AGENDA

**A MOTION WAS MADE BY LAURIE HUSINGH, SECONDED BY JORDAN WEIMAR TO ACCEPT AND APPROVE THE ITEMS PRESENTED ON THE CONSENT AGENDA (TRE Board of Directors' Meeting Minutes dated May 18, 2022, Legislative Town Hall Planning Committee Meeting Notes dated June 1, 2022 and Community Engagement Committee Meeting Minutes dated June 10, 2022).**  
*Motion unanimously approved.*

#### V. BOARD COMMITTEE REPORTS

a. Finance and Investment Committee (FIC)  
TRE Financial Statement Review (May 2022)

Jordan Weimar, Treasurer reported that the current ratio comparing current assets versus expenses to liquidity is at 1.88 months. Goal of the agency is 2. The other metric reported

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is cash on hand showing 1.42 months of cash on hand. The goal is 3 months with minimum being 2 months.

The Balance Sheet shows cash balances lower than normal. This is due to end-of-year receivables increasing due to the state paying slower than the required 45 days.

SEP deferred revenue of \$71,370 was recognized during the month. Adjustments to where the staff's time is allocated will continue to reduce the deferred revenue as needed.

Board Designated Strategic Capital was reduced to reflect payment for various projects identified in the Strategic Plan.

The Income Statement shows a loss of \$269,551. Revenue should increase for the month of June due to the end-of-year revenue being received. The anticipated loss for the end of the fiscal year is \$1.5 million. This deficit is mostly related to the change in how Single Entry Point (SEP) revenue is recognized.

#### Fiscal Year 2023 Budget

The budget emphasis was around employee retention and recruitment. This focus needed to balance out with projected revenue. A lengthy review of revenue projections was held to be as certain as possible that the projections were on target and realistic to support budgeted expenses.

FY23 Budget Assumptions highlight the major changes between the budget for FY22 and projected for FY23.

- Revenue is projected to be \$27,780,030. An increase of 26%. This will be closely reviewed each month to confirm the projections are correct.
- Community Centered Board (CCB) budget revenue is projected to increase by 17%.
- SEP budget revenue is projected to increase by 42%
- Early Intervention (EI) budgeted revenue is projected to increase by 10%.

Treasurer Weimar then reviewed the projected expenses with the group.

- Staff salary expenses are projected to increase by 18%.
- Operations expenses are projected to increase by 37%.

The FIC recommends the FY2023 Budget as presented. Also recommended for approval is the continuation of the 401(k) match at 2.5% for the first 6% of income contributed by the employee (4.167% match) continue.

Anticipated capital expenditures include several IT projects.

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The building was also discussed. Major costs for the building will not be reviewed by the TRE FIC until the 6385 Corporate Drive budget is approved by 6385 Corporate Drive LLC Board of Directors.

The FIC recommends the following members for the Finance and Investment Committee for FY2023: Jessie Martinez, Chair, Dan Mirer, and Deena Hartje.

**A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE THE FINANCE AND INVESTMENT COMMITTEE'S REPORT AS PRESENTED. *Motion unanimously approved.***

**A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE THE FOLLOWING SLATE OF MEMBERS FOR FISCAL YEAR 2023: JESSIE MARTINEZ, CHAIR; DAN MIER, MEMBER; DEENA HARTJE, MEMBER. *Motion unanimously approved.***

**A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE THE FISCAL YEAR 2023 BUDGET AS PRESENTED. *Motion unanimously approved.***

**A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE THE CONTINUATION OF THE 401(k) MATCH AT 2.5% FOR THE FIRST 6% OF INCOME CONTRIBUTED BY THE EMPLOYEE (4.176% MATCH). *Motion unanimously approved.***

b. Nominating Committee

George Mentz presented the following nominations for new members to the Board of Directors for terms beginning July 1, 2022, through June 30, 2023: Sarah Brittain Jack, Bernard (BJ) Byers and Patrick Davis.

**A MOTION WAS PRESENTED BY THE NOMINATING COMMITTEE TO APPROVE THE NEW MEMBER NOMINATIONS AS PRESENTED. *Motion unanimously approved.***

Terms for the following members were presented as indicated below:

Deena Hartje, Extended Second Term ending June 30, 2023

Dan Mirer, Second Term ending June 30, 2025

Heidi Brandon, Second Term ending June 30, 2025

**A MOTION WAS MADE BY DIANE LOSCHEN, SECONDED BY JORDAN WEIMAR TO APPROVE THE TERMS AS PRESENTED. *Motion unanimously approved.***

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The following slate of officers for FY2023 was presented as indicated below:

Deena Hartje, Chair  
Dan Mirer, Vice Chair  
Jessie Martinez, Treasurer  
Laurie Huisingh, Secretary

**A MOTION WAS MADE BY DIANE LOSCHEN, SECONDED BY DAN MIRER TO APPROVE THE SLATE OF OFFICERS FOR FY 2023 AS PRESENTED.**

*Motion unanimously approved.*

c. Executive Committee

Chair Hartje reported that the group discussed the following:

*Board Self-Assessment and Governance Training* – An assessment will be sent to current Board members asking for their assessment of the Board of Directors in relation to Board Governance. Please complete and return no later than July 1.

Vice Chair Mirer informed the Board that an informal training on Board Governance responsibilities will held at the July 2022 meeting.

*Board Committees* – Chair Hartje asked that new members review the explanation of board committees and members currently on each committee document and to attend any committee meetings that might be of interest. Please let Deena know once you have made a choice. Tammie Engram, Executive Assistant was asked to forward the committee information to the full Board of Directors.

*CO-CPACE Funding for Energy Efficient Projects* – 6385 Corporate Drive LLC Board of Directors has been pre-approved to submit an application for this low interest loan for needed improvements. Before entering into a contract for this low interest loan (if awarded) both 6385 Corporate Drive LLC and TRE Board of Directors will need to provide their approval.

*Employee Appreciation Month* – June is Employee Appreciation Month. TRE has planned several activities during the month and later in the Summer to show employees how much they are appreciated.

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

*IDEA Discovery Project* – The kick-off for this project with Wipfli is scheduled for June 28, 2022. The focus of this project is to gain information from the customer experience side from stakeholders that we work with (people in services, provider organizations, other community partners, TRE staff). The kick-off will begin discussions around some of the challenges that we would like to gain additional information about. The focus groups' feedback will not just be general in nature but more focused to specific areas.

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Wipfli will conduct these focus groups and surveys and then develop a journey map from the gathered information and make recommendations to TRE on ways that the challenges might be addressed.

CEO Batchelor shared an overview of this project with several staff at Health Care Policy and Finance (HCPF). They are very interested to see the results of this project as they understand that this may have a great impact on what systems should look like as they move forward with the changes in case management work.

*Time Study in Case Management* – HCPF recently requested that a time study be completed to assist them as they begin to analyze appropriate rates for the things that a Community Centered Board (CCB) and Case Management Agency (CMA) are responsible for. In the past, the rates have not been adequate due to the narrow definition of duties.

This study was extremely time-consuming in order for us to provide a true picture of everything that is done, and the time spent completing such work.

*Public Health Emergency (PHE) Extension* – The current extension is through the end of July. This will most likely be extended to at least the end of October, possibly the end of calendar year.

HCPF did send a directive that beginning in August 2022, many of the required in-person activities will once again be required in-person activities. A document outlining the challenges (workforce shortage, high gas prices, too large of caseloads, training needs) has been submitted to Alliance Colorado asking that they assist in advocating for an extension related to this directive. TRE is fully supportive of moving back to in-person activities but that this needs to be done through a thoughtful transition.

*HCPF Contracts* – HCPF is planning to integrate the contracts for CCB and SEP activities by 2024 at the latest. The methodology for payment is still being developed.

The contracts for both programs read the same but are interpreted differently and have separate department staff overseeing the contracts.

## **VII. NEW BUSINESS**

*TRE Board of Directors' Meeting-December 2022* – There will not be a December meeting.

*Strategic Focus* – July's Strategic Focus will be Board Engagement and Leading a Clear Strategic Direction.

*Thank you* – The Board of Directors thanked Jordan Weimar and Julia Sands de Melendez for their years of service to TRE.

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Treasurer Weimar was specifically thanked for his work alongside Vice Chair Mirer in developing and expanding the functions and reporting of the Finance and Investment Committee.

## **VIII. ONGOING BUSINESS**

### **a. New Altitude**

Chris informed the group that the signage is up on the second floor. The marquee sign is not yet installed.

Several offices on the north side have been reserved for at least four months by a referral from CEO Batchelor.

Nexodus, the management platform for New Altitude will be fully functional by July 2022. This platform will automate membership applications, the billings for memberships and the ability to reserve and bill for conference rooms on the second floor.

### **b. 6385 Corporate Drive LLC**

*CO-CPACE Funding for Energy Efficient Projects* – Work continues in gathering needed information for the project(s) to request funding. As stated, before entering into a contract for this low interest loan (if awarded) both 6385 Corporate Drive LLC and TRE Board of Directors will need to provide their approval. More details will be shared as available.

*Director of Operations Position* – The job description for this position is currently being reviewed by the 6385 Corporate Drive LLC Board of Directors and Jackie Woods, Director of Human Resources. It is hoped that the interviews can be held in mid-July.

*FY2023 Budgets* – The budgets for 6385 Corporate Drive LLC and New Altitude are in process. They will be presented for approval to the 6385 Corporate Drive LLC Board of Directors at its August meeting.

The budgets will be integrated for reporting purposes to better show revenue/expenses.

## **IX. PUBLIC COMMENTS**

None.

## **X. SCHEDULE OF NEXT MEETING**

The next Board of Director's meeting is scheduled for **Wednesday, July 20, 2022**, at 7:30 am at The Resource Exchange and via Zoom.

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**XI. MOTION TO ADJOURN REGULAR MEETING**

**A MOTION WAS MADE BY JORDAN WEIMAR, SECONDED BY LAURIE HUISINGH TO ADJOURN THE REGULAR MEETING. *Motion unanimously approved.***

The regular meeting was adjourned at 8:55 am.

**THESE MINUTES WERE APPROVED AT THE BOARD OF DIRECTORS ON JULY 20, 2022.**

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