



BUILDING INCLUSIVE COMMUNITIES SINCE 1964

**BOARD OF DIRECTORS' MEETING MINUTES**  
**Wednesday, July 17, 2024**

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

LOIS LANDGRAF, Chair – in person  
PATRICK DAVIS, Vice Chair – in person  
JESSIE MARTINEZ, Treasurer  
LAURIE HUISINGH, Secretary – in person  
MEGAN BILLESBACH  
HEIDI BRANDON  
SARAH BRITTAIN JACK – in person  
BERNARD BYERS  
EMERALD DOYLE  
TRACI MARQUES  
GEORGE MENTZ  
DAVE PAUL  
SHARON THOMPSON  
JENNIFER THORNTON – in person

**MEMBERS ABSENT:**

RAQUEL DOMINGUEZ

**STAFF PRESENT:**

WANIKA ALCANTARA, Front Desk Coordinator and Case Aide  
COLLEEN BATCHELOR, CEO  
SARAH BOUTON, Navigation and Quality Supervisor  
JONATHAN BLACK, Ongoing Coordinator, Pueblo County  
SUSAN CALLAN, Ongoing Case Management Supervisor  
CHANDRA CHANTLAND, File Clerk  
CLARINDA CHAVEZ, Intake Coordinator, Pueblo County  
AMOL COLEY, Billing Coordinator  
ALISHA COLLINS, Child and Family Services Service Coordinator  
LINDA DAVIS, Ongoing Coordinator  
TAMARA ENGRAM, Executive Assistant – in person  
DORA FERNANDEZ, IT Project Manager  
DAWN FANSUA, Ongoing Coordinator  
LORI GANZ, Clinical Services Director  
DON GRAY, Facilities Director – in person

BRANDI GRIFFITHS, Service Coordination Manager  
CHAD GUFAROTTI, Assistant Director of Development,  
Grants and Contracts – in person  
WHITNEY HAMPSON, Ongoing Coordinator  
OLIVIA HOLMES, Quality Coordinator  
MORGAN JACOBUS, Marketing and Communications Manager – in person  
LAYLA JONES, Ongoing Coordinator, Pueblo County  
TAMIE KNERR, Controller  
RYAN KUYPER, Learning and Staff Development Director – in person  
DE'AURA LEMUS, Strategy and Culture Specialist – in person  
KELLY LYNG, Development Director  
GINGER McBRIDE, Learning and Staff Development Lead – in person  
DESERIE McDONALD, Ongoing Coordinator  
HEATHER MEIZIS, Quality Manager  
THEODORE MENDOZA, Intake Coordinator  
REBEKAH MITCHELL, Enrollment Coordinator  
CALLIE MURPHY, State General Funds Manager  
SARAH NOLAN, Respite Programs Specialist  
REGAN OLSON, Ongoing Coordinator  
GEANA PARKS, Child and Family Services Service Coordinator  
AMANDA REED, Early Intervention Director  
SCOUT RHODES, Quality Coordinator, Pueblo County  
MAKALA REYNOLDS, Learning and Staff Development Lead – in person  
KAREN RICE, EI Billing Manager  
NONIE RISPIN, Ongoing Coordinator  
KRISTAL RUSSELL, CMA Coordinator, Pueblo County  
MELISSA SCHEUTZE, Child and Family Services Service Coordinator  
SY'MONE SHIVERS, Ongoing Coordinator  
SARAH SICKINGER, Child and Family Services Service Coordinator  
JEFFREY SOUTHERN, Ongoing Coordinator  
GINGER STRINGER, Physician & Community Outreach Specialist  
LAURA THOMAS, Case Management Director  
CHERI ULMER, Program Support Manager  
NANCY VIGIL, Interim Director of Case Management Transition  
HEATHER WHITWORTH, CFO  
ALISON WRIGHT, Speech Language Pathologist

**GUESTS:**

RICHARD BARROS, Special Kids Special Families  
CASS DALEY, Parent/Advocate  
FORREST FIX, Family Caregiver  
JOANNA FIX, Member  
A.J. (only initials provided)  
TANYA LAUER, Above the Tree Line Consulting Group

PAULETTE MILLS, Community Member  
SANDRA MONTEE, Colorado Bluesky Enterprises  
JENNIFER STREHLOW, Operations Director, 6385 Corporate Drive LLC  
and New Altitude – in person

## **I. CALL MEETING TO ORDER**

The regular meeting was called to order at 7:30 am by Lois Landgraf, Chair.

## **II. INTRODUCTION OF NEW STAFF**

The Board of Directors welcomed the new staff to TRE.

## **III. STRATEGIC FOCUS – Staff Development**

Ryan Kuyper and De'Aura Lemus shared their journeys at TRE and information on TRE Culture and Strategy and Staff Development.

Both Mr. Kuyper and Mrs. Lemus are passionate about providing TRE staff with the information, tools and learning opportunities to grow within the organization and to provide the best services and support possible to people with disabilities and their families.

Learning Leaders and Level Up are two examples of professional development opportunities available for staff. Both require an extended time commitment and staff must complete an application and be chosen to participate.

*(The PowerPoint presentation is incorporated into these minutes by reference and can be found in the July 17, 2024 Board records for further review).*

## **IV. MISSION MOMENT – Karen Rice, EI Billing Manager and Tanya Lauer, Consultant**

Ms. Rice shared her experience with Level Up. Participation in Level Up has offered her ways to better communicate with others, ask better questions to encourage better conversations, and better brainstorming and/or problem-solving of ideas/issues with others. Tanya Lauer, Above the Tree Line Consulting, shared her experiences and focus in guiding TRE in the implementation of Level Up.

## **V. PUBLIC COMMENTS**

Mrs. Joanna Fix, a recipient of CDASS from TRE commented via Teams Chat. Her comment stated “We will not comment today as it is our first meeting and we want to listen and observe, but we are hoping you all will address the system issue with TRE portal, Gainwell/DXC and Public Partnerships and issues with PARS. My husband is my caregiver. We have not been able to submit hours or get paid.”

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Nancy Vigil, Interim Director of Pueblo Case Management Transitions, shared information on recent changes made at the State level on reporting systems. The transition to the new Care and Case Management (CCM) system has not been smooth and has required many months of fixing issues, etc. These issues are statewide. TRE staff are working daily with state staff to identify and remedy the system issues.

Laura Thomas, Director of Ongoing Service Coordination, stated that she will look into Mrs. Fix' specific situation and will be in touch with them directly.

## VI. CONSENT AGENDA

Tamara Engram, Executive Assistant stated that two errors have been identified. These showed Jennifer Thornton and Sharon Thompson as both present and absent from the June 19, 2024 meeting. Both were absent from the meeting. These corrections will be made to the meeting minutes.

**A MOTION WAS MADE BY PATRICK DAVIS, SECONDED BY HEIDI BRANDON TO ACCEPT AND APPROVE THE CONSENT AGENDA WITH THE CORRECTIONS MADE TO THE BOD MEETING MINUTES OF JUNE 19, 2024, AS NOTED ABOVE. (TRE Board of Directors' Meeting Minutes dated June 19, 2024). Motion unanimously approved.**

## VII. BOARD COMMITTEE REPORTS

### a. Finance and Investment Committee (FIC)

Jessie Martinez, Treasurer shared the following information from the Finance and Investment Committee meeting held on July 15, 2024.

Financial Statements through June 2024 (Fiscal Year 24 Year End) – The group reviewed the statements with the following notes:

- End of year profit is approximately \$5.6 million, with \$5.4 million being funds from the Stabilization funding.
- For June 2024, month ending, a profit of \$1million.
- Heather Whitworth, CFO completed some cleanup to be certain that the grant expenditures were coded to the correct departments and incorporating expected past due payments related to breaks in services.
- Work continues on the reconciliation of billing and payments for the Pueblo County Department of Human Services (PCDHS) subcontract.
- TRE has not finalized the FY24 contract for Early Intervention services yet. TRE is still waiting on the negotiated admin rate.
- EI Colorado is currently behind on payments in the amount of \$2.4 million. Several smaller invoices paid and TRE is anticipating that the larger payments will be received this week.
- The KPI report shows that revenue numbers are higher than budget primarily due to the addition of the Pueblo County CMA contract.

- Per conversation last month, \$3 million was transferred to TRE's Investment Portfolio Accounts.
- The Single Entry Point (SEP) Deferred Revenue repayment was made to HCPF in the amount of \$545,000.

6385 Corporate Drive LLC

- June showed a good month of activity with strong revenues. TRE only provided \$8000 in supplemental funds for the month of June.

FY23-24 Audits

- The audit is scheduled to begin the week of September 16.

**A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE THE JUNE 2024 FINANCIAL REPORTS FOR THE RESOURCE EXCHANGE. *Motion unanimously approved.***

6385 Corporate Drive LLC FY24-25 Budget

- Rental income at approximately \$435,000.
- New Altitude revenue at \$410,000, with budgeted expenses at \$522,000
- 2% increase for staff wages and benefits.
- Looking to add three (3) intern positions for people with disabilities.
- Various operating expenses will be incurred.
- The final proposed budget shows a loss of \$531,000. \$514,000 of the budget is noncash.
- Capital expenditures are estimated at \$50,000.
- The anticipated cash outlay from TRE is \$68,000, which is substantially less than prior years.

**A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE THE FISCAL YEAR 2025 6385 CORPORATE DRIVE LLC OPERATING BUDGET AS PRESENTED. *Motion unanimously approved.***

Colleen Batchelor, CEO commended the staff of The Resource Exchange and 6385 Corporate Drive LLC. The June 2024 financial statements and Budgets for FY24-25 are the strongest financial statements that we have seen since Classic Homes moved out in 2020.

b. Development Committee

Patrick Davis, Chair of Development Committee and Kelly Lyng, Development Director reported.

### Capital Campaign

A huge thank you to Kim Matthews and Ron Rubin for volunteering to host an event in their homes where TRE staff can share information about TRE and its Capital Campaign.

Mrs. Matthews hosted 25 people at her home last week. \$25,000 was donated/pledged toward the Capital Campaign. Mrs. Matthews has challenged TRE Board members to host an event at his/her home or host Jenn and Kelly at one of your club meetings or church gatherings to share TRE's story.

Mr. Rubin's event will be held next month.

### TRE's 60<sup>th</sup> Anniversary Celebration Updates

CEO Batchelor asked everyone to think back 60 years to the families and community partners that helped create The Resource Exchange with the hope that their family members could live and receive services in their own community rather than within institutions far from their homes. This was such a significant time, and we hope their actions aren't lost on us.

And, here we are, 60 years later, thinking about how to make certain that the next 60 years of supports and service to people with disabilities grow and offer even more opportunities for them to actively participate in their own decisions and communities and with their families and friends. We all need to think about this and recognize the importance of our actions, today and in the future.

Events for the week of September 15 include:

- Sunday, 9/15 Yarn Bombing Event with People served by TRE and Provider organizations
- Monday, 9/16 Staff Appreciation
- Wednesday, 9/17 BOD and Volunteers Appreciation – BOD members-please attend in person.
- Thursday, 9/19 Art Show and Sale. This is a ticketed event. However, if the artists and others want to see the art, there will be a tour of the building on Sunday, 9/15.
- The date for the event in Pueblo has not been confirmed but planning is occurring and details will be provided as soon as that is completed.
- If you are an artist or know an artist, invite them to donate a piece of their work. Kelly Lyng, Chad Gufarotti or Morgan Jacobus have needed information.
- The yarn for the yarn bombing event has been donated by the You and Me Yarn Boutique. Thank you, Cass Daley. The boutique also donated the use of a machine to help with the knitting. If you are interested in learning to finger knit for this event, see Jenn Strehlow. (The knitted yarn pieces will be repurposed and made into scarves and hats for disabled veterans. You can also adopt a tree on TRE's property to yarn bomb for \$60.

c. Executive Committee

Lois Landgraf reported.

- If BOD members want TRE business cards, please contact Mrs. Jacobus. They will no longer be supplied to all, unless requested.
- The CMA Backlog Reduction Plan was discussed in detail.
- Hacking of TRE BOD members emails, especially Chair Landgraf's. Please be certain to delete those emails. It was noted that TRE works closely with Wipfli to prevent and block any spam emails.

## VIII. CHIEF EXECUTIVE OFFICER'S REPORT

Cyber Security Training – All TRE staff, including BOD members, will receive an email from Wizer with instructions to complete cyber security training on August 1. Access to the training will be available through the month of August. BOD members are asked to complete the training since they have TRE emails which are publicly posted. It is mandatory for TRE staff. This type of training is required by TRE's contracts and cyber security insurance.

TRE's One Year Priority Plan Related to Strategic Goals – Colleen Batchelor, CEO reminded the group of the six categories from TRE's Strategic Plan and provided information on the Executive Team's focus for its upcoming full day session - Staffing, which includes Hiring, Retention, Salaries/Wages, Workload, Training. Effective Organizational Structure to Support Staff.

Work continues on the projects with Wipfli, CMA Backlog Reduction Plan, CMA Stabilization and Sustainability plans.

It was noted that timely communications with Members and families must be an integral part of all of TRE's work. This would eliminate many frustrations for all.

## IX. NEW BUSINESS

a. Family Support Services Council Member Nomination

Callie Murphy, State General Funds Manager presented the nomination of Deborah Surat to serve on the Family Support Council. Ms. Surat has been involved with services from TRE and being a provider of these services.

**A MOTION WAS PRESENTED TO APPROVE THE APPOINTMENT OF DEBORAH SURAT TO THE FAMILY SUPPORT SERVICES COUNCIL AS PRESENTED. *Motion unanimously approved.***

b. Strategic Focus for August 2024 Board of Director' Meeting

- FY23/24 Year-End Review – Jessie Martinez and Heather Whitworth



## **X. ONGOING BUSINESS**

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

Jennifer Strehlow, Director of Operations provided an overview of activities:

- Look for the video and instructions on how to finger knit if you want to assist with the Yarn Bombing activities.
- Heidi Brandon, Board member, is featured in an article in the North magazine. The link to her page will be sent soon.

### **b. 18<sup>th</sup> Annual Legislative Town Hall on Disabilities**

Sarah Brittain Jack reported.

The planning committee is busy with the planning details. As a reminder the event is scheduled for October 2, 2024, 6-7:30 pm at Centennial Hall.

Disability Community Advocacy Training is being offered to all that would like to learn how best to communicate and share your story with our elected officials. Please share this information on your social media pages and with anyone who might be interested in this.

## **XI. PUBLIC COMMENTS**

None.

## **XII. SCHEDULE OF NEXT MEETING**

The next Board of Director's meeting is scheduled for **Wednesday, August 21, 2024, 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 HEIDI BRANDON, SECONDED BY JENNIFER THORNTON TO ADJOURN THE REGULAR MEETING. *Motion unanimously approved.***

The regular session of the meeting adjourned at 9:35 am.





SUBMITTED BY:

Colleen Head Batchelor  
Colleen Head Batchelor, CEO

RECORDED AND TRANSCRIBED BY:

Tamara Engram  
Tamara Engram, Executive Assistant

APPROVED AS TO FORMAT:

Laurie Huisingh  
Laurie Huisingh, Secretary



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**BOARD OF DIRECTORS' MEETING MINUTES**  
**Wednesday, August 21, 2024**

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

LOIS LANDGRAF, Chair – in person  
PATRICK DAVIS, Vice Chair – in person  
JESSIE MARTINEZ, Treasurer – in person  
LAURIE HUISINGH, Secretary – in person  
MEGAN BILLESBACH – in person  
HEIDI BRANDON  
SARAH BRITTAIN JACK – in person  
BERNARD BYERS  
EMERALD DOYLE  
GEORGE MENTZ  
DAVE PAUL  
SHARON THOMPSON  
JENNIFER THORNTON

**MEMBERS ABSENT:**

RAQUEL DOMINGUEZ  
TRACI MARQUES

**STAFF PRESENT:**

SUSAN CALLAN, Ongoing Case Management Supervisor  
TAMARA ENGRAM, Executive Assistant – in person  
DORA FERNANDEZ, IT Project Manager  
LORI GANZ, Clinical Services Director  
DON GRAY, Facilities Director – in person  
BRANDI GRIFFITHS, Service Coordination Manager  
MELISSA HERNANDEZ, Ongoing Coordinator, Pueblo  
MORGAN JACOBUS, Marketing and Communications Manager – in person  
ANNA JORDAN, Ongoing Coordinator, Pueblo  
TAMIE KNERR, Controller  
RYAN KUYPER, Learning and Staff Development Director – in person  
HEATHER LaFRANCE, IT Support Systems Administrator – in person  
BRITNEY LOWENBERG, Ongoing Coordinator  
KELLY LYN, Development Director – in person  
CALLIE MURPHY, State General Funds Manager  
SARAH NOLAN, Volunteer and Respite Program Manager  
AMANDA REED, Early Intervention Director

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

**GUESTS:**

STACEY BURNS, Organizational Consultant – in person  
CASS DALEY, Parent/Advocate  
JEANETTE ORTIZ  
JENNIFER STREHLOW, Operations Director, 6385 Corporate Drive LLC  
and New Altitude – in person

**I. CALL MEETING TO ORDER**

The regular meeting was called to order at 7:32 am by Lois Landgraf, Chair.

**II. INTRODUCTION OF NEW STAFF**

The Board of Directors welcomed the new staff to TRE.

**III. PUBLIC COMMENTS**

None.

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

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

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

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

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

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

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

## V. CONSENT AGENDA

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

## VI. BOARD COMMITTEE REPORTS

a. Finance and Investment Committee (FIC)  
Jessie Martinez, Treasurer shared the following information from the Finance and Investment Committee meeting held on August 19, 2024.

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

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

- PTO accruals are high mainly due to staff not taking PTO because of the high workloads now.
- Revenue income from the Capital Campaign shows actual cash in the amount of \$52,000.
- Expenses for Consultants are high due to the DocuSign contract payment being use during the month of July.

#### FY23-24 Audits

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

#### Invitation

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

**A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE THE JULY 2024 FINANCIAL REPORTS FOR THE RESOURCE EXCHANGE. *Motion unanimously approved.***

#### b. Development Committee

Patrick Davis, Chair of Development Committee and Kelly Lyng, Development Director reported.

#### 60<sup>th</sup> Anniversary Celebration Updates

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

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

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

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

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



Capital Campaign Updates

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

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

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

c. Nominating Committee

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

d. Executive Committee

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

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

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

Staffing

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

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

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

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

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

#### Staffing and Temporary Staff Hiring

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

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

#### Temporary Staffing Plan

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

#### Turnover

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

#### The Vault (TRE's Database)

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

#### Backlog Reduction Plan

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

#### CHCBS Transition Updates

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

#### Cyber Security Training

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

#### Presentation at a Pueblo City Council Work Session

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



Possible Scheduling Conflict

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

**VIII. NEW BUSINESS**

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

**IX. ONGOING BUSINESS**

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

Capital Campaign

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

60<sup>th</sup> Anniversary Celebration

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

6385 Corporate Drive LLC

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

- b. 18<sup>th</sup> Annual Legislative Town Hall on Disabilities  
Sarah Brittain Jack and Ginger Stringer reported.

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

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

## **XI. SCHEDULE OF NEXT MEETING**

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

## **XII. MOTION TO ADJOURN THE REGULAR SESSION**

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

The regular session of the meeting adjourned at 9:35 am.

SUBMITTED BY:

Colleen Head Batchelor  
Colleen Head Batchelor, CEO

RECORDED AND TRANSCRIBED BY:

Tamara Engram  
Tamara Engram, Executive Assistant

APPROVED AS TO FORMAT:

Laurie Huisingh, Secretary



BUILDING INCLUSIVE COMMUNITIES SINCE 1964

**BOARD OF DIRECTORS' MEETING MINUTES**  
**Wednesday, September 18, 2024**

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

PATRICK DAVIS, Vice Chair – in person  
JESSIE MARTINEZ, Treasurer – in person  
MEGAN BILLESBACH – in person  
HEIDI BRANDON – in person  
SARAH BRITTAIN JACK – in person  
BERNARD BYERS  
DAVE PAUL – in person  
SHARON THOMPSON – in person

**MEMBERS ABSENT:**

RAQUEL DOMINGUEZ  
EMERALD DOYLE  
LOIS LANDGRAF, Chair  
GEORGE MENTZ  
LAURIE HUISINGH, Secretary  
TRACI MARQUES  
JENNIFER THORNTON

**STAFF PRESENT:**

JENNIFER ANAYA, Child and Family Services Coordinator  
COLLEEN BATCHELOR, CEO – in person  
SUSAN CALLAN, Ongoing Case Management Supervisor  
KRISTIN CAMPBELL, Intake Coordinator  
REBECCA CASTLE, Ongoing Coordinator, Pueblo  
TAMARA ENGRAM, Executive Assistant – in person  
HAYLEY FERGUSON, PAR Coordinator  
DON GRAY, Facilities Director – in person  
CHAD GUFAROTTI, Assistant Director of Development – in person  
AIMEE HATLEY, Intake Coordinator  
MELISSA HERNANDEZ, Ongoing Coordinator, Pueblo  
NOELLE HERNANDEZ, Ongoing Coordinator  
PEYTON HOLDEN,  
RAQUARRA ISHMAR, Intake Coordinator  
TAMIE KNERR, Controller



RYAN KUYPER, Learning and Staff Development Director  
DE'AURA LEMUS, Strategy and Culture Specialist – in person  
NORA HILL-LUNA, Navigation Support Coordinator  
KELLY LYNG, Development Director – in person  
JOHANNA MADANY, Physical Therapist  
ROSE MARTIAN, Ongoing Coordinator, Pueblo  
CLIFF McLUCKIE, Child and Family Services Coordinator  
JESSICA MILLER, Child and Family Services Coordinator  
RAYMOND MONTOYA, Ongoing Coordinator, Pueblo  
CALLIE MURPHY, State General Funds Manager  
KAREN NELSON, Child and Family Services Coordinator  
SARAH NOLAN, Volunteer and Respite Program Manager – in person  
CRISTIAN PANTOJA, Intake Coordinator  
KENDRA RANDERSON, FSSP Coordinator  
KIMBERLY REISIGER, Ongoing Coordinator  
BERNADETTE SALAZAR, Enrollment Coordinator, Pueblo  
STACY SMITH, Ongoing Coordinator, Pueblo  
JENNIFER STREHLOW, Operations Director, 6385 Corporate Drive LLC  
and New Altitude – in person  
CHARISSA THAYER,  
LAURA TRUJILLO, Intake Coordinator, Pueblo  
CHERI ULMER, Program Support Manager  
NANCY VIGIL, Interim Director of Case Management Transition  
HEATHER WHITWORTH, CFO

**GUESTS:**

RICHARD BARROS, Special Kids Special Children  
STACEY BURNS, Organizational Consultant – in person  
TIM CUNNINGHAM, Cheyenne Village

**I. CALL MEETING TO ORDER**

The regular meeting was called to order at 7:35 am by Patrick Davis, Vice Chair.

**II. INTRODUCTION OF NEW STAFF**

The Board of Directors welcomed the new staff to TRE.

**III. PUBLIC COMMENTS**

None.



#### IV. CONSENT AGENDA

**A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY SHARON THOMPSON TO ACCEPT AND APPROVE TRE BOARD OF DIRECTORS' MEETING MINUTES DATED AUGUST 21, 2024, AS PRESENTED).** *Motion unanimously approved.*

**A MOTION WAS MADE BY DAVE PAUL, SECONDED BY HEIDI BRANDON TO APPROVE SUBMITTING A GRANT APPLICATION TO DISABLING BARRIERS IN THE AMOUNT OF \$75,000.** *Motion unanimously approved.*

#### V. BOARD COMMITTEE REPORTS

a. Finance and Investment Committee (FIC)

Jessie Martinez, Treasurer shared the following information from the Finance and Investment Committee meeting held on September 16, 2024.

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

- For August 2024, month ending, essentially at breakeven (short by approximately \$2000). Following are activities during the month of August.
  - Revenues from July 2024 were trued up to reflect finalized billings and underestimated revenues.
  - CMA is showing a profit for August due to grant revenue and increased billings.
  - Still working on a holdover contract for Early Intervention. Therefore, TRE is not able to bill for all categories/items for the new fiscal year. Hopefully the new templates and methodologies will be in place in October 2024.
  - CES, Medicaid, SLS and Comprehensive Services show a deficit due to the timing of invoices and payments and no funding for M&G activities.
- Cash position remains strong with 2.39 months of cash on hand in TRE's Sweep and Bank Accounts.
- FTEs are currently 100 short of budget.
- CMA Accounts Receivables show:
  - 61-90 days outstanding category:
    - Admin and General Fund payments which were subsequently paid last week.
  - 31-60 days outstanding category:
    - Early Intervention July payment has not been received.
- Intercompany Activity:
  - \$25,000 represents salaries and benefits and other operating expenses that TRE paid on behalf of 6385 Corporate Drive.



- Balance Sheet:
  - Accrued Salaries and PTO
    - Accrued approximately a full month of payroll that covered the prior month.
    - Accrued PTO continues to increase due to staff not taking PTO due to workload issues and other assigned projects.
- Accounts Payables show deferred revenue for grant reimbursements due to not utilizing the full grant amounts.
- Operating Expenses
  - Consulting expenses are high due to the number of temporary staff hired for the Backlog Reduction Project.
  - IT Support due to extra IT projects.
  - Furniture and Equipment – signage and furniture for the Pueblo County office.
- Possible Budget Changes
  - Currently assessing the feasibility of changing the discretionary 401(k) match in the new calendar year.
- Financial Audits – The financial audit and single audit field work began on September 16. The 401(k) audit is approximately  $\frac{3}{4}$  done.

**A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE THE AUGUST 2024 FINANCIAL REPORTS FOR THE RESOURCE EXCHANGE. *Motion unanimously approved.***

b. Nominating Committee

Several members of the Nominating Committee met with Stephen Varela. Mr. Varela is from Pueblo and is interested in serving on the BOD representing Pueblo County.

**A MOTION WAS PRESENTED BY THE NOMINATING COMMITTEE TO APPROVE THE APPOINTMENT OF STEPHEN VARELA FOR A FIRST TERM OF THREE YEARS BEGINNING OCTOBER 1, 2024. *Motion unanimously approved.***

c. Development Committee

60<sup>th</sup> Anniversary Celebration

Vice Chair Davis shared historical data with the group mentioning the families that founded TRE in 1964.

The events thus far this week have all been successful in celebrating different areas of TRE. It has been a fun week with Members, their friends and families, caregivers and other community members; celebrating staff; celebrating BOD members, etc.

Kelly Lyng, Development Director reminded the group of the VIP Dedication Ceremony and Art Show and Auction on Thursday beginning at 5:00 pm.

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## VI. CHIEF EXECUTIVE OFFICER'S REPORT

Colleen Batchelor, CEO provided information on the projects that the Executive Team is focusing on – the Backlog Reduction Plan and improving TRE's response time with helping people with disabilities access services and supports.

### Backlog Reduction Plan Update

- 22 of 30 temporary positions have been filled, training and beginning work.
- TRE Directors, Managers and Supervisors are dedicating their time on Thursdays to work towards backlog reduction.
- Recognition of the continuing training and support needed for staff to understand what is needed to prevent issues with prior authorizations being processed as well as other requirements to ensure that services and support are provided in a timely manner.

### Organizational Structure

The CMA Leadership Team is working closely with Stacy Burns to evaluate and strategize on better structure and workload methodology as well as support systems for staff.

- Determine the correct caseload size.
- Determine the correct number of staff that a supervisor can effectively support.
- Determine staffing levels that show positive relationships and revenues.
- TRE is participating in a time study sponsored by The Alliance to help determine the true amount of time it takes for a Service Coordinator to complete the tasks necessary to support a Member and their family in a meaningful way—by building authentic relationships with them.

*(The PowerPoint presentation is incorporated into these minutes by reference and can be found in the September 18, 2024 Board records for further review).*

### Early Intervention

Finalization on the state negotiated rate with EI Colorado is not moving forward as quickly as anticipated. TRE continues to wait for a meeting to discuss this further.

## VII. NEW BUSINESS

- a. Strategic Focus for October 16, 2024 Board of Director' Meeting
  - Legislative Influences – Ed Bowditch

## VIII. ONGOING BUSINESS

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

Jennifer Strehlow, Director of Operations provided an overview of activities:

6385 Corporate Drive LLC

- Jenn shared that she has several tours scheduled for prospective tenants for 6385 Corporate Drive and members with New Altitude.
- PASCO will move in soon.
- Learning Rx is celebrating its 20<sup>th</sup> Anniversary.
- Joint Initiatives will be moving out soon.

b. 18<sup>th</sup> Annual Legislative Town Hall on Disabilities

Sarah Brittain Jack reported.

- The event is scheduled for October 2, 2024, 6-7:30 pm at Centennial Hall.
- All were encouraged to share and invite others to attend.
- Please RSVP to Tammie for both the Town Hall and the VIP Reception prior to the Town Hall.
- A town hall will also be planned in Pueblo County at a later date.

## IX. PUBLIC COMMENTS

None.

## X. SCHEDULE OF NEXT MEETING

The next Board of Director's meeting is scheduled for **Wednesday, October 16, 2024, beginning at 7:30 am at The Resource Exchange, 6385 Corporate Drive, Colorado Springs and/or via Teams.**

## XI. MOTION TO ADJOURN THE REGULAR SESSION

**A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY SARAH BRITTAIN JACK TO ADJOURN THE REGULAR MEETING. *Motion unanimously approved.***

The regular session of the meeting adjourned at 8:20 am.

SUBMITTED BY:

Colleen Head Batchelor

Colleen Head Batchelor, CEO

RECORDED AND TRANSCRIBED BY:

Tamara Engram

Tamara Engram, Executive Assistant

APPROVED AS TO FORMAT:

Laurie Huisingh

Laurie Huisingh, Secretary

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**BOARD OF DIRECTORS' MEETING MINUTES**  
**Wednesday, October 16, 2024**

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

LOIS LANDGRAF, Chair – in person  
LAURIE HUISINGH, Secretary – in person  
MEGAN BILLESBACH  
HEIDI BRANDON  
BERNARD BYERS  
TRACI MARQUES  
GEORGE MENTZ  
JENNIFER THORNTON  
DAVE PAUL  
STEPHEN VARELA

**MEMBERS ABSENT:**

PATRICK DAVIS, Vice Chair  
JESSIE MARTINEZ, Treasurer  
SARAH BRITTAIN JACK  
RAQUEL DOMINGUEZ  
EMERALD DOYLE  
SHARON THOMPSON

**STAFF PRESENT:**

COLLEEN BATCHELOR, CEO  
JESSICA BELL, Human Resources Manager  
BRIANA BLOCK, Intake Coordinator  
BRIANA CAZARES, Ongoing Coordinator  
SUMMER DOWDING, Intake Coordinator, Teller County  
JEWEL DURAN, Ongoing Coordinator, Pueblo County  
TAMARA ENGRAM, Executive Assistant  
HAYLEY FERGUSON, PAR Coordinator  
MIKIEL GHELIEH, Ongoing Coordinator, Pueblo County  
DON GRAY, Facilities Director  
CHAD GUFAROTTI, Assistant Director of Development  
JANET HIDALGO, Ongoing Coordinator, Pueblo County  
TRAVIS HILL, Ongoing Coordinator, Pueblo County  
MORGAN JACOBUS, Marketing and Communications Manager

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TAMIE KNERR, Controller  
JON LATHAM, CMA Coordinator, Pueblo County  
PATRICK MAELLARO, Case Aide, Pueblo County  
CALLIE MURPHY, State General Funds Manager  
BETH NESTER, Ongoing Coordinator  
DEANNA NEZVENSKY, Ongoing Coordinator, Pueblo County  
RACHEL OGAWA, Enrollment Coordinator  
KIMBERLY REISIGER, Ongoing Coordinator  
WILLIAM RYDER, Ongoing Coordinator  
KITTY SILVERS, Credentialing, Authorization & Billing Specialist  
ABBEY SOUKUP, Quality Coordinator  
GINGER STRINGER, Physician Outreach Program Specialist  
CJ TAYLOR, Ongoing Coordinator  
LAURA THOMAS, Ongoing Case Management Director  
KAREY URBANSKI, Human Resources Director  
HEATHER WHITWORTH, CFO  
EMILY WILLMOTT, Enrollment Coordinator  
NICOLE WILLOUGHBY, Ongoing Coordinator, Pueblo County  
ANGEL WILMORE, Nursing Facility Coordinator

**GUESTS:**

KAYLEE ALCORN, Community Member  
DWAN ARAGON, Human Touch Home Health Care  
RICHARD BARROS, Special Kids Special Families  
CATHY BRADBURY, Bethesda Lutheran Services  
ED BOWDITCH, Bowditch & Cassell Public Affairs  
STACEY BURNS, Organizational Consultant – in person  
TIM CUNNINGHAM, Cheyenne Village  
719.252.3170-did not provide name  
970.939.0545-did not provide name

**I. CALL MEETING TO ORDER**

The regular meeting was called to order at 7:32 am by Lois Landgraf, Chair.

**II. PUBLIC COMMENTS**

None.

**III. INTRODUCTION OF NEW STAFF**

The Board of Directors welcomed the new staff to TRE.

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#### IV. STRATEGIC FOCUS, LEGISLATIVE INFLUENCES

Edward Bowditch, Bowditch & Cassell Public Relations thanked everyone who was involved with the recent Legislative Town Hall.

Please Note: The link to view the Town Hall is available on TRE's website.

Mr. Bowditch then reviewed information on several areas of upcoming state funding projections. The state is facing approximately a \$921 million budget deficit. This number will most likely change many times as July 1, 2025, approaches. It is likely that any new bill requests that cost money in this coming legislative session will have a very tough time getting approved.

In two weeks, the Governor's budget for the next fiscal year will be presented. The Joint Budget Committee will begin their work in mid-November and will review budget requests in December.

In terms of what might affect The Resource Exchange, there is no information yet on what HCPF's supplemental ask might be. Also, the Workforce Investment Funding for Early Intervention Services could be in jeopardy due to the state's shortfall.

The Legislative Session begins on January 8 and concludes on May 7.

The group thanked Mr. Bowditch for his hard work on behalf of The Resource Exchange.

#### V. MISSION MOMENT- TRE 60<sup>th</sup> Anniversary Coverage

Morgan Delfalco and Colleen Batchelor shared information and a video of a local television station's coverage of TRE's 60<sup>th</sup> Anniversary Celebrations-the yarn bombing activities. Emerald Doyle also shared her story and her journey with TRE.

*(The video from KRDO is incorporated into these minutes by reference and can be found in the October 16, 2024 Board records for further review).*

#### VI. CONSENT AGENDA

**A MOTION WAS MADE BY LAURIE HUISINGH, SECONDED BY HEIDI BRANDON TO ACCEPT AND APPROVE TRE BOARD OF DIRECTORS' MEETING MINUTES DATED SEPTEMBER 18, 2024, AS PRESENTED).** *Motion unanimously approved.*

#### VII. BOARD COMMITTEE REPORTS

a. Finance and Investment Committee (FIC)

Quarterly 401(k) Plan Review – Springs Wealth Group met with the FIC to review the 401(k) plan.

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All portfolios that are available for staff to invest in look healthy with none being on the watch list.

The group reviewed various matching rates and methodologies to simplify the match and offer additional incentives for staff to invest.

A recommendation was made to the TRE BOD to change TRE's current 401(k) rate and match and move to a 100% match up to the first 3% of salary. This request will be within what was budgeted for the 401(k) plan in the FY25 budget that was approved by the BOD in June 2024.

George Mentz, Board member asked that the recommendation be presented in writing before a formal vote is taken.

**A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY LAURIE HUISINGH TO RESCIND THE RECOMMENDATION/MOTION TO THE BOARD OF DIRECTORS UNTIL AFTER THE RECOMMENDATION IS PROVIDED IN WRITING TO THE BOARD OF DIRECTORS. *Motion unanimously approved.***

Heather Whitworth, CFO will work with Springs Wealth Advisors to provide written information on the suggested changes to the 401(k) rate and match. This written recommendation will be provided to the Board of Directors via electronic mail asking for a vote on the recommendation via electronic mail.

The 401(k) audit for the calendar year 2023 is complete and a copy was sent to BOD members via email earlier this week.

*Financial Statements through September 2024 and YTD Through September* – The group reviewed the statements with the following notes:

- For September 2024, a positive bottom line of \$955,000 for TRE; a loss of \$142,000 for 6385 Corporate Drive LLC with an adjusted positive bottom line of \$813,000 for TRE.
  - Cash position remains strong with approximately 2 months of cash on hand in TRE's Sweep and Bank Accounts.
  - Accounts Receivables are extremely high due to not having received payments from Early Intervention Colorado for any performed activities in Fiscal Year 25 (\$1.2 million over the 45-day normal payment timeline.) TRE continues to pursue these payments on a consistent basis.
  - The activity between 6385 Corporate Drive LLC and TRE covered the staffing and expenses related to the current TRE staff provided for the building.
  - Revenue is being recognized from the work being performed on the Backlog Reduction Plan. Revenue from Monitorings is very close to meeting the amount budgeted for in the FY25 budget.
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- Health Insurance for staff shows a negative number for the month due to this being accidentally accrued in August (paid and booked in August).
- FTEs show temporary staff in the number included in the budget as it was not certain whether TRE would hire temp workers or use a temporary agency for staff needed to work on the backlog reduction plan. Temp agencies are being used which skews the numbers in the budget.

**A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE THE SEPTEMBER 2024 FINANCIAL REPORTS FOR THE RESOURCE EXCHANGE. *Motion unanimously approved.***

b. Nominating Committee

George Mentz, Nominating Committee Chair welcomed Stephen Varela. Mr. Varela is from the Pueblo area and brings new expertise to the BOD.

The Committee continues to vet additional members for full BOD consideration.

Chair Landgraf informed the group that one BOD has chosen to no longer serve on the BOD.

c. Development Committee

60<sup>th</sup> Anniversary Celebration

Mrs. Defalco provided an overview of the activities for the 60<sup>th</sup> Anniversary Celebration.

A question was raised on whether TRE will continue to host the Art Shows. No plans have been made as of this writing.

d. 6385 Corporate Drive LLC Report

Don Gray, Facilities Director reported.

- Construction is wrapping up on all areas of expansion.
- New signage for the building will be installed by the end of the month.
- Winterization of the building was completed.
- Jennifer has held several walk throughs with potential clients in New Altitude's space.
- IT upgrades for New Altitude are now complete.

e. Executive Committee

Chair Landgraf reminded the BOD that if you receive a call or email from a client or family member, please forward that information to CEO Batchelor to respond to any concerns or requested information.



## VIII. CHIEF EXECUTIVE OFFICER'S REPORT

### Backlog Reduction Plan Update

Good progress is being made on the Backlog Reduction Plan. For specific information, please see the chart in the CEO's Report. Work in September focused on Prior Authorization Requests (PARs) for revisions of services and updating of services. The backlog of these was all completed.

In the area of referrals, intakes and initial levels of care, those numbers are not static. They are impacted by the number of referrals that are received each month. Additional information will be shared in November.

Delayed Service Plans has also seen significant progress. In September there were 117 remaining in that category. 113 were due to issues in the Care and Case Management (CCM) system.

Many Service Coordinators are carrying caseloads higher than 65. HCPF is requesting that these are monitored and reduced by January 2025. Consistent staffing is needed to meet this goal.

### Staffing, Retention and Training

Please note that the staffing report is as of October 1. Thirteen new staff started in October with an additional 6 to begin before October's end. Additionally, 13 temporary coordinators also started work this week as part of the 30 that have been hired to assist with the backlog. These temporary staff have done an amazing job.

CEO Batchelor explained the difference between the HR and Finance Reports on staffing and it is that the temporary staff were considered as staff when the budget was completed in June as it was not determined how they would be hired – through TRE or a staffing agency.

The group then discussed the importance of staff retention, reasons why staff leave employment at TRE and leadership's responses to identified trends. It was suggested to share with family members on the BOD to gain feedback from a parent's perspective.

Karey Urbanski, HR Director shared information on activities that TRE is working towards on retention as well as engagement (Employee Wellness and Engagement Committee; Additional mental health resources; Predictive Index Tools (behavior assessment tools); Professional Development; Support for and effectiveness of teams.

Feedback was shared that staff are receiving good training on TRE's culture, policy and procedures etc. but not the job-related tasks and specifically learning waivers and rules and regulations that come with each. CEO Batchelor shared that TRE is working hard to transfer classroom-based training to the application of that training in day-to-day work.

Job coaching, mentoring, support and team support are areas that are essential especially since the work is so complex.

Laura Thomas, Director of Ongoing Case Management in El Paso, Park and Teller Counties shared that HCPF has required trainings that all staff must complete. When onboarding new service coordinators, they are only introduced to two waivers at a time due to the complexity of the services, rules and regulations.

All Service Coordinators have information on waivers, rules and regulations available to them including access to those employees who have more specialized knowledge in various waivers.

The group then discussed the retention/turnover rates. This information will be provided in next month's CEO report.

The 1:65 ratio for caseloads as prescribed by HCPF was also discussed.

#### **IX. NEW BUSINESS**

- a. Strategic Focus for November 20, 2024 Board of Director' Meeting
  - Fundraising and Development

#### **X. ONGOING BUSINESS**

None.

#### **XI. PUBLIC COMMENTS**

None.

#### **XII. SCHEDULE OF NEXT MEETING**

The next Board of Director's meeting is scheduled for **Wednesday, November 20, 2024, 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 HEIDI BRANDON, SECONDED BY LAURIE HUISINGH TO ADJOURN THE REGULAR MEETING. *Motion unanimously approved.***

The regular session of the meeting adjourned at 8:45 am.

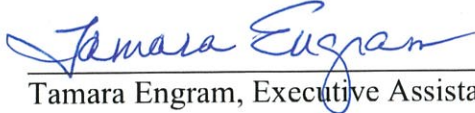
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SUBMITTED BY:



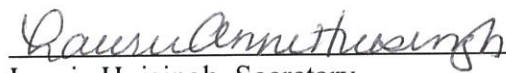
Colleen Head Batchelor, CEO

RECORDED AND TRANSCRIBED BY:



Tamara Engram, Executive Assistant

APPROVED AS TO FORMAT:



Laurie Huisingh, Secretary

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BUILDING INCLUSIVE COMMUNITIES SINCE 1964

**BOARD OF DIRECTORS' MEETING MINUTES**  
**Wednesday, November 20, 2024**

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

LOIS LANDGRAF, Chair – in person  
PATRICK DAVIS, Vice Chair – in person  
JESSIE MARTINEZ, Treasurer  
MEGAN BILLESBACH  
HEIDI BRANDON  
SARAH BRITTAIN JACK – in person  
BERNARD BYERS  
EMERALD DOYLE  
TRACI MARQUES  
GEORGE MENTZ  
JENNIFER THORNTON  
DAVE PAUL  
SHARON THOMPSON – in person

**MEMBERS ABSENT:**

LAURIE HUISINGH, Secretary  
STEPHEN VARELA

**STAFF PRESENT:**

COLLEEN BATCHELOR, CEO – in person  
SUSAN CALLAN, Ongoing Case Management Supervisor  
TAMARA ENGRAM, Executive Assistant – in person  
DORA FERGUSON, Information Technology Director  
DON GRAY, Facilities Director – in person  
CHAD GUFAROTTI, Assistant Director of Development – in person  
LORI GANZ, Early Intervention Clinical Services Director  
BRANDI GRIFFITHS, Case Management Manager  
MORGAN JACOBUS, Marketing and Communications Manager  
JENNIFER JONES, Intake Coordinator  
ASHLEY JORDAN, Ongoing Coordinator  
TAMIE KNERR, Controller  
RYAN KUYPER, Learning and Staff Development Director  
DE'AURA LEMUS, Strategy and Culture Specialist  
KELLY LYNG, Development Director

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CALLIE MURPHY, State General Funds Manager  
SARAH NOLAN, Volunteer Respite Programs Manager  
REBECCA PACK, Pueblo CMA Ongoing Coordinator  
MORGAN PANTALEO, Pueblo CMA Ongoing Coordinator  
MAKALA REYNOLDS, Learning & Staff Development Lead Coordinator  
KAREN RICE, Early Intervention Billing Manager  
KITTY SILVERS, Credentialing, Authorization & Billing Specialist  
GINGER STRINGER, Physician Outreach Program Specialist  
ROSEANNA STURTEVANT, Pueblo CMA Ongoing Coordinator  
KAREY URBANSKI, Human Resources Director  
NANCY VIGIL, Interim Director of Case Management Transition  
MADEJAN WATSON, Ongoing Coordinator  
HEATHER WHITWORTH, CFO

**GUESTS:**

DWAN ARAGON, Human Touch Home Health Care  
RUTH ANN ARBER, Lifeline  
RICHARD BARROS, Special Kids Special Families  
SARA CARDINAL, Goodwill Colorado  
DR KELLY, Ph Wellness  
KIM MATTHEWS, Community Member  
JEANETTE ORTIZ, ABC Home Health  
KELLY SPIEKER, Empty Stocking Fund Events Coordinator  
JENNIFER STREHLOW, New Altitude Director  
DEREK WAGNER, Community Member/Prospective BOD member  
CECILIA, no other information provided  
FALCON2004, no other information provided  
NAOMI, no last name or affiliation provided

**I. CALL MEETING TO ORDER**

The regular meeting was called to order at 7:35 am by Lois Landgraf, Chair.

**II. PUBLIC COMMENTS**

None.

**III. INTRODUCTION OF NEW STAFF**

The Board of Directors welcomed the new staff to TRE.

**IV. EMPTY STOCKING FUND (ESF)**

Ms. Kelly Spieker, Events Coordinator for ESF shared background information. 100% of all donations received go back to the partner agencies and can grow up to 45% thanks to

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matching grants from the Bruni Foundation, Chapman Foundation and El Pomar Foundation.

TRE's percentage allocation for the 24-25 campaign is 5.5%, an increase of .25% from last year. TRE's allocation increased due to TRE meeting the volunteer hours required and completing all of the points of the memorandum from last year. And one of the goals of ESF is to continue to grow each year.

A question was raised on whether the funds received must be designated for El Paso and Teller Counties. The funds are given to TRE. They can use the funds in the areas where they serve. ESF does not put any parameters or rules on the funds given to their partner agencies.

TRE received \$68,000 last year and it was directed to General Operating.

How can TRE's Board of Directors designate their donations to TRE? ESF does not designate donations to a certain partner. However, when a BOD member makes a donation on the website, mark that you are a Board Member, select agency name and then complete the form as directed. If you are not a BOD member, you can select how you want to be acknowledged as a donor.

The campaign is a year-round fundraising campaign. However, 95% of the fundraising activities are kicked off on Thanksgiving Day through January 25, 2025.

Chair Landgraf reminded BOD members that it is the intent of TRE's BOD to have 100% participation in giving to ESF.

## **V. STRATEGIC FOCUS AND MISSION MOMENT – FUNDRAISING AND DEVELOPMENT**

As most know, TRE is primarily government funded. This type of funding comes with contracts, contract deliverables, and restricted funding which means a lot of red tape for the contract holders and TRE's independent auditors. This funding does not pay for many of the needs and/or wishes of Members above and beyond program services nor administrative costs for the CMA to do business.

The easiest way to differentiate funding is:

1. Grants are short term supplemental help for programs.
2. Major gifts, foundations and long-term donors that give over a period of time allow TRE to build up unrestricted funding which can help with filling the gaps in our contract funding, such as employment for people with disabilities.

Kelly Lyng, Development Director provided an example about employment for one of TRE's Members. TRE is sharing his story and highlighting the benefits to the company that hired him. This type of story can help educate our community about the benefits of employing someone with a disability.

TRE also sponsors Lunch and Learn sessions for New Altitude members and Long-Term Tenants so they can learn more about people with disabilities and TRE's mission.

In the past year, TRE kicked off its Capital Campaign which will continue for five years. Donors receive a tax break when making a donation to this campaign.

Upcoming Events:

- Colorado Gives Day – Tuesday, Dec 10, 2024 (can give at any time). Focus: Respite Programs and Summer Camp Costs. Goal: \$10,000
- Drive Thru Santa, December 14, TRE Parking Lot. (ESF Event)  
Something new this year – partnering with the Olympic Museum. Every child who comes to the Drive Thru will also receive a toy from Santa.

## VI. CONSENT AGENDA

**A MOTION WAS MADE BY SARAH BRITTAIN JACK, SECONDED BY HEIDI BRANDON TO ACCEPT AND APPROVE TRE BOARD OF DIRECTORS' MEETING MINUTES DATED OCTOBER 16, 2024, AS PRESENTED).** *Motion unanimously approved.*

## VII. BOARD COMMITTEE REPORTS

a. Finance and Investment Committee (FIC)

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

- YTD for TRE only shows a positive of \$61,925, which is \$480,000 ahead of the budget.
  - October 2024 shows a loss of \$785,000. Several factors for this loss in Expenses are:
    - Three payroll month.
    - Annual IT Licenses Renewals (were paid monthly in the past). This expense will be reallocated to a monthly expense in the financial statements.
    - Consultant payments to Addison Group for temporary staff and hiring assistance.
    - The Leaf Project Display in the main lobby.
    - Commissions due to Olive Real Estate for two long term leases.
    - Early Childhood Services shows a loss due to not being paid for payroll expenses for October. This is a timing issue.
    - Revenues have decreased in PMPM and Monitoring activities.
  - Accounts Receivables for October 2024 are extremely high due to:
    - \$294,000 for prior fiscal year Targeted Case Management (TCM) claims that are still being submitted for payment. Unknown timeframe for payment.
    - Outstanding payments for EI Colorado and CMA. (Both are now current).
-

- CMA and accounts payable staff will focus on reconciliation for payments that need to be made to Pueblo County Department of Human Services (for services rendered).
- Cash position remains strong.
- Intercompany Activities include:
  - Tenant finish payments.
  - Salaries and other expenses paid.
  - TRE's Investment in 6385 Corporate Drive is \$4,138,000 to date.
- Long Term Investments are looking healthy. The market decreased some at the end of October which affected the investment income.
- Balance Sheet:
  - Accrued vacation liabilities have increased to over \$1.5 million.
  - Restricted Funding: \$133,000 restricted by donors and \$357,000 remaining BOD restricted funding for Strategic Capital.
- 401(k) Match Language Revision – Springs Wealth recommended a change in the language of the new matching criteria due to the need to revise the 401(k) Plan shortly after the new benefits period beginning January 1, 2025. The Plan will be amended so the Plan language will match what TRE has authority to change with discretionary matches/funding changes.

The FIC recommends the adoption of the revised language as follows (to comply with Plan requirements): "The company will match 50% of employee contributions up to 6% of their salary."

- Audit Updates:
  - Early Childhood Mental Health Desk Audit begins this week.
  - A clean audit for HCPF grant funds.
  - Financial Audit- Ongoing issues with the EI contract portion due to missing federal expenditure numbers. (Of note: TRE recently received this information).
  - The Loan Agreement with the Bank of San Juan requires that TRE Audits are completed and submitted to them by mid-December. Heather Whitworth, CFO continues to update them as needed.

**A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE THE OCTOBER 2024 FINANCIAL REPORT FOR THE RESOURCE EXCHANGE. *Motion unanimously approved.***

**A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE THE REVISED LANGUAGE TO THE DISCRETIONARY MATCH FOR TRE'S 401(k) PLAN: THE COMPANY WILL MATCH 50% OF EMPLOYEE CONTRIBUTIONS UP TO 6% OF THEIR SALARY. *Motion unanimously approved.***

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b. Nominating Committee

Patrick Davis, Vice Chair informed the group that Derek Wagner is in attendance as a prospective BOD member. Members of the Nominating Committee will meet with Mr. Wagner to determine his continued interest. A formal nomination will be presented at the first BOD meeting after that meeting.

Another prospective candidate was not available to attend today's meeting but will join the BOD meeting in January 2025.

The Committee is looking at off-cycle nominations/elections due to vacancies on the BOD.

Commissioner Mentz then shared information on a personal honor that he and his wife received while in Indonesia. Congratulations and thank you for sharing this with the group.

c. Development Committee

Christmas in July 2025 – TRE will partner with the Adaptive Technology Fair in July 2025. Look for more details soon.

TRE's Gratitude Event is scheduled for Wednesday, January 29, 5:30-7:00 pm. Invitations will be sent soon.

TRE Art Show is tentatively scheduled for September 11, 2025. The theme for artwork is 'Stories'. More details will be shared soon.

Capital Campaign – Dr. David and Kim Matthews hosted an event in their home for TRE and its Capital Campaign. Mrs. Matthews shared how she planned the event and offered assistance to others when planning their event.

Other Committee and Board members were encouraged to host this type of event. This is an opportunity to share who TRE is, its mission, introduce a couple of people who receive TRE services, the need for additional funding and the positive aspects of TRE's Capital Campaign with your network and colleagues.

Jennifer Thornton, Board Member asked Mr. Davis, Vice Chair to contact her to discuss how and when one of these events could be held in Pueblo County.

d. 6385 Corporate Drive LLC Report

Jennifer Strehlow, Director reported.

- New Altitude has experienced turnover with Members and Offices being rented. The vacancies are being filled once again.
- Conference room rentals are also an area where revenue can be generated. A possible issue is the amount of time that conference rooms are being used by agencies without payment (i.e, TRE). Also, an area to research is why community

members are not using the conference rooms. More research needs to be done to pinpoint the answers.

- Conference rooms should also be available for educational purposes (i.e., Lunch and Learn sessions, sessions for schools, parents, providers to learn about waivers, etc.).
- Also want to be able to host other special events and fundraisers.

e. Executive Committee

Chair Landgraf shared that the Committee discussed BOD member nominations, development of the BOD and the Backlog Reduction project.

## VIII. CHIEF EXECUTIVE OFFICER'S REPORT

### Backlog Reduction Plan Update

Good progress is being made on the Backlog Reduction Plan. Staff are reporting that TRE is caught up to current items in almost all categories.

A question was raised about what the backlog reduction plans looks like at the State level. If TRE or another CMA is current, but the State is not, what is the true impact for people needing services. Colleen Batchelor, CEO will send a link to BOD members that shows this type of information.

Amanda Lofgren, HCPF shared that while she was on leave her staff contacted her to share how impressed they were with TRE staff and their engagement with HCPF on their backlog reduction efforts.

### Customer Service and Responsiveness

TRE must work on timely responses to Members, customers, etc. Caseload numbers are going down, which should help remedy our responsiveness issues.

TRE's Executive Team is also focusing on Customer Service – its definition, what steps are being taken to improve TRE's customer service in all areas.

### Systems Changes

Work continues with HCPF, TRE staff and others on the challenges that the continued systems changes are having on staff and for people with disabilities. These constant changes and workarounds are exhausting, and it is not sustainable. HCPF must address how they plan to minimize the administrative burden as the systems continue to change.

This also impacts TRE's internal work as changes needed for TRE's progress may need to be delayed so that staff are not burned out.

### State Budget

The Governor's budget does not include any "across the board" cuts to programs. However, there also is no common policy rate increase. The Governor's budget is being

reviewed by the Joint Budget Committee and Alliance Colorado will be monitoring JBC Hearings in December to determine advocacy that may be needed.

Early Intervention Services has been receiving \$3.5 million to help with workforce investment for the past 3 fiscal years. The Governor's budget has included this money plus an additional \$100,000 to cover growth in the program. This means adjustments will be needed in how EI Colorado manages workforce investment activities. Currently, they are not anticipating any cuts to programs.

The Governor's budget also included a request to make Early Intervention an entitlement program in Colorado. This will require legislation, and it is hoped that it would be sponsored by the Joint Budget Committee.

Ms. Thornton shared another area that is expecting a huge cut is autism services and ABA Therapy (reimbursement from the State). This will not directly impact TRE but will impact many families receiving services from TRE. Ms. Batchelor and Ms. Thornton will meet to discuss needed advocacy.

TRE is working with both Alliance Colorado and Ed Bowditch, TRE Lobbyist, on these issues so that the Joint Budget Committee is made aware of the challenges associated with the proposed budget.

## **IX. NEW BUSINESS**

There will not be a BOD meeting in December 2024.

Governor Appointed Boards – Mayor Sharon Thompson, Board member shared that there are vacancies on several Governor Appointed Boards, including the DD Council. Ms. Engram will send the information to BOD members or use Google to find the information.

## **X. ONGOING BUSINESS**

None.

## **XI. PUBLIC COMMENTS**

Sarah Nolan, TRE Volunteer Respite Program Manager informed the group that TRE was awarded a grant from Disabling Barriers to help address the funding shortfall for TRE's Respite Programs. Thank you to the BOD for approving this grant application. It is a big win for our families.

Ms. Nolan then reminded the group that they are always looking for volunteers for the many programs offered to families, but especially in December. If you are able to help, please contact Ms. Nolan or Tammie Engram.

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## **XII. SCHEDULE OF NEXT MEETING**

The next Board of Director's meeting is scheduled for **Wednesday, January 15, 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**

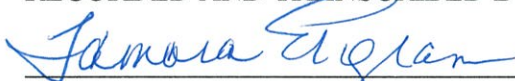
**A MOTION WAS MADE BY PATRICK DAVIS, SECONDED BY SARAH BRITTAIN JACK TO ADJOURN THE REGULAR MEETING. *Motion unanimously approved.***

The regular session of the meeting adjourned at 8:55 am.

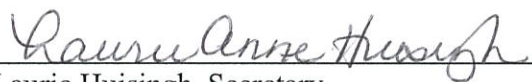
SUBMITTED BY:

  
Colleen Head Batchelor, CEO

RECORDED AND TRANSCRIBED BY:

  
Tamara Engram, Executive Assistant

APPROVED AS TO FORMAT:

  
Laurie Huisingh, Secretary