



**BOARD OF DIRECTORS' MEETING MINUTES**  
**Wednesday, February 19, 2025**

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

LOIS LANDGRAF, Chair  
JESSIE MARTINEZ, Treasurer  
LAURIE HUISINGH, Secretary – in person  
MEGAN BILLESBACH – in person  
HEIDI BRANDON  
SARAH BRITTAIN JACK  
TRACI MARQUES  
GEORGE MENTZ  
JENNIFER THORNTON  
DAVE PAUL  
TRACI MARQUES

**MEMBERS ABSENT:**

PATRICK DAVIS  
BERNARD BYERS  
EMERALD DOYLE  
SHARON THOMPSON  
STEPHEN VARELA

**STAFF PRESENT:**

COLLEEN BATCHELOR, CEO – in person  
JENNIFER STREHLOW, New Altitude Director – in person  
DORA FERNANDEZ, Information Technology Director  
DON GRAY, Facilities Director – in person  
CHERI ULMER, CMA Manager – in person  
HEATHER MEIZIS, CMA Manager – in person  
LAURA THOMAS, CMA Director – in person  
NANCY VIGIL, CMA Director - in person  
AMANDA REED, EI Director - in person  
KYLE COX, CMA Manager - in person  
COLLEEN HESNAN, CMA Manager - in person  
BRANDI GRIFFITHS, CMA Manager – in person  
SAM WINTER, CMA Manager - in person  
CHAD GUFAROTTI, Assistant Director of Development  
LORI GANZ, Early Intervention Clinical Services Director

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MORGAN TAYLOR DEFALCO, Marketing and Communications Manager  
TAMIE KNERR, Controller  
DE'AURA LEMUS, Strategy and Culture Specialist  
KELLY LYNG, Development Director  
CALLIE MURPHY, State General Funds Manager  
SARAH NOLAN, Volunteer Respite Programs Manager  
KAREN RICE, Early Intervention Billing Manager  
KITTY SILVERS, Credentialing, Authorization & Billing Specialist  
GINGER STRINGER, Physician Outreach Program Specialist  
KAREY URBANSKI, Human Resources Director  
SUSAN CALLAN, CMA Supervisor

**GUESTS:**

TRACY BROWN, Common Roots  
JENNIFER RISDALL, Stellar Care  
JENNY CHASE, Overture  
REBECCA MOORE, Kaaum  
MICHAEL ALEXANDER, 5 Gold Star Care – in person  
BRITTANY RIVERA, 5 Gold Star Care – in person  
KRYSTAL GAROLA, 5 Gold Star Care – in person  
TIM CUNNINGHAM, Cheyenne Village  
RICHARD BARROS  
JENNIFER PEREZ  
BRICE HARVEY  
RUTH ANN ARBER  
ANGIE HOPKINS  
VANESSA, no other information provided  
DWAN ARAGON, Human Touch Home Health Care  
ROSE WORKS, Prospective Board Member

● **CALL MEETING TO ORDER**

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

● **PUBLIC COMMENTS**

None.

● **INTRODUCTION OF NEW STAFF**

None.

● **MISSION MOMENT – Jennifer Thornton**

Ms. Thornton, TRE Board Member, presented information on her family and how waiver services have supported her family and the importance of these services to help families

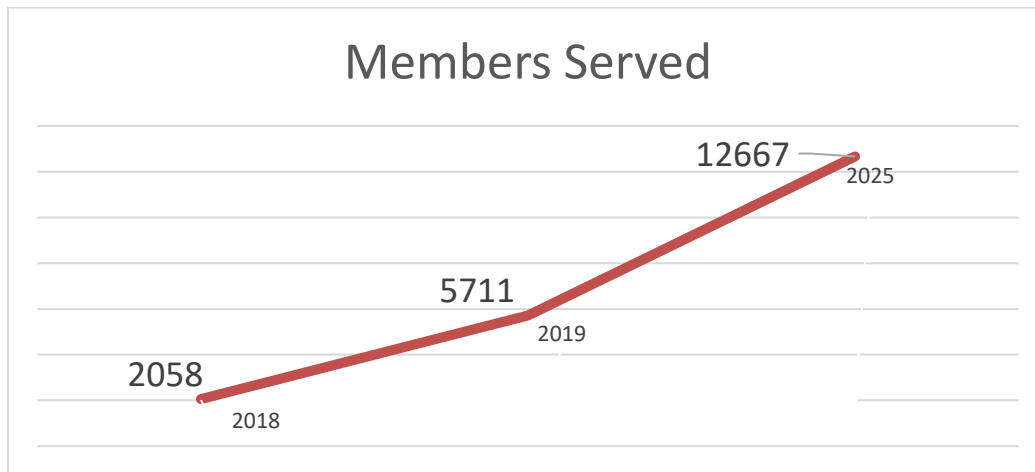
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interact with the often intense needs of caring for an individual with a significant disability. The Board gained great insight into the stresses families endure and the role that waiver services play in their lives.

- **STRATEGIC FOCUS AND MISSION MOMENT – CASE MANAGEMENT AGENCY, CMA Leadership**

CMA Leadership presented information to the Board of Directors on the Case Management Agency Work of The Resource Exchange. The presentation, attached to these minutes, addressed TRE's evolution as a Case Management Agency in Colorado and the changes expected in 2025.

TRE's Case Management Agency (CMA) is overseen and influenced by numerous disability services structures at the federal, state, and local levels. The organization has seen 515% growth in number of people served from 2018-2025.



The CMA is funded through Home and Community Based Services Medicaid funds as well as Colorado State General Funds. These funds support services under 10 waivers and 8 state funded programs. Currently, TRE is serving 12,667 individuals plus an additional 160 individuals in respite programs. This is managed with 441 employees across El Paso, Pueblo, Park, and Teller counties. The average caseload currently for Service Coordinators is 72 Members with a goal of reaching 65. The program receives on average 621 new referrals each month. While the work performed by the team is categorized into 6 areas – Assisting in access to services, eligibility determination, arrangement of services, service plan development, service coordination and monitoring, and termination/discharge from services – these actually involve a significant number of activities and responsibilities that show the complexities of this work.

There are significant changes expected in 2025 and each one of these was shared with the Board. Board members acknowledged the complexity and significant number of responsibilities expected of the CMA under its contracts.



- **CONSENT AGENDA**

**A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY MENTZ TO ACCEPT AND APPROVE TRE BOARD OF DIRECTORS' MEETING MINUTES DATED JANUARY 15, 2025 (AS PRESENTED). *Motion unanimously approved.***

- **BOARD COMMITTEE REPORTS**

- a. Finance and Investment Committee (FIC)

Financial Statements through January 2025 – The group reviewed the statements with the following notes:

- YTD for TRE shows a loss of \$496,438.
- January 2025 shows a loss of \$513,276.
  - CMA showed lower than expected Per Member Per Month revenues due to the holidays, weather, and onboarding time for new staff.
- The salaries and benefits expenditure categories show a positive budget variance, as temporary staff were not onboarded as employees as originally anticipated.
- Accounts Receivables for January 2025 are extremely high due to:
  - Outstanding payments for EI Colorado.
- Cash position remains strong.

Off Budget Expenditure Requests – The FIC discussed two off budget expenditures.

1. \$30,000 for office furniture and supplies to

**A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE THE JANUARY 2025 FINANCIAL REPORT FOR THE RESOURCE EXCHANGE AND TWO OFF BUDGET EXPENDITURES. *Motion unanimously approved.***

- b. Nominating Committee

George Mentz informed the group that Sumer Liebold has been interviewed by the Nominating Committee and is being put forth as a formal nomination. A vote for this nomination will be presented at the February Board meeting. Ms. Liebold brings expertise in real estate and community fundraising.

- c. Legislative Committee

Sarah Brittain Jack informed the group that she and Colleen Batchelor met with Ed Bowditch. The state budget is almost \$1 billion short for FY25-26 and will be the primary focus for the JBC as they develop the budget for next fiscal year. The day at the capitol to meet newly elected officials was cancelled. This will be rescheduled after the session to meet with these officials at the TRE building and invite the entire board to attend.

- d. Development Committee

TRE's Gratitude Event was held on Wednesday, January 29, 5:30-7:00 pm. Participation was lower than expected, however the interactions were excellent, and the event was very successful.

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Empty Stocking Fund held the closing ceremony. TRE received checks totaling more than \$81,000 for participation.

Happy Hours – A community representative from Huntington Bank will be hosting a happy hour in support of TRE. Additional happy hours are also in the process of being planned that will be hosted by Board Members and other community partners.

e. 6385 Corporate Drive LLC Report  
Jennifer Strehlow, Director reported.

- New Altitude memberships are increasing.
- An internal audit of New Altitude processes and systems is underway and demonstrating changes that could have a positive impact on recruitment efforts.
- An external audit of customer experience is underway and is providing strong information on better strategies for marketing and responding to customers depending on where they are in the process of membership and their personal styles and needs.
- Securing a front desk staff who can assist with the various efforts being identified is critical and has been difficult to obtain the right person.

f. Executive Committee

Chair Landgraff shared that the Committee discussed the success the organization has experienced over the past several months in hiring and filling open positions and stabilizing the retention of staff. This was accomplished through the combined efforts of the HR staff and hiring supervisors who dedicated significant time in interviewing candidates.

Treasurer Jessie Martinez announced to the group that he will not continue on the Board in a second term starting July 1, 2025. He is actively recruiting potential candidates with finance background, such as a CPA.

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

### Backlog Reduction Plan Update

As mentioned in the CMA presentation, the backlog reduction plan has been resolved and formal notice received from HCPF. This is a celebration for the team and required significant work and coordination to complete. The focus is now on ensuring sustainability to prevent future backlogs.

### Executive Team Focus

The Executive Team is currently focused on identifying processes and rules within the organization that can be simplified to improve outcomes and potentially reduce costs. The group will be completing an exercise to “Kill the Rules” and identify rules that can be eliminated or simplified.

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The team is also focused on building a strong communication plan to interact with the state and federal challenges that are possible in the coming months and year. The plan is focused on clear, timely and meaningful communication for staff, Members/Families, and partners and will include a system for feedback to inform the communication.

- **NEW BUSINESS**

- a. Strategic Focus for March 19, 2025, Board of Director' Meeting
  - Social Impact Work at TRE

**X. ONGOING BUSINESS**

None.

**XI. PUBLIC COMMENTS**

None.

**XII. SCHEDULE OF NEXT MEETING**

The next Board of Director's meeting is scheduled for **Wednesday, March 19, 2025, beginning at 7:30 am at The Resource Exchange, 6385 Corporate Drive, Colorado Springs and/or via Teams.**

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

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

The regular session of the meeting adjourned at 9:54 am.

***These meeting minutes were unanimously approved by the Board of Directors at their March 19, 2025 meeting with noted corrections.***

SUBMITTED BY:

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Colleen Head Batchelor, CEO

RECORDED AND TRANSCRIBED BY:

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Colleen Head Batchelor, CEO

APPROVED AS TO FORMAT:

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Laurie Huising, Secretary

