



BOARD OF DIRECTORS' MEETING MINUTES
Wednesday, January 18, 2023

MEMBERS PRESENT (via Zoom)

DEENA HARTJE, Chair
DAN MIRER, Vice Chair – in person
JESSIE MARTINEZ, Treasurer
LAURIE HUISINGH, Secretary – in person
HEIDI BRANDON – in person
BERNARD BYERS
PATRICK DAVIS – in person
LOIS LANDGRAF – in person
DIANE LOSCHEN
GEORGE MENTZ
DAVE PAUL
AMY YUTZY

MEMBERS ABSENT:

SARAH BRITAIN JACK

STAFF PRESENT (via Zoom)

COLLEEN BATCHELOR, CEO – in person
TINA CHAVEZ, Prior Authorization Coordinator
TAMARA ENGRAM, Executive Assistant – in person
DORA FERNANDEZ, IT Director
LORI GANZ, Clinical Services Director
DON GRAY, Facilities Director – in person
TAMIE KNERR, Controller
RYAN KUYPER, Learning and Staff Development Director
DE'AURA LEMUS, Strategic and Culture Specialist
DEMETRIA LOPEZ, Benefits/Billing Supervisor
KELLY LYNG, Development Director – in person
DAISY MARTINEZ, Benefits & Billing Coordinator
DANNI MEGYERI, Prior Authorization Senior Coordinator
CALLIE MURPHY, State General Funds Manager
SARAH NOLAN, Respite Programs Specialist
AMANDA REED, Early Intervention Director
STEPHANIE SAMORA, Contracts and Grants Manager
GINGER STRINGER, Physician and Community Outreach Specialist



NANCY VIGIL, Navigation and Quality Director
REBEKAH WEIMER, Nursing Facilities Supervisor
JULIE WHITE, Marketing and Communications Manager
JACKIE WOODS, Human Resource Director

GUESTS (via Zoom)

JENNA KOCH, Cheyenne Village
NICI HEISLER, The Independent Center
BRIDGET KIRBY, Community Intersections
JENNIFER STREHLOW, Operations Director, 6385 Corporate Drive LLC
and New Altitude
SECOND HOME ADULT DAY SERVICES
JOSABETH WAY

I. CALL MEETING TO ORDER

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

II. PUBLIC COMMENTS

None.

III. MISSION MOMENT – Stephanie Samora, Contracts and Grants Manager

The culture of philanthropy is an organization's attitude toward philanthropy and fundraising. It recognizes a role for every staff and board member.

The Resource Exchange (TRE) received a donation with a handwritten note from a family expressing their gratitude for Christel Alcorn, Service Coordinator, and everything that she does for their family.

Every person in this organization no matter what their role is can contribute to fundraising, philanthropy, and positive awareness in our communities.

IV. STRATEGIC FOCUS – Community Engagement and Fundraising

Colleen Batchelor, CEO introduced Kelly Lyng. Ms. Lyng is the new Development Director at TRE. CEO Batchelor shared that Ms. Lyng's experience shares TRE's vision for its culture of philanthropy, not just fundraising which includes goals to build our major donor and planned giving programs and, in the future, an endowment program for TRE.

Ms. Lyng added that she is excited to meet with everyone and begin the work of getting everyone involved with the Strategic Plan's Development Plan.

Julie White, Marketing and Communications Manager shared information from the past year's activities:

- Story telling is very important. These stories almost always engage our audience, always convey our story about our mission and purpose.
- TRE had press coverage every month except one.
- Social media grew over 2% last year.

Goals for the coming year(s):

- Leverage story telling/testimonials in every aspect of the organization.
 - TRE needs to get better at asking our families to share their success stories and also for our staff to share their success stories. We need to celebrate!
 - Content for social media will continue to evolve with new ways to target ads and use the visual tools as effectively as we can.
 - Targeted advertising will be used, i.e., Geo Targeted Advertising on social media.
 - Will continue to research and identify new opportunities to share our stories.
- The team will commit to doing more targeted projects very well.
 - Identify the strengths and weaknesses of the team and other stakeholders who might be interested in getting involved.

Grants Updates:

- To date, over \$180,000 in grants have been received this past year.
 - \$59,000 received for expansion of TRE's respite programs. TRE will be offering 66 sessions annually (up from 36).
- TRE's Cross Systems Care Integration program received \$70,000. This program is fully grant-funded, and it assists people receiving long term care services to coordinate their health care services across their needs.
- Pikes Peak United Way's funding has assisted with the purchase of Zoo or Monkey Business passes.
- For 2023, the team will continue to build relationships/stewardship with funding agencies, donors and foundations to enhance the services of current programs and the establishment of new opportunities.

Community Engagement Updates:

- The relationship with Empty Stocking Fund (ESF) continues to grow. If anyone has not yet donated to them, please do so as quickly as possible. The closing ceremony is scheduled for February 7, beginning at 5:30 pm. An invitation to register will be sent later today.

Other activities:

- Focused work continues on the Case Management Agency (CMA) Request for Proposal (RFP).
 - The group extended a thank you to TRE's Board of Directors. A plant was given as a token of the Board's commitment to the growth of TRE. If members were
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not in attendance in person, the Community Engagement team will contact you to schedule a time to meet.

V. CONSENT AGENDA

A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY LOIS LANDGRAF TO ACCEPT AND APPROVE THE ITEMS PRESENTED ON THE CONSENT AGENDA (TRE Board of Directors' Meeting Minutes dated November 16, 2022, and Community Engagement Committee Meeting Minutes dated December 2, 2022). *Motion unanimously approved.*

VI. BOARD COMMITTEE REPORTS

a. Finance and Investment Committee (FIC)

Financial Statements Review for November and December 2022

Jessie Martinez, Treasurer reviewed the financial statements for December 2022 (the results for November are included in the December 2022 financial statements.

The total Year-To-Date showed a loss of \$375,000 which included a small loss for the month of November 2022. For December Month-End showed a gain of approximately \$249,000. Budget estimates for Revenue were reconciled during December 2022.

The savings from Expenses continues to be staff vacancy savings, approximately 40 vacancies.

Key Performance Indicators (KPI) were updated.

- Cash on Hand has decreased. This is due to late payments from EI Colorado. They continue to pay outside of the terms of the contract. No interest payments have been made for these late payments.
 - The current operating ratio continues to 2.26.
 - Deferred Revenue for Single Entry Point (SEP) continues to be spent down. It is anticipated that this will be paid out by the end of Calendar Year 2023.
 - The RFP for new 401k advisors/brokers has been released this week. The Finance and Investment committee will begin review of the responses no later than February 10, 2023.
 - CMA RFP response is in development. Wipfli will be performing an assessment of TRE's database systems to determine future needs and to identify potential efficiencies in our data entry processes.
 - Audits are in process. It is anticipated that results for the Financial Audit will be reported at the February Board of Directors' meeting. The Single Audit has not yet begun due to waiting on information from EI Colorado on TRE's EI Part C funding amounts.
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- 6385 Corporate Drive received a payment in the amount of \$144,000 from TRE for tenant finish on the third floor. At this time, there are no additional payments needed.

A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE, SECONDED BY PATRICK DAVIS TO APPROVE THE DECEMBER 2022 FINANCIAL REPORT AS PRESENTED. *Motion unanimously approved.*

b. Nominating Committee

Chair George Mentz reported that he is actively recruiting possible candidates for Board of Directors' membership. Chair Hartje asked that a Nominating Committee meeting be convened to discuss candidate needs.

Please submit your nomination for candidates of possible future members of the Board of Directors.

c. Executive Committee

Chair Hartje reported.

Congratulations to Amy Yutzy, Board Member. She recently got engaged.

Strategic Governance Calendar – Chair Hartje and CEO Batchelor reviewed the current Strategic calendar for Board of Directors' focus each month over the coming year.

Shared Enterprise Project – Discussion continues with other entities to determine the feasibility of this type of collaboration.

Potential Lease – TRE pulled out of negotiations with a potential tenant due to the many costly and cumbersome requests being added to the negotiations.

Early Intervention (EI) Eligibility Changes – EI Colorado has again changed the eligibility requirements for services in EI.

Gallagher Award for TRE – TRE was awarded the Gallagher Award. Congratulations to the staff!

TRE BOD Executive Committee Succession Plan – Discussion was held on the plan for succession planning for this Committee. Chair Hartje will be reaching out to possible officer nominations.

VII. CHIEF EXECUTIVE OFFICER'S REPORT

Thank you – CEO Batchelor expressed gratitude to the Board of Directors for the grace given over the past three months of her journey with her family. TRE's Executive Team has been phenomenal in carrying things forward for the organization.

Ongoing Activities – Work continues on the 2022 Strategic Accomplishments report as well as the 2023 Strategic Operations Plan. This will be reviewed at the Work Session on January 19, 2023.

This work includes our partnership with Wipfli. They have been a great partner with TRE with our Strategic work. Wipfli is currently working with the Colorado Department of Health Care, Policy and Financing (HCPF) to assist them with the development of the new Care in Case Management programs. This work could influence the efforts involved with the grants to be awarded after the contracts are awarded for the CMA RFP.

CMA RFP was issued on December 30, 2022. It is due back on February 28, 2023. The award of the contract is not expected until May 2023. This RFP is for the new contract that combines Community Centered Board (CCB) and Single Entry Point (SEP) contracts. Work on combining the Rules and Regulations continues.

It is unknown what other agencies (local and/or national) will also apply for this contract within our service area of El Paso, Park, and Teller counties.

EI Services – During the recent pandemic, EI Brokers were asked to cut budgets significantly. This was partly due to the changes in the eligibility requirements for services. The changes eliminated more than 1000 children in Colorado to be able to access EI services.

In 2022, the Joint Budget Committee (JBC) approved funding to move back to the original eligibility criteria. The funds allocated would not cover the cost of moving back to the original criteria. A compromise was reached to move to 33% delay in one area of development or 25% delay in two or more areas of development.

Some of the approved funding will also address the workforce shortages created with the changes made during the pandemic. A task force has been created by EI Colorado to address the workforce challenges. CEO Batchelor will serve as Co-Chair on this task force.

Lois Landgraf, Board member acknowledged CEO Batchelor and other staff for their continued advocacy on behalf of families needing services.

VIII. NEW BUSINESS

Strategic Focus for February – Customer Service and Organizational Structure will be the focus for the February 2023 Board of Directors' meeting. Wipfli will report on the results of the Discovery Project and next steps.

IX. ONGOING BUSINESS

a. 6385 Corporate Drive LLC (Building) and New Altitude Updates
Jennifer Strehlow, Director of Operations updated the group on current activities:

6385 Corporate Drive LLC -

- Walk-throughs continue for people who are interested in leasing traditional space in the building. One agency interested in space on the third floor is planning to become a member of New Altitude while tenant renovations are being completed.

New Altitude -

- Work continues on the marketing program for New Altitude. AdPro has assisted with the development of the plan. (Camille Blakely, President of AdPro also services on the 6385 Corporate Drive LLC Board of Directors). A presentation of this plan was reviewed with the group.
- All were encouraged to follow New Altitude on social media and like/share all posts.
- A print partnership with North Magazine provides a two-page spread every other month. One page focuses on TRE and the other New Altitude. The February/March issues will feature Ryan S.'s story. Ryan is a volunteer at New Altitude.

(The PowerPoint presentation is incorporated into these minutes by reference and can be found in the January 18, 2023 Board records for further review.)

b. 2nd Annual Legislative Roundtable Report – Board member Landgraf and CEO Batchelor reported on the recent Roundtable with several State elected officials, several newly elected officials. Conversations were good with the educational process and developing partnerships with our State elected officials.

Ed Bowditch, TRE Lobbyist, is working to schedule a TRE Day at the Legislature which will continue to build and rebuild relationships since the pandemic.

X. PUBLIC COMMENTS

None.

XI. SCHEDULE OF NEXT MEETING

The next Board of Director's meeting is scheduled for **Wednesday, February 15, 2023**, at 7:30 am at The Resource Exchange and via Zoom.

XII. MOTION TO ADJOURN REGULAR MEETING

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

The regular meeting was adjourned at 8:47 am.

THESE BOARD OF DIRECTORWS' MEETING MINUTES WERE APPROVED UNANIMOUSLY AT THE FEBRUARY 15, 2023 BOARD OF DIRECTORS' MEETING.

SUBMITTED BY:

Colleen Head Batchelor, CEO

RECORDED AND TRANSCRIBED BY:

Tamara Engram, Executive Assistant

APPROVED AS TO FORMAT:

Laurie Huisingh, Secretary



BOARD OF DIRECTORS' MEETING MINUTES
Wednesday, February 15, 2023

MEMBERS PRESENT (via Zoom)

DEENA HARTJE, Chair
DAN MIRER, Vice Chair
JESSIE MARTINEZ, Treasurer
LAURIE HUISINGH, Secretary
HEIDI BRANDON
SARAH BRITTAIN JACK
BERNARD BYERS
LOIS LANDGRAF
DIANE LOSCHEN
GEORGE MENTZ
DAVE PAUL
AMY YUTZY

MEMBERS ABSENT:

PATRICK DAVIS

STAFF PRESENT (via Zoom)

NICOLE ALGER, Prior Authorization Coordinator
DANIEL BAKER, Senior Service Coordinator
COLLEEN BATCHELOR, CEO
TINA CHAVEZ, Prior Authorization Coordinator
TAMARA ENGRAM, Executive Assistant
DORA FERNANDEZ, IT Director
LORI GANZ, Clinical Services Director
DON GRAY, Facilities Director – in person
JOANN GRAY, Prior Authorization Coordinator
BRANDI GRIFFITHS, Service Coordination Manager
TAMIE KNERR, Controller
RYAN KUYPER, Learning and Staff Development Director
DE'AURA LEMUS, Strategic and Culture Specialist
DEMETRIA LOPEZ, Benefits/Billing Supervisor
KELLY LYNG, Development Director – in person
DANNI MEGYERI, Prior Authorization Senior Coordinator
CALLIE MURPHY, State General Funds Manager
CIEANN PELLICCIA, Case Aide/Front Desk Supervisor

VAUGHNA PELLICCIA, Prior Authorization Supervisor
KAREN RICE, EI Billing Manager
STEPHANIE SAMORA, Contracts and Grants Manager
GINGER STRINGER, Physician and Community Outreach Specialist
NANCY VIGIL, Navigation and Quality Director
REBEKAH WEIMER, Nursing Facilities Supervisor
JULIE WHITE, Marketing and Communications Manager
JACKIE WOODS, Human Resource Director

GUESTS (via Zoom)

TIM CUNNINGHAM, Cheyenne Village
INDY FRAZEE, The Independent Center
NICI HEISLER, The Independent Center
JENNIFER STREHLOW, Operations Director, 6385 Corporate Drive LLC
and New Altitude
ANTHONY SHIBATA, Wipfli
CAITLIN KELLS, Wipfli
DANIEL KELLEY, Wipfli
LISA HRINIK, Wipfli
BECKY FOWLER
SIERRA GONZALES
719.774.4384 - NO NAME GIVEN

I. CALL MEETING TO ORDER

The regular meeting was called to order at 7:31am by Chair Deena Hartje.

II. PUBLIC COMMENTS

None.

III. MISSION MOMENT – Julie White, TRE Marketing & Communications Manager

Julie White provided information on the power of social media in developing public awareness of TRE's mission and work. She described different ways to share information from TRE's Social Media sites. Liking, commenting and sharing are great ways to promote information to a larger network of people so that the community can learn more about TRE. Board members and staff are encouraged to support these posts on LinkedIn, Facebook, and Instagram.

Share stories with pictures with Julie (juliewhite@tre.org) of the impact TRE has. This helps the community to see TRE's impact through the direct experiences of people in services and their families. Stories from our partner agencies and other organizations or community members that relate to people with disabilities are also always welcome.

(The PowerPoint presentation is incorporated into these minutes by reference and can be found in the February 15, 2023 Board records for further review.)

IV. STRATEGIC FOCUS – Customer Service and Organizational Structure - Wipfli

Lisa Hrinik shared partnering activities over the past year between Wipfli and TRE. TRE Cultural Roots along with the Strategic Plan's Imperatives have laid groundwork for activities to focus on, mainly customer service initiatives with all - people receiving services, partner agencies, community members and staff.

Anthony Shibata reviewed the work already completed and planning activities for continued work identified in the IDEA (Discovery) project. Database assessment and design will streamline work for staff in a more consistent way and in the future will provide persons receiving services with an improved process to find out information on their services.

Wipfli also continues to encourage a partnership with State agencies and subcontractors developing the new Care and Case Management system.

(The PowerPoint presentation is incorporated into these minutes by reference and can be found in the February 15, 2023 Board records for further review.)

V. CONSENT AGENDA

A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY LOIS LANDGRAF TO ACCEPT AND APPROVE THE ITEMS PRESENTED ON THE CONSENT AGENDA (TRE Board of Directors' Meeting Minutes dated January 18, 2023, and Community Engagement Committee Meeting Minutes dated February 3, 2023). Motion unanimously approved.

VI. BOARD COMMITTEE REPORTS

a. Finance and Investment Committee (FIC)

Financial Statements Review for January 2023

Jessie Martinez, Treasurer reviewed the financial statements for January 2023.

Columns were added to the summary of the Key Performance Indicators (KPI) page to include 6385 Corporate Drive (building) and New Altitude activities.

Through January 2023, the total Year-To-Date (TRE, Building and New Altitude) showed a loss of \$850,258. TRE operations alone showed a loss of \$463,370.

- Cash on Hand continues to be low. As of Monday, February 13, TRE received payments for the November and December 2022 Early Intervention (EI) invoices. This brings the EI receivables current.
- Deferred Revenue for Single Entry Point (SEP) was drawn down less than in previous months.
- TRE still has approximately 40 staff vacancies compared to budget.
- Revenues are approximately \$1.1 million below budget with the largest variance attributed to Per Member Per Month (PMPM).
- 401k Brokerage finalists for the RFP will be presented at the March FIC meeting.
- TRE's investment in 6385 Corporate Drive LLC now exceeds \$3 million. A payment in the amount of \$50,000 to assist with operations during the month was made due to delayed payment from one of the tenants in the building. It is also anticipated that a future payment in the amount of \$100,000 will be needed to assist with payment of the property taxes on the building.
- Audit work is still in process. It is anticipated that the results for the Financial and Single Audits will be reported at the March FIC meeting.
- Budget for Fiscal Year 2024 has begun. Budgets for Early Childhood Mental Health (ECMH) and EI programs are due to the State in February.

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

b. Nominating Committee

Chair George Mentz reported that there are currently 2-3 candidates for TRE's Board of Directors' (BOD) membership. Dave Paul, Director added that he has recommendations as well.

If others have recommendations, please submit to Commissioner Mentz on gmentz@gmail.com.

Tamara Engram, Executive Assistant was asked to schedule times for the current candidates to tour the building and then meet with several members of the BOD. It is hoped that these can be scheduled on the same date.

c. Executive Committee

Congratulations to Commissioner Mentz for his recent appointment to the Civil Service Commission. Commissioner Mentz hopes to be able to share TRE information with the over 1000 police, fire and other members.

Community Engagement Updates – Thank you to everyone who participated in the Empty Stocking Fund's (ESF) activities and donations. It is a busy time of year for everyone along with the annual commitment from TRE as well.

TRE received \$72,450.00 from ESF for this year's campaign.

Mobility Coordination Committee (MCC) is a committee through the Pikes Peak Area Council of Government (PPACG) that is tasked with transportation needs including specialized transportation. Representative Lois Landgraf has been interested in serving on this committee. However, due to other commitments she does not feel that she can do so at this time. Several other possible volunteers were discussed. This will continue to be discussed at a future Executive Committee meeting.

TRE's Online Store is available for orders on many TRE products. Monies generated from these sales benefit TRE's Employee Engagement activities. If interested, please visit <https://www.merchtoolbox.com/tre>. Any questions, please contact Julie White.

Strategic Governance Calendar – Work continues on the BOD's Strategic Calendar for 2023.

Governance Committee – Chair Hartje shared that a Governance Committee may be recommended as a standing committee in place of the current Nominating Committee. This group would be charged with the annual review of By-Laws and other legal documents as well as Board member recruitment and education.

VII. CHIEF EXECUTIVE OFFICER'S REPORT

Recognition/Public Relations – CEO Batchelor reported that TRE has received very positive press coverage over the past several months, Empty Stocking Fund's spotlight article in The Gazette, Women's Chamber of Commerce and bi-monthly articles in North Magazine.

CMA RFP work continues. It is due on February 28, 2023.

It is unknown what other agencies (local and/or national) will apply for this contract within our service area of El Paso, Park, and Teller counties.

Board of Directors' Composition Grid was reviewed with the group. All BOD members were asked to complete the grid with their expertise. This will assist the BOD with identifying gaps in expertise and strategies for recruiting new members. Colleen Batchelor, CEO will send this grid early next week.

The following categories were suggested to be added: Health Plan Representation, Diversity, Equity and Inclusion Expert Representation.

VIII. NEW BUSINESS

Strategic Focus for March – Governance Best Practices is the Strategic Focus Topic for the March 2023 TRE BOD meeting.

IX. ONGOING BUSINESS

a. 6385 Corporate Drive LLC (Building) and New Altitude Updates
Jennifer Strehlow, Director of Operations updated the group on current activities:

6385 Corporate Drive LLC Board of Directors (BOD)- Jessie Martinez has been nominated for the open position representing TRE by the 6385 Corporate Drive LLC Board of Directors. TRE's BOD are asked to also approve this nomination.

A MOTION WAS MADE BY SARAH BRITTAIN JACK, SECONDED BY HEIDI BRANDON TO APPROVE THE APPOINTMENT OF JESSIE MARTINEZ TO THE 6385 CORPORATE DRIVE LLC'S BOARD OF DIRECTORS. *Motion unanimously approved.*

April 2023 6385 Corporate Drive LLC's BOD meeting – Olive Real Estate representatives have been invited to the April meeting to discuss marketing of space for traditional leases in the building.

New Altitude -

- All were encouraged to follow New Altitude on social media and like/share all posts.
- Interest continues in the open spaces in the co-working space.
- Speed Networking with Your Next Mayor event is planned for March 6, 2023, 4:30-8:00 pm. A registration email will be sent in the near future.
 - Volunteers for the event from TRE's BOD are Julie White, Dave Paul, Mindy (Heidi's caregiver) as neutral facilitators for the different rooms. Volunteers to act as escorts for candidates to the different rooms: Heidi Brandon, Deena Hartje (will confirm) High school students are also being asked to serve as volunteers for this event.

(The PowerPoint presentation is incorporated into these minutes by reference and can be found in the February 15, 2023 Board records for further review.)

X. PUBLIC COMMENTS

None.

XI. SCHEDULE OF NEXT MEETING

The next Board of Director's meeting is scheduled for **Wednesday, March 15, 2023**, at 7:30 am at The Resource Exchange and via Zoom.

XII. MOTION TO ADJOURN REGULAR MEETING

A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY DAVE PAUL TO ADJOURN THE REGULAR MEETING. *Motion unanimously approved.*

The regular meeting was adjourned at 9:05 am.

These minutes were unanimously approved at the March 15, 2023 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



BOARD OF DIRECTORS' MEETING MINUTES
Wednesday, March 15, 2023

MEMBERS PRESENT (via Zoom unless marked in person)

DEENA HARTJE, Chair – in person
DAN MIRER, Vice Chair – in person
JESSIE MARTINEZ, Treasurer – in person
LAURIE HUISINGH, Secretary – in person
HEIDI BRANDON
SARAH BRITTAIN JACK
BERNARD BYERS
PATRICK DAVIS – in person
LOIS LANDGRAF – in person
DIANE LOSCHEN
GEORGE MENTZ
DAVE PAUL
AMY YUTZY

STAFF PRESENT (via Zoom unless marked in person)

COLLEEN BATCHELOR, CEO – in person
SARAH BOUTON, Prior Authorization Coordinator
TAMARA ENGRAM, Executive Assistant – in person
DORA FERNANDEZ, IT Director
LORI GANZ, Clinical Services Director
ILESHIA GAULDEN, Case Aide/Front Desk Senior
DON GRAY, Facilities Director
BRANDI GRIFFITHS, Service Coordination Manager
HOLLY HAY, Service Coordinator
TAMIE KNERR, Controller
RYAN KUYPER, Learning and Staff Development Director
DE'AURA LEMUS, Strategic and Culture Specialist
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, Certified MANDT Instructor
VAUGHNA PELLICCIA, Prior Authorization Supervisor

KENDRA RANDERSON, Family Support Coordinator
AMANDA REED, Early Intervention Director
STEPHANIE SAMORA, Contracts and Grants Manager
KITTY SILVERS, Credentialing, Authorization and Billing Specialist
NANCY VIGIL, Navigation and Quality Director
HEATHER WHITWORTH, CFO
JACKIE WOODS, Human Resource Director

GUESTS (via Zoom)

TIM CUNNINGHAM, Cheyenne Village
INDY FRAZEE, The Independent Center
NICI HEISLER, The Independent Center
KEVIN PORTER, Special Kids Special Families
CAROLYN SHOCKLEY
JENNIFER STREHLOW, Operations Director, 6385 Corporate Drive LLC
and New Altitude
480.231.9063 - NO NAME GIVEN

I. CALL MEETING TO ORDER

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

II. PUBLIC COMMENTS

None.

III. MISSION MOMENT – Ileshia Gaulden, Case Aide/Front Desk Senior

Ileshia Gaulden shared information on how the Front Desk staff and Case Aides focus on customer service for people calling in, visiting in person and providing information requested by visitors, partner agencies and other staff.

The Front Desk staff are the face of TRE. They do an excellent job in actively listening to the needs, concerns and requests for information from all who interact with TRE.

The Case Aides are TRE's information specialists. Their job is to complete work orders from Service Coordinators and others to ensure that clients, families and partner agencies receive their information in a timely manner. They also input information into the various databases to ensure information is kept up to date.

IV. STRATEGIC FOCUS – Governance Best Practices

Chair Hartje and Colleen Batchelor, CEO shared information on the latest Board of Directors' (BOD) survey to identify Board members' areas of expertise. This information

ensures that TRE has content experts in identified areas that could most benefit the business of TRE and the people it serves.

Those that have not completed the survey yet were asked to complete the surveys as quickly as possible. Tamara Engram, Executive Assistant, will resend the link to those who have not completed the survey.

The group briefly reviewed the qualifications of the candidates for BOD' membership.

V. CONSENT AGENDA

A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY LOIS LANDGRAF TO ACCEPT AND APPROVE THE ITEMS PRESENTED ON THE CONSENT AGENDA (TRE Board of Directors' Meeting Minutes dated February 15, 2023, TRE Legislative Committee Meeting Minutes dated February 13 and March 13, 2023, and Community Engagement Committee Meeting Minutes dated March 3, 2023). *Motion unanimously approved.*

VI. BOARD COMMITTEE REPORTS

a. Nominating Committee

Discussion was held on the BOD survey identifying areas of expertise for Board members. Board members were encouraged to complete the survey as quickly as possible.

A brief discussion was held on the three current candidates for BOD membership beginning in July 2023. Tamara Engram, Executive Assistant, was asked to schedule times for the current candidates to tour the building and then meet with several members of the BOD. It is hoped that these can be scheduled on the same date and prior to the April 2023 BOD meeting.

It was noted that Deena Hartje and Diane Loschen will leave the BOD at the end of June 2023 due to term limits.

b. Finance and Investment Committee (FIC)

Financial Statements Review for February 2023

Jessie Martinez, Treasurer reviewed the financial statements for February 2023. Through February 2023, the monthly net income was \$174,652.78. The total Year-To-Date (YTD) (TRE, Building and New Altitude) showed a loss of approximately \$844,000. TRE operations alone showed a YTD loss of \$288,718.

- Monitoring revenue will be one of the focus areas for the Executive Team in coming months.
 - Cash on Hand increased over last month mostly due to State payments being current.
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- Deferred Revenue for Single Entry Point (SEP) was drawn down less than in previous months. This will be monitored closely.
- TRE has approximately 43 staff vacancies compared to budget.
- 401k Brokerage finalists for the RFP provided presentations to the Committee.
- Additional funds were transferred to 6385 Corporate Drive LLC to cover ½ of the property taxes due.
- National banking issues were discussed. TRE has accounts at two different banking institutions. It was not felt that there is concern for TRE due to funds being transferred to money market accounts when the balance of an account exceeds a set amount.
- Audit work is in the final stages.
- Budget Planning for Fiscal Year 2024 has begun. It is currently unknown what CCB and SEP contracts will reimburse for services. However, the Executive Team will plan and strategize on new ways to general revenue and quickly identify roadblocks.

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

c. Executive Committee

Mobility Coordination Committee (MCC) is a committee through the Pikes Peak Area Council of Government (PPACG) that is tasked with transportation needs including specialized transportation. Chair Hartje strongly encouraged TRE's active involvement (BOD member and Executive Team member) in this committee. It was suggested that Dave Paul, BOD member attend these meetings to represent TRE's Teller County's transportation interests. This will continue to be discussed at a future Executive Committee meeting.

TRE Culture of Accountability – The group discussed the Culture of Accountability being focused on at TRE.

CEO Evaluation – Chair Hartje stated that work continues on the review questions for BOD members to complete. It was decided that Chair Hartje should work with TRE's Human Resources department on the execution and reporting of the survey. CEO Batchelor has been asked to complete her self-evaluation.

The report will be discussed at the May 2023 TRE BOD Executive Committee meeting.

VII. CHIEF EXECUTIVE OFFICER'S REPORT

CMA RFP response was submitted for consideration on February 28, 2023. A list of respondents was provided to those applying. It is uncertain if other applications were submitted for TRE's catchment area.

Colorado Department of Health Care Policy and Financing (HCPF) has indicated there are 2 service areas for which they did not receive an RFP response and they are asking other organizations who applied for other service areas if they would be interested in applying for either of these. Currently, TRE has declined.

Care and Case Management (CCM) Systems – Work and training continues for the implementation of the new systems. Wipfli representatives continue their involvement as allowed by HCPF.

TRE's Discovery results will be shared with HCPF in June 2023.

The 'Go Live' date has been postponed while identified issues are being addressed. No formal date has been issued for the tiered roll out. The roll-out date for all areas of the new systems is set for early 2025.

Early Intervention (EI) Services – CEO Batchelor shared updates from the EI Task Force activities. CEO Batchelor is the Co-Chair for this task force and will provide updates to the BOD as available.

TRE General Updates – De'Aura Lemus, Strategic and Culture Specialist provided updates on programs being offered to staff – Accountability as one of the main Cultural Roots. TRE is looking to build more accountable staff and teams.

Mental Health workshops provided by Diversus, one time per month and follow-up if needed on the main topic at a later time.

Level-Up Leadership Training providing training and skills building for staff currently in managerial or supervisory roles.

VIII. NEW BUSINESS

Strategic Focus for March – Revenue – Maximizing and Diversifying is the Strategic Focus Topic for the April 2023 TRE BOD meeting.

IX. ONGOING BUSINESS

a. Go Baby Go – Last Friday's event was held at Scheel's and was a success. Staff from Scheels and AdPro volunteered as Build Teams. Fox 21 covered the event and is now interested in volunteering for a future event.

b. 6385 Corporate Drive LLC (Building) and New Altitude Updates
Jennifer Strehlow, Director of Operations updated the group on current activities:

The *North* magazine was distributed showing the two-page ads highlighting New Altitude and TRE. These ads are part of the business's partnerships. The *North* magazine staff occupy space in New Altitude.

There is continued interest in space in New Altitude. Currently 70% of occupancy for offices and 10% for flex and dedicated desks. Tours are scheduled almost every day.

There has not been as much activity for the remaining space for traditional leasing. A meeting has been scheduled with representatives from Olive Real Estate to discuss and plan this activity.

Ms. Strehlow shared that she is working with the Independent Living Center to begin the social impact work by hiring people with disabilities to work in the New Altitude space and reception area.

An RFP will be sent soon regarding a café or food truck type concept in the lobby area of 6385 Corporate Drive.

X. PUBLIC COMMENTS

None.

XI. SCHEDULE OF NEXT MEETING

The next Board of Director's meeting is scheduled for **Wednesday, April 19, 2023**, at 7:30 am at The Resource Exchange and via Zoom.

XII. MOTION TO ADJOURN INTO EXECUTIVE SESSION

A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY DAVE PAUL TO ADJOURN INTO EXECUTIVE SESSION TO REVIEW A POSSIBLE CHANGE OF 401(k) PROGRAM BROKER FOR TRE'S 401(k) PLAN. *Motion unanimously approved.*

XIII. MOTION TO ADJOURN INTO REGULAR SESSION

A MOTION WAS MADE BY PATRICK DAVIS, SECONDED BY LOIS LANDGRAF TO ADJOURN INTO REGULAR SESSION. *Motion unanimously approved.*

A MOTION WAS MADE BY JESSIE MARTINEZ, SECONDED BY HEIDI BRANDON TO APPROVE SPRINGS WEALTH GROUP AS THE RESOURCE EXCHANGE'S 401(K) PLAN BROKER EFFECTIVE NO LATER THAN MAY 1, 2023. *Motion unanimously approved.*

XIV. MOTION TO ADJOURN REGULAR SESSION

A MOTION WAS MADE BY DAN MIRER, SECONDED BY HEIDI BRANDON TO ADJOURN THE REGULAR SESSION OF THE MEETING. *Motion unanimously approved.*

The regular meeting was adjourned at 9:10 am.

These minutes were unanimously approved at the April 19, 2023 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



BOARD OF DIRECTORS' MEETING MINUTES
Wednesday, April 19, 2023

MEMBERS PRESENT (via Zoom unless marked in person)

DEENA HARTJE, Chair – in person
DAN MIRER, Vice Chair – in person
JESSIE MARTINEZ, Treasurer – in person
HEIDI BRANDON – in person
SARAH BRITTAIN JACK – in person
BERNARD BYERS
PATRICK DAVIS – in person
LOIS LANDGRAF
DIANE LOSCHEN
GEORGE MENTZ
DAVE PAUL – in person
AMY YUTZY – in person

MEMBERS ABSENT:

LAURIE HUISINGH, Secretary

STAFF PRESENT (via Zoom unless marked in person)

COLLEEN BATCHELOR, CEO – in person
KYLE COX, Navigation and Intake Manager
TAMARA ENGRAM, Executive Assistant – in person
DORA FERNANDEZ, IT Director
LORI GANZ, Clinical Services Director
DON GRAY, Facilities Director – in person
BRANDI GRIFFITHS, Service Coordination Manager
TAMIE KNERR, Controller
DE'AURA LEMUS, Strategic and Culture Specialist
DEMETRIA LOPEZ, Benefits/Billing Supervisor
KELLY LYNG, Development Director – in person
CALLIE MURPHY, State General Funds Manager
SARAH NOLAN, Respite Programs Specialist
AMANDA REED, Early Intervention Director
STEPHANIE SAMORA, Contracts and Grants Manager
KITTY SILVERS, Credentialing, Authorization and Billing Specialist



LAURA THOMAS, Case Management Director
NANCY VIGIL, Navigation and Quality Director
HEATHER WHITWORTH, CFO
JACKIE WOODS, Human Resource Director

GUESTS (via Zoom)

LINDSEY CARTER, Fyzical Therapy and Balance
TIM CUNNINGHAM, Cheyenne Village
NICI HEISLER, The Independent Center
RAQUEL DOMINQUEZ, Prospective Board Member
ANDY MULLENS, IDDealte
CAROLYN SHOCKLEY
JENNIFER STREHLOW, Operations Director, 6385 Corporate Drive LLC
and New Altitude
SHARON THOMPSON, Mayor of Fountain CO, Prospective Board Member
TAMARA TRUJILLO, Goodwill Industries

I. CALL MEETING TO ORDER

The regular meeting was called to order at 7:32 am by Chair Deena Hartje.

II. PUBLIC COMMENTS

None.

III. MISSION MOMENT – Lindsey Carter, Fyzical Therapy and Balance

Jenn Strehlow, New Altitude introduced Lindsey Carter and shared that Fyzical Therapy and Balance is leasing space from TRE.

Ms. Carter then shared her family's experiences with TRE's Early Intervention program, and how she and her husband became interested in offering therapy services for people with disabilities and others. Their office at 6385 Corporate Drive is the first of several they will be opening in this area.

IV. STRATEGIC FOCUS – Revenue-Maximizing and Diversifying

Colleen Batchelor, CEO shared information on the planning and continued work to maximize and diversify revenue. Currently 88% of the funding that TRE receives is from government (waiver) contracts. While these contracts offer consistent revenue, they often do not cover all the costs of providing services and the management and general expenses of operating a business. These funds also do not cover the cost of innovation and evolution of effective service delivery. Resources must come from other avenues for this. TRE's administrative costs are 13% of overall costs for the organization. This



emphasizes the emphasis placed on programs within the organization as well as the limitations of funds to support a sustainable business.

TRE is focusing on streamlining processes and supporting effective staffing to maximize revenue draw-down through our contracts while still operating within contract requirements. TRE is also researching other possible options for increased revenue, both short term and long term.

Staff retention is a current concern that contributes to challenges in maximizing revenue draw-down. TRE has developed objectives to address this issue, but most are long term in nature.

A question was raised about whether TRE is working with other Community Centered Boards (CCB) to address diversifying revenue and staff retention. CEO Batchelor stated that Program Directors meet regularly with other CCBs. The main difference is that all other CCBs receive mill levy funds that help to cover budget shortfalls.

CEO Batchelor and Don Gray, Facilities Director shared that the CPACE Loan program has been put on hold. 6385 Corporate Drive LLC had planned to hold off on applying until the building is fully leased. TRE can initiate this process at any time.

V. CONSENT AGENDA

A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY DAVE PAUL TO ACCEPT AND APPROVE THE ITEMS PRESENTED ON THE CONSENT AGENDA (TRE Board of Directors' Meeting Minutes dated March 15, 2023, TRE Legislative Committee Meeting Minutes dated April 10, 2023, and Community Engagement Committee Meeting Minutes dated March 31, 2023). *Motion unanimously approved.*

VI. BOARD COMMITTEE REPORTS

a. Finance and Investment Committee (FIC)

Consolidated Financial Statements and Independent Auditor's Report FY22

Jessie Martinez, Treasurer reviewed the full report in detail.

TRE received an Unmodified Rating (best rating available) for both the Independent Audit and Single Audit (Audit showing compliance for major federal program funding (Single Entry Point [SEP])).

A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY PATRICK DAVIS TO ACCEPT AND APPROVE THE CONSOLIDATED FINANCIAL STATEMENTS AND INDEPENTENT AUDITOR'S REPORT FOR FISCAL YEAR 2022 AS PRESENTED. *Motion unanimously approved.*

Heather Whitworth, CFO and Nancy Vigil, Navigation and Quality Director and their teams were thanked for the assistance during the audits' preparation.

The full audit report is incorporated in these minutes by reference and can be found in the April 19, 2023 Board records and will be posted on TRE's website for further review.

Financial Statements Monthly Review – March 2023

Treasurer Martinez reported that Financial Statements were updated with actual revenue numbers for Early Intervention (EI) Services and EI Evaluations due to the transition to KanTime (A new Electronic Health Record system).

For the month of March 2023, a loss of approximately \$5000 was reported. YTD loss for TRE is \$293,000. YTD loss for 6385 Corporate Drive LLC is \$594,000. A combined YTD loss of \$887,823 was reported.

Accounts Receivables are higher due to two unpaid invoices for EI services. It is expected that those will be received the week of April 24.

Deferred Revenue continues to decrease. The amount yet to be utilized is \$826,000 (must be fully utilized no later than 6/30/2024). Note: The utilization date may change if TRE is awarded the CMA contract.

Budget FY24

Work has begun on the budget for FY24. TRE must wait to finalize the budget until the CMA contract awards are finalized. The budget is being prepared with an emphasis on accountability for results in line with the approved budget.

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

b. Nominating Committee

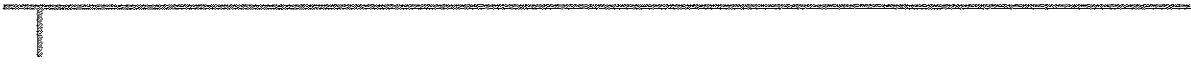
Commissioner George Mentz, Committee Chair shared that interviews are being conducted with the three candidates for Board membership beginning in July 2023.

The slate of proposed Board of Directors' members will be presented at the May 2023 meeting for review purposes. A formal vote will be requested at the June 2023 meeting.

c. Executive Committee

CEO Evaluation – Chair Hartje reminded the group to complete the CEO Evaluation as soon as possible.

Community Engagement Committee – The group was informed that the Community Engagement Committee membership is being expanded. Two community members that have been involved with TRE have been asked to join.



Proposed Standing Committee – The Executive Committee is working on adding a new standing committee (Governance) to the By-Laws. More details will be shared as the work is completed.

VII. CHIEF EXECUTIVE OFFICER'S REPORT

CMA RFP – The awarding of the CMA contracts is expected at the end of May. These contracts will be implemented in 3 phases November 2023 through June 2024. TRE anticipates being included in the November 2023 phase.

Early Intervention (EI) Services – CEO Batchelor reported that the new department is developing new policies and processes. Current contracts are very rigid with all changes needed by the program to be approved by the State prior to implementation.

Proposed Rate Increases – CEO Batchelor referenced the graph showing proposed rates. A 3% common policy increase for all contracts has been recommended. However, the 2.1% rate increase under ARPA will expire for CCB and SEP services 6/30/23.

A new ratio (1 to 65) for caseload size has also been recommended for CCB and SEP programs under the new CMA contract.

VIII. NEW BUSINESS

Strategic Focus for May 2023 – Collaboration and Community Partners.

IX. ONGOING BUSINESS

a. 6385 Corporate Drive LLC (Building) and New Altitude Updates
Jennifer Strehlow, Director of Operations updated the group on current activities:

Ms. Strehlow outlined information on planning for Short- and Long-Term objectives for both the Building and New Altitude. Those discussed included:

- Giving Tree – a recognition piece to acknowledge the donors to TRE. It is hoped to display this in the main lobby of the building.
- Staffing – Research is being completed on beginning the social enterprise of hiring and training people with disabilities for jobs in the community. It is hoped to be able to hire a receptionist (employee of New Altitude) very soon.
- Capital – Working closely with Olive Real Estate on the changing culture of traditional leases in the community. Those touring the building for space are very diversified – medical, counselors, and government entities.
- RFP – An RFP for a café or coffee cart in the building will be sent soon.

Another suggestion was to contact direct service providers for people with disabilities to lease space in our building. This could provide a one-stop shop for our clients.

X. PUBLIC COMMENTS

None.

XI. SCHEDULE OF NEXT MEETING

The next Board of Director's meeting is scheduled for **Wednesday, May 17, 2023**, at 7:30 am at **The Arc Pikes Peak Region, 10 North Meade, Colorado Springs** and via Zoom. Tamara Engram, Executive Assistant will provide a map to members of the Board of Directors in the May 2023 Packet of Information.

XII. MOTION TO ADJOURN REGULAR SESSION

A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY LOIS LANDGRAF TO ADJOURN THE REGULAR SESSION OF THE MEETING.
Motion unanimously approved.

The regular meeting was adjourned at 9:05 am.

These minutes were unanimously approved at the May 17, 2023 Board of Directors' meeting.

SUBMITTED BY:

Colleen Head Batchelor, CEO

RECORDED AND TRANSCRIBED BY:

Tamara Engram, Executive Assistant

APPROVED AS TO FORMAT:

Laurie Huisingh, Secretary



BOARD OF DIRECTORS' MEETING MINUTES
Wednesday, May 17, 2023

MEMBERS PRESENT (via Zoom unless marked in person)

DEENA HARTJE, Chair – in person
DAN MIRER, Vice Chair
JESSIE MARTINEZ, Treasurer – in person
HEIDI BRANDON – in person
BERNARD BYERS – in person
PATRICK DAVIS – in person
LOIS LANDGRAF – in person
DIANE LOSCHEN – in person
GEORGE MENTZ
AMY YUTZY

MEMBERS ABSENT:

SARAH BRITTAIN JACK
LAURIE HUISINGH, Secretary
DAVE PAUL

STAFF PRESENT (via Zoom unless marked in person)

NICOLE ALGER, Prior Authorization Coordinator
COLLEEN BATCHELOR, CEO – in person
TAMARA ENGRAM, Executive Assistant – in person
DORA FERNANDEZ, IT Director
LORI GANZ, Clinical Services Director
DON GRAY, Facilities Director
BRANDI GRIFFITHS, Service Coordination Manager
TAMIE KNERR, Controller
DE'AURA LEMUS, Strategic and Culture Specialist
DEMETRIA LOPEZ, Benefits/Billing Supervisor
KELLY LYNG, Development Director – in person
JOSEPH MACASERO, Prior Authorization Coordinator
SARAH NOLAN, Respite Programs Specialist – in person
VAUGHNA PELLICCA, Prior Authorizations Supervisor
STEPHANIE SAMORA, Contracts and Grants Manager
GINGER STRINGER, Physician & Community Outreach Specialist



STEPHANI VAN DYK, Respite Programs Assistant
NANCY VIGIL, Navigation and Quality Director
HEATHER WHITWORTH, CFO

GUESTS (via Zoom)

SARA BOUTON, Community Member
CANDICE HARVEY, Prospective Board Member
RAQUEL DOMINQUEZ, Prospective Board Member
BECKY FOWLER, Community Member
NICI HEISLER, The Independence Center
JOSHUA SHIPMAN, Pikes Peak Respite
JENNIFER STREHLOW, Operations Director, 6385 Corporate Drive LLC
and New Altitude – in person
SHARON THOMPSON, Mayor-Fountain CO,
Prospective Board Member – in person
TAMARA TRUJILLO, Goodwill Industries

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. MISSION MOMENT – Wilfred Romero, Executive Director, The Arc Pikes Peak Region and Sarah Nolan, Respite Programs Specialist, The Resource Exchange

Wil Romero welcomed The Resource Exchange's Board of Directors to the new campus of The Arc Pikes Peak Region. The partnership between The Arc and TRE is very important with the implementation of several new programs for early intervention, school age children and others with intellectual and developmental disabilities.

Mr. Romero stated that all ages are invited to any events except for those that are identified as for adults only.

Sarah Nolan then shared information about the Resource Library that is available to families. Families can check out items to determine if the items will work for their family member prior to purchasing the item.

Ms. Nolan then shared information on the Respite Programs available through TRE: Break Time held 2 times per month, Cooking Club held monthly, Gathering Time held 2 times per month with a fun theme for each gathering and Our Time, a specific time for siblings only. Volunteers are almost always needed for each event.

Ms. Nolan thanked The Arc PPR for being such a great partner. All groups listed above are held at The Arc's new campus.

Unfortunately, dedicated transportation is not currently an option for the events.

Dan Mirer, Vice Chair encouraged all Board members to volunteer for any or all of the events. It is a great experience to really see TRE's Mission in work.

The PowerPoint presentation is incorporated in these minutes by reference and can be found in the May 17, 2023 Board records.

IV. STRATEGIC FOCUS – Collaboration and Community Partners

Colleen Batchelor, CEO shared information showing that collaborative community partnerships are important to meeting the needs of the whole person needing services and supports.

CEO Batchelor recommended the book *Firms of Endearment*. This book speaks to the benefits to all stakeholders for success of for-profit and non-profit businesses to best serve community.

Stakeholders and Partners with TRE cover a wide range of people and agencies-including persons receiving services, families, Provider Approved Service Agencies (PASA) and other community partners, School Districts, State Contractors, Arc PPR and Arc of Pueblo, Alliance and our elected officials, etc.

TRE has strong relationships with PASAs, mainly because TRE does not provide direct services. Most other Community Centered Boards (CCB) provide some type of direct service and are often seen as competitors. Soon, CCBs will not be able to provide direct services or have any direct ties to agencies that do and still be a Case Management Agency (CMA).

Some of the challenges to continuing to build these relationships include staff shortages, workloads, State systems not aligning well and the many complex systems.

Philanthropic and Development Partners include individual and corporate donors/sponsors, Empty Stocking Fund, Go Baby Go, TRE's Gratitude Event, Grants, Community Awareness Events, Resource Fairs and the upcoming 60th Anniversary for TRE.

TRE's Legislative Committee is expanding its scope to include the development of a Disability Advocacy Response Team (DART). The Committee will identify, and train interested family members who are willing to testify and share real-life stories at the legislative level when proposed legislation is introduced that may affect the people that TRE serves. It was noted that families should always have a direct voice to their elected officials.

The PowerPoint presentation is incorporated in these minutes by reference and can be found in the May 17, 2023 Board records.

V. CONSENT AGENDA

A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY PATRICK DAVIS TO ACCEPT AND APPROVE THE ITEMS PRESENTED ON THE CONSENT AGENDA (TRE Board of Directors' Meeting Minutes dated April 19, 2023, TRE Legislative Committee Meeting Minutes dated May 15, 2023, and Community Engagement Committee Meeting Minutes dated May 5, 2023). *Motion unanimously approved.*

VI. BOARD COMMITTEE REPORTS

a. Finance and Investment Committee (FIC) Financial Statements Monthly Review – April 2023

Jessie Martinez, Treasurer reported that April 2023's report showed a loss for TRE of \$170,569. This month showed considerable improvement in Per Member Per Month (PMPM) and Monitoring revenue.

Cash on Hand decreased, and Accounts Receivables increased mainly due to the timing of Early Intervention (EI) payments. The Sweep Accounts were also down due to Cash on Hand showing a decrease.

Revenue is down in EI State Services primarily due to increased third-party insurance billings. Targeted case management (TCM) in EI is lower than anticipated. The reason could be that KanTime (new Electronic Health Record system is still processing older claims). It is anticipated that this will be up to date in May or June.

Expenses show vacancy savings in Salaries and Benefits. April spending was conservative.

There is cash savings for IT equipment. This will need to be addressed in the coming budget year(s).

Dora Fernandez, IT Director, was thanked for her hard work on negotiations with vendors. TRE has received several good discounts from these negotiations.

Reports show a positive trend. A part of the investment in automation is increasing TRE's ability to draw down additional revenue.

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

b. Nominating Committee

Commissioner George Mentz, Committee Chair presented the following nominations for TRE's BOD' membership: Mayor Sharon Thompson, Tracy Marques and Raquel Dominguez.

Another potential BOD member introduced is Candice Harvey. The BOD has not been able to meet with Ms. Harvey yet.

The following BOD members are presented to serve on the Executive Committee of TRE's Board of Directors beginning July 1, 2023 through June 30, 2024. This slate of officers will be voted on at the June 21, 2023 TRE BOD meeting.

Chair – Lois Landgraf

Vice Chair – Patrick Davis

Treasurer – Jessie Martinez

Secretary – Laurie Huisingh

If others would like to submit a nomination for the Executive Committee, please contact Commissioner Mentz.

c. Executive Committee

Chair Hartje reported that the Committee discussed:

- the BOD's Officers' Succession Plan.
- The Southern Colorado Chamber's publication (will be shared when published)
- The State of Colorado's Budget Long Bill.

VII. CHIEF EXECUTIVE OFFICER'S REPORT

Human Resources Director – Jackie Woods has resigned her position. Interviews are being conducted for her replacement.

Benefits – There will be several changes to TRE's Health Benefits. TRE is moving to an Individual Choice Health Reimbursement Account (ICHRA). An ICHRA benefit will give the employee a stipend and allow them to choose from a large list of insurance plans based on what best meets the needs of that person and their family rather than being limited to 1-3 plans offered by TRE. This change will also reduce the premiums paid by TRE and most staff.

FY24 Budget Planning – Work continues on the FY24 Budget. A draft will be presented to the Finance and Investment Committee at their June 2023 meeting.

CMA Request For Proposal (RFP) – The awarding of the CMA contracts is now expected in mid-June. These contracts will be implemented in 3 phases November 2023 through June 2024. If awarded, TRE anticipates being included in the November 2023 phase.

Early Intervention (EI) Services – CEO Batchelor reported that the group is working on a proposal for the workforce investment grant. The awarding of this grant should be done in June.

CCB) Designation – TRE received designation as the CCB for El Paso, Park and Teller Counties for FY24.

VIII. NEW BUSINESS

Strategic Focus for June 2023 – Organizational Health (improve staff retention, engagement, and recruitment to address workforce shortages and stability of services).

IX. ONGOING BUSINESS

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

Jennifer Strehlow, Director of Operations updated the group on current activities:

- New Altitude is hosting the next Go Baby Go Event.
- The Women's Chamber and New Altitude are negotiating a one-year trade partnership. The Women's Chamber will assist New Altitude with marketing (including Flex and Hot Desk memberships) and New Altitude will provide office space.
- A current New Altitude member is interested in leasing space on the first floor. This will assist them to secure a small business loan for their business. An agreement will be included in their lease that the first-floor space can be shown to other interested parties during their lease period.
- TRE may change their office location if interest in their space results in a long-term lease being executed.
- The group also met with the El Paso County Economic Enterprise to discuss possible future funding options.

X. PUBLIC COMMENTS

None.

XI. SCHEDULE OF NEXT MEETING

The next Board of Director's meeting is scheduled for **Wednesday, June 21, 2023 at The Resource Exchange or via Zoom.**

XII. MOTION TO ADJOURN REGULAR SESSION

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

The regular meeting was adjourned at 9:00 am.

These minutes were unanimously approved at the June 21, 2023 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





BOARD OF DIRECTORS' MEETING MINUTES
Wednesday, June 21, 2023

MEMBERS PRESENT (via Zoom unless marked in person)

DEENA HARTJE, Chair – in person
DAN MIRER, Vice Chair
JESSIE MARTINEZ, Treasurer – in person
LAURIE HUISINGH, Secretary – in person
SARAH BRITTAIN JACK – in person
BERNARD BYERS
PATRICK DAVIS
LOIS LANDGRAF – in person
DIANE LOSCHEN – in person
GEORGE MENTZ
DAVE PAUL

MEMBERS ABSENT:

HEIDI BRANDON
PATRICK DAVIS
AMY YUTZY

STAFF PRESENT (via Zoom unless marked in person)

COLLEEN BATCHELOR, CEO – in person
MIRANDA BRIDGEOFORD, Service Coordinator
TINA CHAVEZ, Prior Authorization Coordinator
MAKALA CRIST, Intake Coordinator
TAMARA ENGRAM, Executive Assistant – in person
DORA FERNANDEZ, IT Director
LORI GANZ, Clinical Services Director
DON GRAY, Facilities Director – in person
BRANDI GRIFFITHS, Service Coordination Manager
COLLEEN HESNAN, Service Coordination Manager
TAMIE KNERR, Controller – in person
RYAN KUYPER, Learning and Staff Development Director
DE'AURA LEMUS, Strategic and Culture Specialist – in person
DEMETRIA LOPEZ, Benefits/Billing Supervisor
KELLY LYNG, Development Director – in person
JOSEPH MACASERO, Prior Authorization Coordinator
DAISY MARTINEZ, Benefits and Billing Senior Coordinator
BRIAN MUNOZ, Prior Authorization Coordinator

CALLIE MURPHY, State General Funds Manager
SARAH NOLAN, Respite Programs Specialist
VAUGHNA PELLICCA, Prior Authorizations Supervisor
ANJELA PETERSON, Intake Coordinator
AMANDA REED, Early Intervention Director
KAREN RICE, EI Billing Manager
STEPHANIE SAMORA, Contracts and Grants Manager
AMANDA STEINGIESSER, CCB Intake Supervisor
CHERI ULMER, Program Supports Manager
NANCY VIGIL, Navigation and Quality Director
REBEKAH WEIMAR, Nursing Facilities Supervisor
HEATHER WHITWORTH, CFO

GUESTS (via Zoom)

SARA BOUTON, Community Member
TIM CUNNINGHAM, Cheyenne Village
RAQUEL DOMINQUEZ, Prospective Board Member
JENNIFER STREHLOW, Operations Director, 6385 Corporate Drive LLC
and New Altitude – in person
SHARON THOMPSON, Mayor-Fountain CO,
Prospective Board Member
TAMARA TRUJILLO, Goodwill Industries
719.205.0776 – Not Identified

I. CALL MEETING TO ORDER

The regular meeting was called to order at 7:32 am by Chair Deena Hartje.

II. PUBLIC COMMENTS

None.

III. STRATEGIC FOCUS – Organizational Health-Staff Retention, Engagement and Recruitment Efforts Driving FY24 Budget

De'Aura Lemus, TRE Strategy and Culture Specialist provided information on TRE's current activities to increase Staff Recruitment, Retention and Engagement. This work includes continued focus on offering and participating in as many job fairs as possible, advertising at the area colleges, online job search applications, and encouraging referrals.

Additional in-person training and mentoring has been implemented for new staff for both State contract training requirements as well as TRE-specific processes. Several TRE staff will also be attending a national training sponsored by Wipfli.



Other staff development includes contracting with consultants to provide leadership development and offering helpful topics on supporting staff with mental health issues or concerns.

Staff engagement activities include TRE Night at the Switchbacks, Whirlyball on a Friday and other team and agency-wide activities.

Artificial Intelligence (AI) applications are being explored for processes with Medisked (TRE's CRM) and other processes within the agency.

TRE recently launched its Landing Page (similar to an organizational intranet for staff communication) that has most information that staff might want/need in one place-upcoming events, employee highlights, cultural roots etc. Staff can also personalize their page so that their most frequently used sites or documents can be listed for easy access.

TRE's Cultural Roots continue to be emphasized for these to become a natural part of our daily interactions with colleagues and customers. The Executive Team recently shared their personal/professional experiences on weekly Roots. The Level Up Team is now providing their insight on a weekly basis.

Kelly Lyng, Community Engagement Director shared information on how TRE is working to build community awareness. This includes sharing information on TRE and its services at community events, maximizing coverage in published articles and sharing stories from TRE's clients/families.

New employees at TRE introduced themselves and the program area where working. All were welcomed to the TRE family.

IV. CONSENT AGENDA

A MOTION WAS MADE BY GEORGE MENTZ, SECONDED BY SARAH BRITAIN JACK TO ACCEPT AND APPROVE THE ITEMS PRESENTED ON THE CONSENT AGENDA (TRE Board of Directors' Meeting Minutes dated May 17, 2023, TRE Legislative Committee Meeting Minutes dated June 12, 2023, and Community Engagement Committee Updates for June 2023). *Motion unanimously approved.*

V. BOARD COMMITTEE REPORTS

a. Finance and Investment Committee (FIC)

Financial Statements Monthly Review – May 2023

Jessie Martinez, Treasurer reported that the May 2023 report showed a loss through the month of May for TRE of \$444,719. The projected Year-End loss is approximately \$500,000.

Per Member Per Month (PMPM) revenue was down in May. Reasons could include continued staff shortages; PARS not being approved and a reduction in enrollees due to the end of forced passes with the Public Health Emergency (PHE) terminating. This will be reviewed in more detail.

The sweep account showed a large increase due to a payment from the IRS for the Employee Retention Credits for which TRE withdrew its application due to not being eligible. This was promptly returned to the IRS.

Overpayments from past fiscal years were collected by Health Care Policy and Financing (HCPF) in May.

EI Colorado is current with payments except for two small invoices which are in the process of being paid.

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

Fiscal Year 2024 TRE Operating Budget

The budget preparations focused on TRE's Strategic Imperatives, specifically the Case Management Agency (CMA) Contract, Staff Recruitment and Retention and IT Projects to improve operational processes.

The proposed budget shows net revenue in the amount of \$64,000.

The revenue for the upcoming CMA contract in Case Management is conservative, based on 75% of total monitoring units and 90% of PMPM in line with current activity levels for FY23.

It was shared that with the end of the PHE and forced passes for Medicaid eligibility, there may be many clients terminating services due to not submitting needed paperwork for the El Paso County Department of Human Services (EPDHS) to complete their redeterminations. This may affect revenue for a period of time until these individuals resubmit applications and are approved for services.

EI budget numbers are based on the budget submitted to EI Colorado in February.

With TRE's intent to maintain salaries and wages in the 40th-50th percentile of market, increases averaging 4.5% were incorporated into the budget. The minimum increase budgeted for positions was 2%, even where market data showed flattening of salary rates.

Benefits costs were reduced due to moving to an Individual Choice Health Reimbursement Account (ICHRA) benefits where staff are able to choose medical coverage in the open market. This gives the employee more choices and flexibility in the coverage that they choose. TRE was quoted an estimated 25% increase in traditional

group coverage costs which makes this coverage not affordable for most staff and supported the change to ICHRA.

Strategic planning expenses are budgeted at \$42,000. If revenues do not meet expectations, this amount will be adjusted.

IT equipment includes replacement of 40 machines that should have been replaced in past fiscal years. Other IT expenditures include the completion of several projects from FY23 and normal monthly costs. The tracking paperwork project discussed at earlier meetings is not included in the budget. TRE will pursue grant funding for this project.

It is recommended that the 401(k) match of 2.5% up to 6% of salary be continued.

A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE THE FISCAL YEAR 2024 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.*

6385 Corporate Drive LLC Budget

The budget was approved by the 6385 Corporate Drive LLC Board of Directors at its June meeting. It currently requires a cash investment from TRE in the amount of \$357,000. This amount could be reduced with the addition of new tenants in the building.

Capital improvements for the building will only proceed dependent on cash flow and revenue positions during the year. The largest request was \$81,000 for resealing and striping of the parking lot.

A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO RATIFY THE 6385 CORPORATE DRIVE LLC BUDGET AS PRESENTED. *Motion unanimously approved.*

b. Nominating Committee

Commissioner George Mentz, Committee Chair presented the following slate for BOD members to serve on the Executive Committee of TRE's Board of Directors for a one-year term beginning July 1, 2023.

Chair – Lois Landgraf
Vice Chair – Patrick Davis
Treasurer – Jessie Martinez
Secretary – Laurie Huisingh



A MOTION WAS PRESENTED BY THE NOMINATING COMMITTEE TO APPROVE THE ABOVE SLATE OF BOARD OF DIRECTORS' MEMBERS TO SERVE ON THE EXECUTIVE COMMITTEE OF THE BOARD OF DIRECTORS. *Motion unanimously approved.*

Commissioner George Mentz, Committee Chair then presented the following nominations for TRE's BOD's membership for a 3-year term beginning July 1, 2023:

1. Raquel Dominguez
2. Mayor Sharon Thompson
3. Traci Marques

A MOTION WAS PRESENTED BY THE NOMINATING COMMITTEE TO APPROVE THE APPOINTMENT OF RAQUEL DOMINQUEZ TO TRE'S BOARD OF DIRECTORS FOR A THREE-YEAR TERM BEGINNING JULY 1, 2023. *Motion unanimously approved.*

A MOTION WAS PRESENTED BY THE NOMINATING COMMITTEE TO APPROVE THE APPOINTMENT OF MAYOR SHARON THOMPSON TO TRE'S BOARD OF DIRECTORS FOR A THREE-YEAR TERM BEGINNING JULY 1, 2023. *Motion unanimously approved.*

A MOTION WAS PRESENTED BY THE NOMINATING COMMITTEE TO APPROVE THE APPOINTMENT OF TRACI MARQUES TO TRE'S BOARD OF DIRECTORS FOR A THREE-YEAR TERM BEGINNING JULY 1, 2023. *Motion unanimously approved.*

Outgoing Board of Directors' Recognition

Deena Hartje, Dan Mirer and Diane Loschen were thanked for their tireless work and commitment to TRE. Their individual influence on the work being done at TRE has been an honor and privilege to experience. You all will be missed.

c. Executive Committee

Chair Hartje reported that the Committee discussed:

- Hiring of Human Resources Director, Karey Urbanski
- The Southern Colorado Chamber's publication
- Recommendation of possible new BOD member. This person cannot serve on TRE's BOD due to being employed by a Provider Agency.

VI. CHIEF EXECUTIVE OFFICER'S REPORT

Human Resources Director – Karey Urbanski's first day is Monday, June 26.

Benefits – The benefits enrollment period closed on Monday, June 19. Since this enrollment was very different than past ones, the HR Team must be acknowledged for their grace to staff in answering all of the panicked questions.

CMA Request For Proposal (RFP) – TRE was provided a notice of intent to award the CMA contract for El Paso, Park and Teller Counties. *Note of clarification received after this meeting – the award of this contract is contingent upon HCPF not receiving any objections/complaints regarding this award. There is a 10-day period for these objections to be filed.*

Early Intervention (EI) Services – A question was raised about whether Tri-Care has informed TRE of a reduction in their reimbursement percentage for EI services. Heather Whitworth, CFO reported that the reimbursement rate remains at 80%.

VII. NEW BUSINESS

Strategic Focus for June 2023 – Systems to Support Success and Measuring Our Impact.

VIII. ONGOING BUSINESS

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

Jennifer Strehlow, Director of Operations updated the group on current activities:

- The Go Baby Go event at New Altitude was a huge success. Many members inquired about ways to get involved with future Go Baby Go events.
- Negotiations with a possible long-term tenant are on-going for space on the first floor.
- Another group has become members of New Altitude and are leasing 5-6 private offices.
- A job posting for Empowerment Captain for New Altitude will be posted soon. This position will serve as the receptionist for 6385 Corporate Drive along with many other duties related to New Altitude's growth.

IX. PUBLIC COMMENTS

None.

X. SCHEDULE OF NEXT MEETING

The next Board of Director's meeting is scheduled for **Wednesday, July 19, 2023 at The Resource Exchange or via Zoom.**

XI. MOTION TO ADJOURN INTO EXECUTIVE SESSION

Items to be discussed during the Executive Session are:

- a. Personnel Matter
- b. Legal Information

A MOTION WAS MADE BY LOIS LANDGRAF, SECONDED BY SARAH BRITAIN JACK TO ADJOURN INTO AN EXECUTIVE SESSION. *Motion unanimously approved.*

The regular meeting was adjourned into Executive Session at 8:55 am.

XII. ADJOURNMENT INTO REGULAR SESSION

The Executive Session was adjourned at 9:27 am.

XIII. REGULAR MEETING BUSINESS

A MOTION WAS MADE BY LOIS LANDGRAF, SECONDED BY DEENA HARTJE TO RESPOND TO THE CMA RFP. *Motion unanimously approved.*

IX. MOTION TO ADJOURN THE REGULAR SESSION

A MOTION WAS MADE BY DIANE LOSCHEN, 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 9:31 am.

THESE MEETING MINUTES WERE UNANIMOUSLY APPROVED AT THE JULY 19, 2023 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