



BOARD OF DIRECTORS' MEETING MINUTES
Wednesday, January 15, 2025

MEMBERS PRESENT: (via Teams unless otherwise noted)

LOIS LANDGRAF, Chair
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
JENNIFER THORNTON
SHARON THOMPSON – in person

MEMBERS ABSENT:

DAVE PAUL (attempted to login but had difficulty)
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
CHAD GUFAROTTI, Assistant Director of Development – in person
LORI GANZ, Early Intervention Clinical Services Director
STACY SMITH, Ongoing Coordinator Pueblo
JOE VALVERDE, Family Support Services Program Supervisor
SARA BOLDT, Early Intervention Team Lead
JOHANNA MADANY, Early Intervention Therapist
SELEMAH GRIFFE, Support Coordinator Pueblo
CYNTHIA SANTIAGO COLLADO, Ongoing Coordinator
KAREN RICE, Billing Manager
HEATHER MEIZIS, Interim Director
LAURA THOMAS, Director of Ongoing Service Coordination
BRANDI GRIFFITHS, Case Management Manager

MORGAN JACOBUS, Marketing and Communications Manager – in person
KYLE COX, Interim Director of Intake
TAMIE KNERR, Controller
RYAN KUYPER, Learning and Staff Development Director
DE'AURA LEMUS, Strategy and Culture Specialist
KELLY LYNG, Development Director
CALLIE MURPHY, State General Funds Manager
SARAH NOLAN, Volunteer Respite Programs Manager
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
KAREY URBANSKI, Human Resources Director – in person
NANCY VIGIL, Interim Director of Case Management Transition
HEATHER WHITWORTH, CFO

GUESTS:

TRACY BROWN, Common Roots – in person
JENNIFER RISDALL, Stellar Care – in person
REBECCA STRICKLAND, Stellar Care – in person
DENE KISER, MK Legacy – in person
JENNY CHASE, Overture – in person
HAYLEY THOFENDICK, Overture – in person
REBECCA MOORE, Kaaum – in person
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
CHARLOTTE MCCLANAHAN, MK Legacy
DAVID PUMP, Pueblo Diversified Industries
KIANA ADAMS, no other information provided
ERIN, no other information provided
DWAN ARAGON, Human Touch Home Health Care

- **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**

The Board of Directors welcomed the new staff to TRE.

- **LEGISLATIVE COMMITTEE UPDATE**

Mr. Ed Bowditch provided a legislative and Colorado state budget overview for the Board of Directors.

Legislative Session Overview: The current legislative session has been relatively quiet with about 150 bills introduced so far and an expectation of another 300 by the end of the month.

Budget Shortfall: The main issue this year is the \$700 million budget shortfall for the next fiscal year, starting July 1. This shortfall is due to a combination of factors, including Medicaid utilization, property tax reduction, and a measure approved in 2024 requiring \$350 million for law enforcement. Currently, there was no request for a reduction in case management agency funding this year. Several strategies to address the budget shortfall have been discussed so far and include a proposed \$140 million reduction in K12 education, the proposed sale of the Colorado workers' compensation company, Pinnacol, and the possibility of authorizing internet gaming.

Meeting with New Delegation Members: Mr. Bowditch announced a planned meeting for TRE leadership with three new members of the legislative delegation on February 13th to educate them on issues of interest to the organization and the people they serve. A concise and clear agenda is recommended to be presented to legislators.

- **MISSION MOMENT – TRE Staff**

Staff of TRE presented to the Board why they joined TRE and why they have remained at TRE as employees. Staff highlighted the importance of team support, flexibility, training, and the organization's commitment to quality care.

- **STRATEGIC FOCUS AND MISSION MOMENT – STAFF RETENTION, ENGAGEMENT, AND RECRUITMENT – Karey Urbanski**

Karey Urbanski, Director of Human Resources, presented updated information on TRE's turnover and hiring data. TRE has made significant progress in increasing recruitment and hiring for vacant positions as well as reducing the turnover of existing staff over the past 6 months. In March of 2024, TRE's vacancy rate within the CMA was 50-60%. TRE is now got a vacancy rate of less than 10%. This has been accomplished through strong collaboration between the Human Resources Department and team with the leadership of the program areas of the organization.

Recruitment Strategies:

Partnerships with staffing agencies to fill "hard to fill" positions – TRE has hired more than 40 candidates in 2024 through staffing agencies and the retention rate has been strong.

Transitioning temporary staff into permanent staff – TRE secured 30 temporary staff to address the CMA backlog plan in 2024. Fourteen of those 30 have now converted to permanent full-time staff.

Hiring events across our various communities – TRE has attended career fairs where interviews and job offers are obtained during the fair. The HR Department has hired a new position focused on recruitment.

Predictive Index – TRE has begun to implement Predictive Index, a behavioral tool that supports alignment of skills, qualities and professional desires with appropriate job positions. It is being utilized currently with all Case Management Coordinator applicants.

Retention Strategies:

Supervisor Training Path – Multiple training modules to support supervisors in their roles are being implemented, such as Basics of HR, 2-day Supervisor Boot Camp, Predictive Index. Additional modules are being developed for later this year.

Mental Health and Well Being Supports – A variety of mental health and wellbeing supports are being provided to staff, including EAP, Better Help, a Lifestyle Spending Account, and revival of the Employee Wellness and Engagement Committee.

Predictive Index – The assessment information will be provided to supervisors and teams to support effective mentoring, coaching, and teaming.

- **CONSENT AGENDA**

A MOTION WAS MADE BY SHARON THOMPSON, SECONDED BY SARAH BRITTAIN JACK TO ACCEPT AND APPROVE TRE BOARD OF DIRECTORS' MEETING MINUTES DATED OCTOBER 16, 2024, AS PRESENTED) AND THE APPROVAL OF THE FAMILY SUPPORT COUNCIL NEW MEMBER. *Motion unanimously approved.*

- **BOARD COMMITTEE REPORTS**

a. Finance and Investment Committee (FIC)

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

- YTD for TRE shows a positive of \$16,838, which is \$647,000 ahead of the budget.
 - December 2024 shows a gain of \$416,095.
 - CMA produced strong revenues through the backlog reduction efforts.
 - Accounts Receivables for December 2024 are extremely high due to:
 - Outstanding payments for EI Colorado.
 - Cash position remains strong.
 - Paid time off accruals continue to grow, which is concerning. Staff report difficulty taking time off due to heavy workloads in the past year.
 - Long Term Investments are looking healthy. The market made good gains in November but then decreased some in December.
 - Balance Sheet:
 - Accrued vacation liabilities have increased to over \$1.5 million.
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Mid-Year Tenure Salary Adjustment – The FIC discussed a 3–5-year plan to move TRE salaries to the 50th – 60th percentile of the market in order to improve retention and recruitment of quality employees. The first step in this plan is to address the compression of salaries that has occurred due to focus on market increases of all positions and limited rate increases in contracts. This first step would provide just under 1% increase for staff who have been with TRE prior to 6/30/24. An effort will be made annually to provide a mid-year adjustment for tenure to continue addressing salary compressions. The cost for this increase would be \$61,000 for the remainder of this fiscal year.

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

A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE THE MID-YEAR SALARY ADJUSTMENT FOR TENURED STAFF. *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. Development Committee

2024 Fundraising – For calendar year 2024, TRE raised \$259,774 with 311 total donors. This does not include grants obtained. This is a combined total of general fundraising and capital campaign. This is a doubling of the amount raised in 2023 which was \$125,347 with 76 total donors.

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

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

Capital Campaign – Patrick Davis and Ron Rubin will host a happy hour event at TRE in support of the Capital Campaign this evening. Board members are encouraged to attend and learn how this can be supported and are encouraged to schedule a similar event during this year.

d. 6385 Corporate Drive LLC Report

Jennifer Strehlow, Director reported.

- New Altitude's current priority is increasing office memberships. Formal marketing and networking efforts will be the primary strategies to increase

memberships. This will be evaluated over the next 6 months to drive success. The Board can assist by thinking of business contacts who may want to create a satellite office in Colorado Springs. Please share these ideas with Jenn Strehlow.

- Conference room rentals are also an area where revenue can be generated. Efforts are underway to create 2 additional conference room spaces for TRE so that the community and New Altitude members have access to the other conference rooms.
- 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

Vice Chair Davis shared that the Committee discussed the 2025 Board Calendar which was shared.

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. TRE held a year-end meeting with HCPF where staff were congratulated on their success in eliminating the backlogs. The CMA team's focus is now on sustainability to prevent any future backlogs.

Early Intervention Entitlement Legislation

Colorado Department of Early Childhood is pursuing legislation that would make Early Intervention an entitlement program. This would mean that the state would ensure that all children referred and eligible would have access to covered early intervention services. This legislation would allow the Department of Early Childhood to overspend its allocation from the state in order to cover growth in the numbers of children served. The JBC has expressed they are not interested in carrying this bill due to the state budget challenges. Other elected officials are being sought to carry the bill.

Gazette Best Workplaces

In early December 2024, TRE was awarded 1st place in the Extra-Large Company category of the Gazette Best Workplaces. This award is based on staff nomination and staff responses to a Gazette survey regarding workplace. At least 50% of the organization's staff must respond in order to qualify as a nominee.

• NEW BUSINESS

- a. Strategic Focus for February 19, 2025, Board of Director' Meeting
 - Case Management Agency

X. ONGOING BUSINESS

None.

XI. PUBLIC COMMENTS

Rebecca Moore with Kaaum expressed a desire to collaborate more effectively between the Case Management Agency and service providers. Ms. Warren expressed challenges with communication, timely response to outreach, and training of staff.

Jennifer Risdall with Stellar Care agreed with these comments and shared how the challenges have impacted providers in being able to effectively serve individuals and it has created significant financial losses for them.

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

The regular session of the meeting adjourned at 9:34 am.

SUBMITTED BY:

Colleen Batchelor
Colleen Head Batchelor, CEO

RECORDED AND TRANSCRIBED BY:

Colleen Batchelor
Colleen Head Batchelor, CEO

APPROVED AS TO FORMAT:

Laurie Anne Huisingh
Laurie Huisingh, Secretary

Response to Public Comments from the 1.15.25 BOD meeting.

Public Comments: Representative agencies from the Association for Agency Excellence expressed their concerns about communication and collaboration between TRE and HCBS service providers. They emphasized the need for better responsiveness and training to ensure effective service delivery to people served by TRE.

Response: TRE values our partnerships with Provider agencies and collaboration is essential. We too recognize that this has been a difficult year and Case Management Redesign has been difficult for both Providers and CMAs. The theme of the Public Comments focused on a lack of timely and responsive communication from TRE, adequate training of staff, and a need for better collaboration.

TRE appreciates the ideas that providers bring to the table to improve process and collaboration and consider them ongoing as part of our strategic discussions. Some of the things we are doing to address training and responsiveness of staff:

- TRE is refining training processes for Service Coordinators to improve continuity and competency within the organization.
- Supervisors have been provided with extensive supervisory training as well as refresher trainings to ensure we are aligned and working collaboratively.

CMA responsiveness is improving, and we are working to build back trust with the community. We are doing this through several strategies that mostly include looking at workload of SCs, Supervisors, Managers and Directors to build capacity to be more responsive. We are also tracking, trending and addressing complaints differently than we have in the past.

CMA Leadership acknowledges that they too can improve in their responsiveness and these efforts will assist them to do so.

- We are meeting with teams differently to ensure understanding of needs.
 - We meet with providers monthly to hear feedback, share information, and collaborate on solutions.
 - We are looking at internal processes to ensure messages get to the *right* person for timely response.
 - We heard feedback a few months ago that Providers were not always being invited to annual meetings or informed as preferred. We continue to remind Coordinators about the options available to members and encourage agency invitations and participation.
 - As TRE evolves the Vault, we are confident that the provider and Member portals will increase communication between all parties involved.
 - If someone is not responsive within 2 business days, it is reasonable for an escalation to be filed, or the supervisor to be contacted. Escalations can be filed via our website on the Complaint form. Leadership will be accountable to ensuring responsiveness.
 - TRE meets monthly with governing agencies to review provider concerns.
 - It is important to note that while we can improve communication and responsiveness for challenges within our control, many issues are state system based and complex. TRE
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cannot always unilaterally correct or fix. We will communicate this information as appropriate as challenges are brought to our attention.

- TRE is reviewing structure, training and policy to reemphasize proactive case management approaches.
- We have made significant progress in hiring over the past few months that will allow for the workload of service coordinators and support staff to be reduced and increased accountability for responsiveness and partnership.





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

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

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.

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 Landgraaf 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.

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:

Colleen Head Batchelor, CEO

RECORDED AND TRANSCRIBED BY:

Colleen Head Batchelor, CEO

APPROVED AS TO FORMAT:

Laurie Huisingh, Secretary



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Wednesday, March 19, 2025

MEMBERS PRESENT: (via Teams unless otherwise noted)

LOIS LANDGRAF, Chair – in person
PATRICK DAVIS, Vice Chair
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MEGAN BILLESBACH
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SARAH BRITTAIN JACK – in person
BERNARD BYERS
EMERALD DOYLE
TRACI MARQUES
GEORGE MENTZ
DAVE PAUL
SHARON THOMPSON – in person

MEMBERS ABSENT:

LAURIE HUISINGH, Secretary
JENNIFER THORNTON
STEPHEN VARELA

STAFF PRESENT:

CORINNE ARELLANO, CMA Coordinator, Ongoing, Pueblo
BRAELYN AYALA, CMA Coordinator, Ongoing, Pueblo
COLLEEN BATCHELOR, CEO – in person
KIEYA BELMONT, CMA Coordinator, Ongoing, Pueblo
LINDSEY BROUGH, Speech Language Pathologist – in person
DESTINY CHAVEZ, Intake Coordinator, Pueblo
TINA CHAVEZ, CMA Coordinator, Prior Authorization Request
DANIEL COWLES, CMA Coordinator, Ongoing
ROBERT DAVISON, Nursing Facilities Coordinator
LIVIA DEMOPOULOS, CMA Coordinator, Ongoing
CLARE DUNNING, CMA Coordinator, Ongoing
TAMARA ENGRAM, Executive Assistant – in person
DORA FERGUSON, Information Technology Director
SETH FULLER, CMA Coordinator, Ongoing



ALISON GERVAIS, CMA Coordinator, Ongoing, Pueblo
HEIDI GILBERT, CMA Coordinator, Quality
ALISHA GRESHAM, CMA Coordinator, Ongoing
CHAD GUFAROTTI, Assistant Director of Development – in person
BRANDI GRIFFITHS, Case Management Manager
MORGAN JACOBUS, Marketing and Communications Manager
LAUREN JAROME, CMA Coordinator, Quality
RYAN KUYPER, Learning and Staff Development Director
KELLY LYNNG, Development Director
VANESSA MARTIN, EI Lead
HEATHER MEIZIS, CMA Operations and Communications Director
GINGER McBRIDE, Lead Coordinator-Learning & Staff Development
WENDY MORAD, Licensed Medical Professional
CALLIE MURPHY, State General Funds Manager
MEGAN NICHOLSON, CMA Coordinator, Ongoing, Pueblo
SARAH NOLAN, Volunteer Respite Programs Manager
CHARLENE NOVAK, CMA Coordinator, Ongoing, Pueblo
SALLY NUSBAUM, CMA Coordinator, Ongoing
ZULLY PARKER, CMA Coordinator, Ongoing
JILLIAN RAIGER, CMA Coordinator, Ongoing
KAREN RICE, Early Intervention Billing Manager
DOMONIQUE ROSARIO, CMA Coordinator, Ongoing
DIANA SALAZAR, CMA Coordinator, Quality
RACHEL SANDEEN, Respite Programs Assistant
METZY SHRADER, CMA Coordinator, Quality
KITTY SILVERS, Credentialing, Authorization & Billing Specialist
ANNIKA SQUIRES, CFS Coordinator
GINGER STRINGER, Physician Outreach Program Specialist
THEODORE THOMPSON III, CFS Coordinator
CHERI ULMER, Program Support Manager
KAREY URBANSKI, Human Resources Director
HOLLY WARNER, CMA Coordinator, Quality
LOUISE WHEELER, CMA Coordinator, Ongoing, Pueblo
HEATHER WHITWORTH, CFO
MARGRETTA WILLEMIN, CMA Coordinator, Ongoing
DANIELLE WRIGHT, Quality Coordinator
TIMOTHY WRIGHT, CMA Coordinator, Ongoing

GUESTS:

DWAN ARAGON, Human Touch Home Health Care
RUTH ANN ARBER, Lifeline
RICHARD BARROS, Special Kids Special Families
ED BOWDITCH, Bowditch and Cassell Public Affairs
TRACY BROWN, Common Roots

MATEO FLORES, Stallar Care
JENN PEREZ
JENNIFER STREHLOW, New Altitude Director

I. CALL MEETING TO ORDER

The regular meeting was called to order at 7:37 am by Lois Landgraf, Chair.

II. PUBLIC COMMENTS

None.

III. INTRODUCTION OF NEW STAFF

The Board of Directors welcomed the new staff to The Resource Exchange.

IV. LEGISLATIVE UPDATE – Ed Bowditch

Mr. Bowditch provided updates on activities at the State Capital. Much of the current work is focused on the budget.

- Joint Budget Committee (JBC) will hopefully finalize their budget recommendations today.
- Long Bill will be introduced to the Senate on Monday.

Information pertinent to TRE:

- JBC voted to approve a supplemental appropriation to make the Early Intervention Program budget whole for this fiscal year-the remaining 3-1/2 months left in this fiscal year.
- JBC will continue to finalize their recommendations for the coming fiscal year. At this time there are no drastic cuts to programs that could affect the people that TRE supports.
- To date, the JBC has not planned to propose any reductions in provider rates, or State funded programs like Family Support and State Supported Living Services (SLS).

The information and education opportunities provided by TRE and provider agencies at their Legislative Town Halls and other events are very beneficial for the elected officials.

Mr. Bowditch and Colleen Batchelor, CEO continue to schedule time with TRE's delegation. However, it is very important that family members reach out to their elected representatives to share their stories and needs.

V. MISSION MOMENT AND STRATEGIC FOCUS – Social Impact Work at TRE

Sarah Nolan, Volunteer Respite Programs Manager, introduced Mr. Stephen Feinland. Mr. Feinland shared his appreciation as a single dad for the respite programs offered. He

added that these programs are very important. He encouraged everyone to volunteer and donate towards the respite programs.

Lindsay Brough, Speech Language Pathologist and Jennifer Strehlow, Director of New Altitude discussed the use of assistive technology in early intervention, including low-tech, mid-tech, and high-tech devices to support children's independence and development.

- **Low-Tech Devices:** Ms. Brough explained that low-tech assistive technology devices include items like glasses, pencil grips, and weighted blankets, which help children with motor difficulties and sensory regulation.
- **Mid-Tech Devices:** Mid-tech devices include adapted toys with switches that allow children with motor difficulties to play independently. Ms. Brough demonstrated how simple modifications can make toys accessible and more enjoyable for children.
- **High-Tech Devices:** High-tech devices include communication devices and wheelchairs. These devices can grow with the child, supporting their communication and mobility needs throughout their life.

Ms. Brough explained the toy adapting project, which teaches families how to adapt toys for children with motor difficulties, making play more accessible and enjoyable.

Ms. Nolan provided an overview of TRE's respite programs - Break Time (Birth-21 years of age), Gathering Time (18-35 years of age), Cooking Time (held at The Arc's adaptive kitchen for preteens, teens and adults), and Our Time (for siblings of kids with disabilities). All programs are funded through State General Funds, grants and donations.

Ms. Strehlow discussed the social impact of New Altitude with one of its goals focusing on decreasing unemployment among individuals with disabilities and partnering with organizations to create meaningful employment opportunities. The partnerships and collaborations with organizations like Whispering Aspen, UCCS, and RM Soap Market to support employment for individuals with disabilities were highlighted. If you know of businesses that could benefit from employing people with disabilities, please let TRE know.

Each presenter encouraged donations, volunteer support, and spreading awareness about TRE's programs that are not always funded by State and Federal dollars.

VI. CONSENT AGENDA

One correction to the February 19, 2025 BOD Meeting Minutes was presented – Emerald Doyle was not present at the meeting.

A MOTION WAS MADE BY SARAH BRITTAIN JACK, SECONDED BY HEIDI BRANDON TO ACCEPT AND APPROVE TRE BOARD OF DIRECTORS' MEETING MINUTES DATED FEBRUARY 19, 2025 WITH THE CORRECTION NOTED). *Motion unanimously approved.*

VII. BOARD COMMITTEE REPORTS

a. Finance and Investment Committee (FIC)

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

- Jessie Martinez, Treasurer provided a financial update, reporting higher-than-expected revenues of \$794,000 for February, including a one-time payment for training, and grants received for respite programs.
- New Altitude memberships are down. An aggressive marketing campaign is underway.
- The line of credit with Collegiate Peaks Bank (formerly Bank of San Juans) has been renewed for two years with the transfer of \$130,000 to TRE's Collegiate Peaks account. This transfer brings the balance to \$300,000 which is required.
- Audit Updates:
 - 900 Report is being worked on.
 - The Single Audit will be complete by the end of this month and filed with the IRS by the deadline of May 15, 2025.

A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE THE MARCH 17, 2025 FINANCIAL REPORT FOR THE RESOURCE EXCHANGE. *Motion unanimously approved.*

b. Development Committee

Kelly Lyng, Development Director reported.

Ms. Lyng discussed the Development Committee's efforts, including speaking engagements, partnerships, and celebrating TRE's one-year anniversary of serving the Pueblo community. Be sure to follow TRE on social media to keep up-to-date on all the activities.

Charlie Huebner, Olympic Paralympic Committee and past TRE Board member joined a recent meeting to discuss Advisory Councils etc. in relation to funding for TRE.

c. 6385 Corporate Drive LLC Report

Jennifer Strehlow, Director reported.

- Ms. Strehlow introduced Amanda DeMarco as the new hire for New Altitude. Welcome Amanda.
- As Treasurer Martinez reported earlier, New Altitude has increased its marketing efforts and customer experience efforts to increase revenue and elevate businesses.
- Ms. Strehlow will send a template to TRE BOD members regarding Google reviews.

d. Executive Committee

Lois Landgraf reported.

The Executive Committee did not have a formal meeting. Lois Landgraf, Chair informed the group that Congressman Crank's office representatives called to discuss the Medicaid

Plan proposed cuts. A meeting regarding this issue will be scheduled soon with CEO Batchelor.

VIII. CHIEF EXECUTIVE OFFICER'S REPORT

State Budget Meetings – CEO Batchelor spent much of the past month meeting with State Department representatives, JBC staff and our elected officials on the importance of continued funding for many of TRE's programs.

Case Management Systems Changes – Work continues on the simplification of internal and external processes and interactions. The first step of our organizational restructuring was recently implemented by moving back to one case management department. This will eliminate the duplicative work that was being done and streamline this work and communications both internally and externally.

Children's services are also being reviewed to be certain that interactions across the board are as efficient as possible.

IX. NEW BUSINESS

None

X. ONGOING BUSINESS

None.

XI. PUBLIC COMMENTS

None.

XII. SCHEDULE OF NEXT MEETING

The next Board of Director's meeting is scheduled for **Wednesday, April 16, 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 HEIDI BRANDON, SECONDED BY GEORGE MENTZ TO ADJOURN THE REGULAR MEETING. *Motion unanimously approved.*

The regular session of the meeting adjourned at 9:20 am.

These meeting minutes were unanimously approved by The Resource Exchange's Board of Directors at their April 16, 2025 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 16, 2025

MEMBERS PRESENT: (via Teams unless otherwise noted)

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

MEMBERS ABSENT:

BERNARD BYERS
TRACI MARQUES
DAVE PAUL

STAFF PRESENT:

KELSEY ANDERSON, CMA Coordinator, Ongoing
COLLEEN BATCHELOR, CEO – in person
CYNTHIA BUELL, CMA Coordinator, Ongoing
SUSAN CALLAN, CMA Coordinator Supervisor
KYLE COX, Navigation Manager
MAKALA CRIST, Lead Coordinator, Learning & Staff Development – in person
MITCHELL DAY, CMA Coordinator, Ongoing
SYDNEY DEARING, CMA Coordinator, Ongoing
MORGAN DeFALCO, Marketing and Communications Manager – in person
LIVIA DEMOPOULOS, CMA Coordinator, Ongoing
TAMARA ENGRAM, Executive Assistant – in person
DORA FERNANDEZ, Information Technology Director
LORI GANZ, Director of Clinical Services
BROOKE GARNER, CMA Coordinator, Enrollment
CHAD GUFAROTTI, Assistant Director of Development – in person

BRANDI GRIFFITHS, CMA Manager
RYAN KUYPER, Learning and Staff Development Director
KELLY LYNG, Development Director – in person
CALLIE MURPHY, State General Funds Manager
SARAH NOLAN, Volunteer Respite Programs Manager
TAMARA PERALTA, CMA Coordinator, Ongoing, Pueblo
KAREN RICE, Early Intervention Billing Manager
JEAN PAUL RODRIGUEZ, CMA Coordinator, Intake
DOMONIQUE ROSARIO, CMA Coordinator, Ongoing
ANGELIQUE ROYBAL, CMA Coordinator, Intake
METZY SHRADER, CMA Coordinator, Quality
KITTY SILVERS, Credentialing, Authorization & Billing Specialist
JENNIFER STREHLOW, New Altitude Director – in person
LAURA THOMAS, Adult Services Director
CHERI ULMER, CMA Manager
KAREY URBANSKI, Human Resources Director
CHARLES URWIN, CMA Coordinator, Intake, Pueblo
NANCY VIGIL, Quality and Compliance Director
HEATHER WHITWORTH, CFO

GUESTS:

DWAN ARAGON, Human Touch Home Health Care
RUTH ANN ARBER, Lifeline
SCOTT BLOSSER, 6385 Corporate Drive LLC BOD Member
HARVEY BRICE
TIM CUNNINGHAM, Cheyenne Village
CASS DALEY, Community Member
LISA HRINIK, Wipfli – in person
MEREL JONES
BRIDGET KIRBY, Community Intersections
FABIAN MENDOZA
SANDRA MONTEE
JONAS REYNOLDS, Wipfli – in person
ANTHONY SHIBATA, Wipfli – in person
REBECCA STRICKLAND
MARY
VANESSA
719.650.7032

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 The Resource Exchange.

IV. STRATEGIC FOCUS – Organizational Health, Systems to Support the Highest Quality in Person-Centered Service Delivery

Lisa Hrinik, Anthony Shibata and Jonas Reynolds from Wipfli presented updates on The Vault and other systems and processes Wipfli and TRE staff have been developing to support staff interaction with data and provider access to information.

Mr. Shibata provided an overview of the roadmap, detailing the infrastructure built to centralize data, streamline processes, and improve communication. He emphasized the goal of delivering high-quality service through efficient operations.

Mr. Reynolds demonstrated The Vault and explained that it was built to support intake, enrollment, and ongoing service coordination, highlighting the seamless environment for coordinators, providers and Members-(in the future).

V. CONSENT AGENDA

A MOTION WAS PRESENTED BY LOIS LANDGRAF, SECONDED BY SARAH BRITTAIN JACK TO ACCEPT AND APPROVE TRE BOARD OF DIRECTORS' MEETING MINUTES DATED MARCH 19, 2025. *Motion unanimously approved.*

VI. BOARD COMMITTEE REPORTS

a. Finance and Investment Committee (FIC)

Single Audit FY Ending June 30, 2024

Heather Whitworth, CFO provided an overview of the Single Audit Report for FY Ending June 30, 2024, which findings were unqualified, indicating the best rating possible.

Financial Statements through March 2025

The March Financial Statements showed a gain of \$524,000 mainly due to the last ARPA payment from the Colorado Department of Health Care Policy and Financing (HCPF).

- Revenues are conservative estimates due to final reports not being available.
- Accounts Receivables are down. Early Intervention Colorado is up to date with payments
- The line of credit with Collegiate Peaks Bank (formerly Bank of San Juans) has been renewed for two years.

A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE THE APRIL 14, 2025 FINANCIAL REPORT FOR THE RESOURCE EXCHANGE. *Motion unanimously approved.*

b. Legislative Committee

Sarah Brittain Jack, Committee Chair reported.

Ed Bowditch, Bowditch & Cassell Public Relations reported on the status of the State Budget and other legislative activities at the Capital.

Plans for the Legislative Town Hall were discussed. The Committee plans to meet on May 20 at 12:00 noon to brainstorm how best to proceed with outreach to our elected officials and provide an opportunity for Members and their families to share their stories.

c. Nominating Committee

George Mentz, Committee Chair reported.

The Committee is currently meeting with several prospective candidates for Board membership. After interviews, the remaining candidates will be invited to the May 2025 Board meeting.

Nominations will be submitted for consideration at the May meeting and a formal vote will be scheduled for the June 2025 meeting.

d. Development Committee

Kelly Lyng, Development Director reported.

Art Show in September - The next Art Show is scheduled for September 11, 2025.

Sponsorship and other information will be distributed soon. The next Art Show Committee meeting is scheduled for April 21 at 3:00 p.m.

Grant Update - TRE recently was awarded a grant from the State's Disability Office in the amount of \$110,000 to assist with the cost of hiring two staff to help and provide support to Members applying for Medicaid and other disability benefits which are requirements when applying for waiver services.

e. 6385 Corporate Drive LLC Report

Jennifer Strehlow, Director reviewed financial growth information for New Altitude (coworking) and 6385 Corporate Drive (tenants). The growth is thought to mainly be from a new marketing strategy which highlights the Members/Customers' experience at New Altitude.

VII. CHIEF EXECUTIVE OFFICER'S REPORT

AI Applications Used by TRE – TRE has been reviewing its efforts and integration of AI into all of its other Microsoft applications. It has been decided to endorse the use of the CoPilot application as the only approved AI tool allowed at TRE. The main reason for this decision is that CoPilot has HIPAA protection for the information that TRE produces.

TRE Policies and Procedures are being updated to reflect the above along with needed templates to identify when AI produced information is used in reports, minutes and other

documentation used by TRE. (*George Mentz, Board member offered to assist with the review of templates, etc.*)

Customer Service Surveys – TRE is in the process of finalizing a more automated customer satisfaction survey where data can be gathered in real time. Several pilots are currently being run. The Executive Team will review the information from the pilots, make any needed changes and move forward with the full roll out.

More Changes for July 1 – One of the changes that HCPF is rolling out is Community First Colorado (CFC), a significant change in how people receive some Medicaid services and how it related to their waiver services. This is going to be another significant change for Coordinators to implement and for people receiving services to understand. TRE is working diligently with staff and HCPF to try to mitigate the challenges of all of the changes in processes for everyone.

Department of Early Childhood – The Joint Budget Committee (JBC) has requested a report two times per year on how the Dept of Early Childhood plans to create a more sustainable early intervention system due to the recent shortfall and expected shortfalls in the next years. Alliance Colorado is also convening a group to provide feedback to ensure that this is being thought through not just from the expense to the department side, but the expense to the system and the expense to the families. Colleen Batchelor, CEO will keep the BOD updated on these activities.

VIII. NEW BUSINESS

Strategic Focus for May 21, 2025 Meeting – Expand Brand Recognition and Community Understanding of TRE's Mission and Impact

IX. ONGOING BUSINESS

None.

X. PUBLIC COMMENTS

None.

XI. SCHEDULE OF NEXT MEETING

The next Board of Director's meeting is scheduled for **Wednesday, May 21, 2025, beginning at 7:30 am at The Resource Exchange, 201 West 8th Street, Suite 600, Pueblo CO 81003 and/or via Teams.**

XII. ADJOURN THE REGULAR SESSION INTO EXECUTIVE SESSION

A MOTION WAS MADE TO ADJOURN INTO EXECUTIVE SESSION PURSUANT TO COLORADO REVISED STATUTES SECTION 24-6-402(4) FOR THE PURPOSE OF DISCUSSIONS REGARDING DETERMINING NEGOTIATING STRATEGIES AND POSITIONS AND INSTRUCTING NEGOTIATORS. SECONDED BY HEIDI BRANDON. *Motion unanimously approved.*

The regular session of the meeting was adjourned into executive session at 9:10 am.

XIII. RETURN TO REGULAR SESSION

The regular session of the meeting was reconvened at 9:30 am.

While in executive session, the Board of Directors did not take any formal action and did not adopt any policy, position, resolution, rule or regulation.

XIV. ADJOURN REGULAR SESSION

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

The meeting adjourned at 9:36 am.

THESE MEETING MINUTES WERE UNANIMOUSLY APPROVED BY THE BOARD OF DIRECTORS AT THEIR MAY 21, 2025 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, May 21, 2025

MEMBERS PRESENT: (via Teams unless otherwise noted)

LOIS LANDGRAF, Chair – in person
PATRICK DAVIS, Vice Chair – in person
JESSIE MARTINEZ, Treasurer
LAURIE HUISINGH, Secretary
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
STEPHEN VARELA – in person

STAFF PRESENT:

COLLEEN BATCHELOR, CEO – in person
SARAH BOUTON, CMA Supervisor, Navigation and Quality
SUSAN CALLAN, CMA Supervisor
KYLE COX, Navigation Manager
MORGAN DeFALCO, Marketing and Communications Manager – in person
TAMARA ENGRAM, Executive Assistant – in person
DORA FERNANDEZ, Information Technology Director
LORI GANZ, Director of Clinical Services
CHAD GUFAROTTI, Assistant Director of Development
BRANDI GRIFFITHS, CMA Manager – in person
DESIREE HARBERT, CMA Coordinator
AMANDA HARRIS, Support Coordinator, Intake
ELIZABETH JIMENEZ, CMA Coordinator, Ongoing
LAURA VILLARREAL JIMENEZ, CMA Coordinator, Ongoing
TAMIE KNERR, Controller
ERIN KRUEGER, CMA Coordinator, Ongoing
RYAN KUYPER, Learning and Staff Development Director – in person

MEAGAN LAWRENCE, CMA Supervisor, Pueblo – in person
KELLY LYNNG, Development Director
HEATHER MEIZIS, CMA Operations & Communications Director
DESIREE MILLER, CMA Coordinator, Benefits, Pueblo
SARAH NOLAN, Volunteer Respite Programs Manager
CHRISTOPHER PETERS, CMA Coordinator, Ongoing
AMANDA REED, Children's Services Director
KAREN RICE, Early Intervention Billing Manager
HALEY SARDELLO, CMA Supervisor, Pueblo – in person
KITTY SILVERS, Credentialing, Authorization & Billing Specialist
JENNIFER STREHLOW, New Altitude Director
GINGER STRINGER, Physician Outreach Program Specialist
LAURA THOMAS, Adult Services Director
BARBARA TRUJILLO, CMA Supervisor, Pueblo – in person
CHERI ULMER, CMA Manager – in person
KAREY URBANSKI, Human Resources Director – in person
AMBER VELASQUEZ, CMA Supervisor, Pueblo – in person
HEATHER WHITWORTH, CFO
SAMANTHA WINTER, CMA Manager – in person
MICHAEL YAMAMOTO, CMA Coordinator, Ongoing

GUESTS:

DWAN ARAGON, Human Touch Home Health Care
RUTH ANN ARBER, Lifeline/Connect America
RHONDA BERRY
TRACY BROWN, Common Roots
STACEY BURNS, SDB Social Impact LLC
JASON CASTRO
JOEL CRANK, Community Member, Prospective TRE BOD Member
CASS DALEY, Community Member
INDY FRAZEE, The Independence Center
ARTHUR GLYNN, Community Member, Prospective TRE BOD Member
THASHA McVEY, Team Select 1
SANDRA MONTEE, Colorado Bluesky Enterprises
JENNIFER PEREZ
JENNIFER RISDALL, Stellar Care and Services
CARRISA SMITH, Community Member, Prospective TRE BOD Member
REBECCA STRICKLAND
NOAH ULLMAN, Hope Enacted – in person
DANYKA VANLUE
CLAY YOUNG, Community Member – in person
BRANDI YOUNG, Community Member – in person
504.495.1743



I. CALL MEETING TO ORDER

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

II. PUBLIC COMMENTS

None.

III. INTRODUCTIONS

TRE BOD and staff attending introduced themselves.

IV. STRATEGIC FOCUS/MISSION MOMENT – Expand Brand Recognition & Community Understanding of TRE's Mission and Impact

Cheri Ulmer, TRE CMA Manager, discussed the strategic focus of the Pueblo CMA office, highlighting the community connections and progress made in Pueblo over the last 14 months. Ms. Ulmer specifically recognized the efforts of Meagan Lawrence, Amber Velasquez, Haley Sardello and Barbara Trujillo in supporting TRE staff and members during the transition of services to TRE and during new hires' training.

- a. **Community Connections:** Ms. Ulmer elaborated on the community connections built over the past year, mentioning various events and initiatives that helped strengthen relationships with the local community.
- b. **Case Management Redesign:** Information was shared on Care and Case Management system, the case management redesign implemented by the Colorado Department of Health Care Policy and Financing (HCPF) aimed at streamlining services for easier coordination and accessibility.
- c. **Transition Challenges:** Amber Velasquez and Haley Sardello shared the challenges faced during the transition of services to The Resource Exchange (TRE), the new Case Management Agency (CMA), including confusion among members and providers about the new processes. The efforts made to address these challenges and ensure a smooth transition were highlighted for the group.
- d. **Staff Growth:** The number of staff in Pueblo County has increased by 63% since March 2024. The group discussed the challenges of staff retention, emphasizing the importance of creating a supportive and appreciative work environment.
- e. **Member Growth:** The increase in the number of members served reflects the organization's expanding reach and impact in the community.
- f. **Community Engagement and Events:** Ms. Ulmer and her team shared their efforts to engage with the community through various community events. This is an important part of building relationships and making the community aware of the services available.
- g. **Challenges:** The group discussed the challenges faced, including high turnover and the efforts to ensure smooth transitions for families. The importance of providing proper training to new staff was discussed.

(The PowerPoint presentation is incorporated into these minutes by reference and can be found in the May 21, 2025 Board records for further review).

V. CONSENT AGENDA

A MOTION WAS PRESENTED BY LOIS LANDGRAF, SECONDED BY SARAH BRITTAIN JACK TO ACCEPT AND APPROVE TRE BOARD OF DIRECTORS' MEETING MINUTES DATED APRIL 16, 2025. *Motion unanimously approved.*

VI. BOARD COMMITTEE REPORTS

a. Finance and Investment Committee (FIC)

Jessie Martinez presented.

401(k) Plan Quarterly Report

Springs Wealth Group provided their quarterly report on activities with TRE's 401(k) plan. Contributions have increased by approximately 37% over the prior year.

Financial Statements through April 2025

The March Financial Statements showed a gain of \$52,411, YTD gain for TRE of \$874,837.

- Accounts Receivables: EI Colorado's payment was \$240,000 short of invoiced amount. Heather Whitworth, CFO is working to identify the reason for this shortage.
- Tricare Billing: TRE has not received payment from Tricare since January 2025 nor has a current signed contract with the new Tricare provider. TRE has already contacted EI Colorado to inform them of this issue and of the billing to EI Colorado at fiscal year-end if Tricare does not pay for these services.
- Worker's Compensation: Expenses are higher than budget due to the full weight of the expense being recorded. Any rebates/dividends are included in the budget numbers but have not been realized yet.

A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE THE MAY 19, 2025 FINANCIAL REPORT FOR THE RESOURCE EXCHANGE. *Motion unanimously approved.*

b. Nominating Committee

George Mentz, Committee Chair reported.

The following nominations were submitted for consideration. A formal vote is scheduled for the June 2025 meeting.

BOD Members to serve second term, effective July 1, 2025 through June 30, 2028.

- Patrick Davis
- Bernard Byers
- Sarah Brittain Jack

New BOD Member Nominations for Consideration. If approved, First Terms begin July 1, 2025 through June 30, 2028.

- Arthur Glynn
 - Carissa Smith
-

- Tyler Atkins
- Joel Crank
- Sumer Liebold

Proposed slate of Officers for Fiscal Years 2026 and 2027

The offices of Chair and Vice Chair are up for nomination and election this fiscal year.

- The position of Chair:
 - Patrick Davis
 - No other nominations were presented.
- The position of Vice Chair:
 - The following BOD members volunteered to serve if needed:
 - Jennifer Thornton
 - Stephen Varela
- The position of Treasurer will be identified after July 1 (to replace Jessie Martinez who is unable to fulfill a second term).
- The position of Secretary is not up for election until July 2026.

BOD Members who are Term Limited or Not Able to Serve Out Their Second Term:

- Heidi Brandon – Term Limited
- Jessie Martinez – Resigning after 1 Term
- Dave Paul – Resigning after 2nd year of 2nd Term

Heidi Brandon, BOD member, will speak with Colleen Batchelor, CEO regarding a possible lead for a self-advocate to serve on TRE's BOD.

c. Legislative Committee

Sarah Brittain Jack, Committee Chair reported.

Since this year's legislative session has adjourned (for now), the Committee's focus is planning for the Legislative Town Hall. The Committee met on May 20 and shared ideas on how best to proceed with outreach to our elected officials and provide an opportunity for Members and their families to share their stories.

The next meeting is scheduled for June 17, 2025. The full planning committee will be convened for this meeting.

d. Development Committee

Patrick Davis, Committee Chair reported.

Upcoming event dates:

- Family Day (Respite Program) @ North Tree Park Banning Lewis, May 31, 2025, 11:00 am-1:30 pm.
- Happy Hour Event @ Billy and Lilly Matthews' home, June 6.
- TRE Staff Brunch at the Park @ Bear Creek Park, June 6, 9:30 am-12noon. (The Development Committee meeting will also be held at this event).
- Art Show and Sale @ TRE, September 11, 2025. More details soon.

Grants Update – Current grant awards and proposals submitted were shared.

Stephen Varela, Board Member, offered to meet with Chad Gufarotti, Assistant Director of Development, to brainstorm about the many opportunities for support in Pueblo County.

It was suggested that TRE join the Pueblo Chamber and Latino Chamber as additional ways to get connected in the community. TRE was also encouraged to be an active participant in many of the community events. This will build awareness for the services and supports provided by TRE.

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

The group was reminded of the need to nominate/appoint a TRE BOD member to serve as a TRE liaison on the 6385 Corporate Drive LLC BOD. The group was provided with an overview of the Board's responsibilities and goals. Please let Ms. Strehlow or Ms. Batchelor know of your interest.

The current occupancy rate for New Altitude is 78%.

f. Executive Committee Report
Lois Landgraf, Chair reported.

TRE BOD were reminded of their responsibility to be actively involved in their role as a Board member.

Other topics discussed will be covered in the CEO's Report.

VII. CHIEF EXECUTIVE OFFICER'S REPORT

State and Federal Level Activity – The CEO has focused primarily on collaborating with State agencies and other advocates to address challenges related to the new fiscal year's budget and changes in processes and programs for adult and children's services.

Due to a different fiscal calendar, no word yet on changes to funding at the federal level.

CMA Operational Updates – TRE Leadership continues to work on changes to the organizational structure to drive effective services for people. This work also includes the update/development to TRE's Communications Plan that better identifies the platforms used by TRE for communicating internally and externally and identifies staff positions that are responsible for representing TRE when needed. A copy of this plan will be shared soon.

VIII. NEW BUSINESS

Strategic Focus for June 18, 2025 Meeting – Systems to Support Success-Improve Internal Processes and Structure to Support Efficient, Effective and Customer-Focused Outcomes – Colleen Batchelor and Stacey Burns

IX. ONGOING BUSINESS

None.

X. PUBLIC COMMENTS

None.

XI. SCHEDULE OF NEXT MEETING

The next Board of Director's meeting is scheduled for **Wednesday, June 18, 2025, beginning at 7:30 am at The Resource Exchange, 6385 Corporate Drive, Redwood Conference Room and/or via Teams.**

XII. ADJOURN REGULAR SESSION

A MOTION WAS MADE BY PATRICK DAVIS, SECONDED BY JENNIFER THORNTON TO ADJOURN THE REGULAR SESSION/MEETING. *Motion unanimously approved.*

The meeting adjourned at 9:20 am.

These meeting minutes were unanimously approved by the Board of Directors at their June 18, 2025 meeting.

SUBMITTED BY:

Colleen Head Batchelor, CEO

RECORDED AND TRANSCRIBED BY:

Tamara Engram, Executive Assistant

APPROVED AS TO FORMAT:

Laurie Huisingsh, Secretary

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BOARD OF DIRECTORS' MEETING MINUTES
Wednesday, June 18, 2025

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
HEIDI BRANDON
SARAH BRITTAIN JACK – in person
BERNARD BYERS
TRACI MARQUES
GEORGE MENTZ
SHARON THOMPSON
JENNIFER THORNTON – in person
STEPHEN VARELA

MEMBERS ABSENT:

EMERALD DOYLE
DAVE PAUL

STAFF PRESENT:

NICOLE ALGER, CMA Coordinator, Prior Authorization Requests
RACHEL AYALA, CMA Coordinator, Prior Authorization Requests
COLLEEN BATCHELOR, CEO – in person
RYAN BIRKE, CMA Coordinator, Ongoing – in person
SARAH BOUTON, CMA Supervisor, Navigation and Quality
SUSAN CALLAN, CMA Supervisor
KYLE COX, Navigation Manager
ALICIA DAHLBERG, Supervisor, Navigation and Quality
MORGAN DeFALCO, Marketing and Communications Manager – in person
TAMARA ENGRAM, Executive Assistant – in person
DORA FERNANDEZ, Information Technology Director
ERIC GOLAY, CMA Coordinator, Ongoing – in person
PATTI GORRILL, CMA Coordinator, Prior Authorization Requests
CHAD GUFAROTTI, Assistant Director of Development – in person



ELIZABETH JIMENEZ, CMA Coordinator, Ongoing – in person
LAURA JIMENEZ, CMA Coordinator, Ongoing – in person
TAMIE KNERR, Controller
HANNAH KOOKER, CMA Coordinator, Ongoing
RYAN KUYPER, Learning and Staff Development Director – in person
SABRINA LUCERO, CMA Coordinator, Prior Authorization Requests
MICHELE MALDONADO, CMA Coordinator, Prior Authorization Requests
KELSA MARTINEZ, CMA Coordinator, Ongoing, Pueblo
HEATHER MEIZIS, CMA Operations & Communications Director
CALLIE MURPHY, State General Funds Manager
SANDRA NASSIF, CMA Coordinator, Prior Authorizations Requests
ZANETA NELSON, CMA Coordinator, Prior Authorizations Requests
SARAH NOLAN, Volunteer Respite Programs Manager – in person
AMANDA REED, Children's Services Director
KAREN RICE, Early Intervention Billing Manager
SAYDRA SCHMITZ, CMA Coordinator, Enrollment – in person
KITTY SILVERS, Credentialing, Authorization & Billing Specialist
JENNIFER STREHLOW, New Altitude Director
KAREY URBANSKI, Human Resources Director – in person
KRISTIN VALENTI, Navigation and Quality Supervisor
NANCY VIGIL, Quality and Compliance Director
HEATHER WHITWORTH, CFO
MICHAEL YAMAMOTO, CMA Coordinator, Ongoing – in person
JENNIFER ZAYYAT, CMA Coordinator, Prior Authorization Requests

GUESTS:

RUTH ANN ARBER, Lifeline/Connect America
RICHARD BARROS, SKSF Colorado
STACEY BURNS, SDB Social Impact LLC – in person
JOEL CRANK, Community Member, Prospective TRE BOD Member – in person
JACKIE GEBERT, Connect America
MERAL JONES, pH Wellness
THASHA McVEY, Team Select Home Care – in person
LISA STERLING, Attend Homecare
KATHERINE WATKINS, Total Care Connections
ERIN
HEIDI
719.213.4215

I. CALL MEETING TO ORDER

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



II. PUBLIC COMMENTS

Meral Jones, pH Wellness addressed the group regarding issues with TRE's Case Management Agency's (CMA) services. Ms. Jones summarized challenges with delayed receipt of Prior Authorization Requests, lack of communication, and outdated agency contact information issues.

Ms. Jones shared the full email message in the Teams Chat and sent the message to Tammie Ingram via Outlook email. Ms. Ingram was asked to forward the message to TRE Board of Directors after the meeting.

Ms. Jones added that she was told The Vault (portal) was developed with the intent of improving communication and timeliness of providing timely and correct information. Unfortunately, this has not been her staff's experience.

Colleen Batchelor, CEO, expressed appreciation for their input, acknowledged the concerns and emphasized the importance of addressing the issues by TRE's Executive Team and Board of Directors.

III. INTRODUCTIONS

New staff were welcomed to The Resource Exchange.

IV. MISSION MOMENT – TRE Respite Programs Overview

Sarah Nolan, Volunteer Respite Programs Manager, provided an overview of the respite programs including Break Time, Gathering Time, Cooking Time, and Our Time. Ms. Nolan highlighted the unique aspects of each program, and the support provided to families.

- a. **Break Time Program** serves children with intellectual and developmental disabilities and their neurotypical siblings, providing parents with respite opportunities. The program includes individual volunteers for each child and partnerships with local colleges and organizations.
- b. **Gathering Time Program** is designed for young adults aged 18 to 35, offering social activities for young adults and respite for parents. The program includes themed events, meals, and support from volunteers and staff.
- c. **Cooking Time Program** involves participants aged 12 to 35 in cooking activities, fostering socialization and life skills. Participants are paired with volunteers, and the program is held in adaptive kitchen facilities (at The Arc Pikes Peak Region).
- d. **Our Time Program** focuses on siblings of children with special needs, providing them with opportunities to connect with others in similar situations. The program includes special events and activities to support sibling relationships.
- e. **Family Fun Event (annual event)** which includes various activities and volunteer support. The event is free for families and aims to foster community connections and provide a fun day for participants.



(The PowerPoint presentation is incorporated into these minutes by reference and can be found in the June 18, 2025 Board records for further review).

V. STRATEGIC FOCUS – Systems to Support Success - Improve Internal Processes and Structure to Support Efficient, Effective and Customer-Focused Outcomes

Colleen Batchelor, CEO and Stacy Burns, Consultant discussed the strategic focus on refining the organizational structure to support decision-making and improve service delivery. Emphasis was placed on the importance of aligning roles and responsibilities to ensure effective operations.

- **Organizational Growth:** The significant growth of the organization, with staff increasing from less than 200 to almost 600 and the number of individuals served expanding to over 13,000 was highlighted. This growth necessitated a review of the organizational structure.
- **Executive Team Refinement:** Ms. Burns showed the need to narrow down the highest executive level to key strategically focused individuals who can bridge decision-making and operations effectively. This refinement aims to improve decision-making processes and operational integration.
- **Support for CEO Role:** Ms. Burns then emphasized the importance of supporting the CEO role, allowing Ms. Batchelor to focus on advocacy, fundraising, and strategic initiatives. With the development and addition of the Chief Operating Officer (COO), the goal is to ensure that the CEO can leverage her strengths while other team members handle operational responsibilities.
- **Advisory Board Effect:** The importance of having an advisory board effect within the Executive Team ensures that decision-making is informed by a broad perspective and not limited to individual silos. This approach aims to enhance strategic alignment and organizational effectiveness.

CMA Leadership Changes: Following are the most current changes in the CMA leadership structure:

- **Director Positions:** The creation of four director positions within the CMA: Adult Services, Children Services, Operations and Communications, and Quality and Compliance. These positions are intended to provide focused leadership and improve service delivery.
- **Consistency in Services:** The new leadership structure aims to ensure consistency in services across different regions, including El Paso, Park, Teller and Pueblo Counties. The goal is to align services with the specific needs and culture of each area while maintaining overall consistency.
- **Operations and Communications:** The Director of Operations and Communications will focus on managing the frequent changes and guidance from the state, ensuring that the organization is prepared and responsive to new requirements and special projects.
- **Quality and Compliance:** The Director of Quality and Compliance will focus on process improvements and innovation, ensuring that the organization continuously enhances its service delivery and meets regulatory requirements. This role will expand to cover the entire organization as it grows.

Member Journey Process: Ms. Burns presented the member journey process, highlighting the complexities and steps involved in getting approved for services. The team is working on enhancing the process to ensure better engagement and support for members.

- **Complex Approval Process:** The complex process that members go through to get approved for services involves multiple steps and interactions with various specialists within the organization and those specialists dealing with other outside agencies. The goal is to streamline this process where possible to improve member experience.
- **Member Engagement:** The team is focused on enhancing member engagement throughout the approval process, ensuring that members feel supported and have a clear point of contact. This includes improving communication and providing guidance at each step.
- **Pilot Programs:** The team is rolling out pilot programs in the new fiscal year to test and implement improvements in the member journey process. These pilots aim to identify effective strategies for enhancing service delivery and member satisfaction.

Succession Planning and Staff Development: CEO Batchelor discussed the focus on staff development and succession planning to ensure leadership continuity and flexibility. The goal is to create cross-training opportunities and improve the overall organizational structure.

Community First Choice Program: The Community First Choice program (which shifts certain services from waivers to state plan benefits) aims to expand access to services for individuals at risk of needing institutional care.

Early Intervention Challenges: CEO Batchelor highlighted the Joint Budget Committee (JBC) hearing on early intervention challenges and the ongoing efforts to address the issues. The state department is working on improving the management of early intervention services.

Federal Budget Implications: Colleen discussed the potential implications of federal budget proposals on Medicaid and the state's response. The state is monitoring the situation and preparing for possible changes in funding and eligibility requirements.

(The PowerPoint presentation is incorporated into these minutes by reference and can be found in the June 18, 2025 Board records for further review).

VI. CONSENT AGENDA

A MOTION WAS PRESENTED BY PATRICK DAVIS, SECONDED BY JENNIFER THOMPSON TO ACCEPT AND APPROVE TRE BOARD OF DIRECTORS' MEETING MINUTES DATED MAY 21, 2025. Motion unanimously approved.

VII. BOARD COMMITTEE REPORTS

a. Finance and Investment Committee (FIC)

Jessie Martinez presented.

Financial Statements through May 2025

The May Financial Statements showed a YTD gain of \$1,043,940; 6385 Corporate Drive showed a loss of \$646/149. The combined total showed a YTD gain of \$397,791.

- Accounts Receivables are down to \$3.2 million, mainly due to EI Colorado's payments being made timelier.
- Expenses were normal except for a payment of \$60,000 for two years' worth of audits.

The FIC commended TRE staff for their hard work during this fiscal year. This year's budget anticipated a large loss at this time instead of the positive reports as noted above.

6385 Corporate Drive Financial Statements through May 2025

Losses are due to:

- New Altitude experienced quite a bit of turnover with office space memberships last fall due to members moving into their own buildings, relocations, etc.
- New Altitude Staff turnover – recruited by member organizations for higher paying positions.
- Building depreciation.
- TRE and New Altitude occupied space which does not produce rental income.

Fiscal Year 25/26 Budget Proposal Review/Approval

Federal Budget Uncertainty: CEO Batchelor discussed the uncertainty surrounding the federal budget and its potential downstream effects on the organization.

Emphasis was put on the importance of maintaining a conservative budget and reassessing mid-year based on revenue yields and federal impacts.

FY26 Budget Proposal shows a deficit of \$189,000. Revenue that is not accounted for in the budget proposal:

- \$190,000 already received in FY25 for the respite programs which will be expended in FY26.
- An additional dollar rate increase of \$5.02 for Per Member Per Month (PMPM) (was only communicated as of June 16, 2025).
- Will have ability to bill Per Member Per Month for people who are in the Intake and Enrollment process.

Summary Revenue/Expenses of FY26 Budget Proposal:

Revenue: most are estimated at current contracted rates unless verified in writing from the contract holders.

- Early Childhood Services contract with the Department of Early Childhood will begin the year with a holdover budget from this fiscal year. It is anticipated that the new contract will be received in September 2025.

- Rate increase of 1.6% for Targeted Case Management activities and for most of the Admin services.

Expenses:

- New Positions and Benefits: 53 new positions throughout the CMA program, to be onboarded throughout the fiscal year.
- The budget includes a 2.5% increase for all positions, market adjustments for 13 positions, and mid-year adjustments contingent on revenue targets being met.
- No changes to the match for the 401(k) plan.
- No vacancy savings are included.
- No overtime budget or temporary positions (except for one that is funded) are included.

6385 Corporate Drive LLC Budget:

- Projecting a loss of approximately \$700,000 (mostly depreciation).
- Budgeted cash shortfall of \$203,000 (TRE will subsidize).
- Heather Whitworth, CFO confirmed that the property tax exemption will remain at 32%, which is good.

A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE THE JUNE 16, 2025 FINANCIAL REPORT FOR THE RESOURCE EXCHANGE. *Motion unanimously approved.*

A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE THE FISCAL YEAR 25/26 OPERATING BUDGET AS PRESENTED. *Motion unanimously approved.*

A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE THE FISCAL YEAR 25/26 CAPITAL BUDGET AS PRESENTED. *Motion unanimously approved.*

A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO MAKE NO CHANGES TO THE 401k MATCH (approved on 11/20/2024) THAT THE COMPANY WILL MATCH 50% OF EMPLOYEE CONTRIBUTIONS UP TO 6% OF THEIR SALARY. *Motion unanimously approved.*

b. Legislative Committee

Sarah Brittain Jack, Committee Chair reported.

Ed Bowditch, TRE Lobbyist, reported on activities with the Joint Budget Committee (JBC) and the State's budget.



The Legislative Town Hall Planning Committee are discussing the possibility of changing the Town Hall format a bit this year.

- Mid-September timeframe.
- Possible location change.
- Focus on being more educational for our elected officials and families alike.

The Committee meetings are held on the third Tuesday of each month at 3:00 pm (usually virtual).

c. Nominating Committee

George Mentz, Committee Chair reported.

Nominations and Approvals

BOD Members to serve a second term, effective July 1, 2025 through June 30, 2028.

- Patrick Davis
- Bernard Byers
- Sarah Brittain Jack

A MOTION WAS MADE BY JESSIE MARTINEZ, SECONDED BY JENNIFER THOMPSON TO APPROVE SECOND TERMS FOR PATRICK DAVIS, BERNARD BYERS AND SARAH BRITTAIN JACK. *Motion unanimously approved.*

New BOD Member Nominations. First Terms begin July 1, 2025 through June 30, 2028.

- Arthur Glynn
- Carissa Smith
- Tyler Atkins
- Joel Crank
- Sumer Liebold

A MOTION WAS MADE BY SHARON THOMPSON, SECONDED BY HEIDI BRANDON TO APPROVE THE FOLLOWING INDIVIDUALS TO SERVE ON TRE'S BOARD OF DIRECTORS FOR A FIRST TERM OF THREE YEARS: ARTHUR GLYNN, CARISSA SMITH, TYLER ATKINS, JOEL CRANK AND SUMER LIEBOLD. *Motion unanimously approved.*

Slate of Officers for Fiscal Years 2026 and 2027

The offices of Chair, Vice Chair and Treasurer are up for nomination and election. The office of Secretary is not up for election until July 2026.

- The position of Chair:
 - Patrick Davis
 - No other nominations were made.



A MOTION WAS MADE BY SHARON THOMPSON, SECONDED BY HEIDI BRANDON TO APPROVE THE ELECTION OF PATRICK DAVIS AS CHAIR OF TRE'S BOARD OF DIRECTORS FOR FISCAL YEARS 2026 AND 2027.

Motion unanimously approved.

- The position of Vice Chair: (Note: At the May 2025 meeting, Jennifer Thornton and Stephen Varela volunteered to submit their names for consideration if no other nominations were submitted.
 - Stephen Varela
 - No other nominations were made.

A MOTION WAS MADE HEIDI BRANDON, SECONDED BY SARAH BRITTAIN JACK TO APPROVE THE ELECTION OF STEPHEN VARELA AS VICE CHAIR OF TRE'S BOARD OF DIRECTIONS FOR FISCAL YEARS 2026 AND 2027. Motion unanimously approved.

- The position of Treasurer:
 - Tyler Atkins
 - No other nominations were made.

A MOTION WAS MADE BY PATRICK DAVIS, SECONDED BY JESSIE MARTINEZ TO APPROVE THE ELECTION OF TYLER ATKINS AS TREASURER OF TRE'S BOARD OF DIRECTORS FOR FISCAL YEARS 2026 AND 2027. Motion unanimously approved.

BOD Members who are Term Limited or Not Able to Serve Out Their Second Term:

- Heidi Brandon – Term Limited
- Jessie Martinez – Resigning after 1 Term
- Dave Paul – Resigning after 2nd year of 2nd Term

All were thanked for their time, dedication and sharing of their expertise to TRE over the past years.

d. Development Committee

Patrick Davis, Committee Chair and Chad Gufarotti, Asst Director of Development reported.

- Kelly Lyng, Development Director welcomed home a beautiful baby girl. Congratulations, Kelly and family.
- Happy Hour at Billy and Lilly Matthews' home was a success. Approximately \$5000 was raised. This type of event helps to build awareness about TRE services and supports, encourage sharing information with others not attending the event, encourages sponsorships and/or donations.



Upcoming event:

- Art Show and Sale @ TRE, September 11, 2025.
 - Focus #1 is sharing the call for art as far and wide as possible. Interest in submitting artwork is due by July 24. Contact Chad (cgufarotti@tre.org) or Morgan DeFalco (mdefalco@tre.org) for more information.
 - Focus #2 is securing sponsorships for the event. Contact Chad (cgufarotti@tre.org) or Morgan DeFalco (mdefalco@tre.org) for more information.
- The next Art Show and Sale Committee meeting is July 14.

e. 6385 Corporate Drive LLC Report

Jennifer Strehlow, Director reported.

- 6385 BOD held its annual retreat where next year's budget and revenue generation was discussed. 6385 Corporate Drive LLC and New Altitude was very conservative in planning for next year's budget.
- The 6385 Board of Directors awaits the report from the consultants regarding the best ways to utilize the building before making firm plans for next fiscal year. CEO Batchelor informed the group that this report will be presented during an Executive Session at the July 16, 2025 TRE BOD meeting.
- There are still important maintenance projects that need to be completed (parking lot, HVAC).
- The group was reminded of the need to nominate/appoint a TRE BOD member to serve as a TRE liaison on the 6385 Corporate Drive LLC BOD. CEO Batchelor stated that TRE's Executive Committee will discuss this liaison at its July meeting and will nominate this individual at next month's TRE BOD meeting.

The TRE BOD was reminded to share New Altitude's marketing information with your colleagues emphasizing the use of New Altitude's conference rooms.

All were also encouraged to comment on and share New Altitude's media posts. This helps to spread the word about New Altitude.

f. Executive Committee Report

Lois Landgraf, Chair reported.

The group discussed the importance of TRE BOD members to be actively involved in their role as a Board member.

Other topics discussed will be covered in the CEO's Report.

VII. CHIEF EXECUTIVE OFFICER'S REPORT

State Level Activity – The Resource Exchange Teams are working diligently to be prepared for the July 1 implementation of the newest programs/waiver changes called Community First Choice. The changes include moving some services that are currently offered through various waiver programs to the State Plan benefits program. It will still be available to those individuals using waiver services but now it will also be available to

others who are not currently using waiver services. There is also eligibility changes for this program. It is anticipated that these changes will impact the volume of individuals seeking Community First Care services.

Jennifer Thornton, Board Member, shared her experience learning about and going forward with these changes for her child. It offers expanded options for families in many cases.

Federal Level Activities – Conversations and initial planning are ongoing with Ed Bowditch, TRE Lobbyist and other State partners regarding the possible implications of the federal budget proposals that could impact people with disabilities. It has been reported that there will be many changes with eligibility for Medicaid, and how States will need to fund Medicaid differently.

Early Intervention Program Budget Updates – The JBC is meeting today to receive Early Intervention Colorado's response to the JBC's Request for Information (RFI) on remedies to address the budget challenges for this program.

VIII. NEW BUSINESS

Strategic Focus for July 16, 2025 Meeting – Diversify and increase revenue to strengthen and sustain TRE's Mission – Heather Whitworth, CFO and Colleen Batchelor, CEO

IX. ONGOING BUSINESS

None.

X. PUBLIC COMMENTS

None.

XI. SCHEDULE OF NEXT MEETING

The next Board of Director's meeting is scheduled for **Wednesday, July 16, 2025, beginning at 7:30 am at The Resource Exchange, 6385 Corporate Drive, Redwood Conference Room and/or via Teams.**

TRE BOD members were encouraged to arrange their schedule so that they can be in attendance for the full two hours at the July meeting.

XII. ADJOURN REGULAR SESSION

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



The meeting adjourned at 9:35 am.

AI Generated Notes and Notes taken by Tamara Engram (reviewed recording) were used to compile these meeting minutes. Completed on June 23, 2025.

These meeting minutes were unanimously approved by the Board of Directors at the July 16, 2025 meeting.

SUBMITTED BY:

Colleen Head Batchelor, CEO

RECORDED AND TRANSCRIBED BY:

Tamara Engram, Executive Assistant

APPROVED AS TO FORMAT:

Laurie Huisingh, Secretary



Response to Public Comment at TRE Board of Director Meeting June 18, 2025

Delayed Receipt of PARs

Public Comment: PARs often take an excessive amount of time to be issued. As a result, I consistently have clients in our intake queue awaiting processing due to these delays. While some clients experience wait times of two months or more, we have had individuals waiting up to a full year to begin services. Our company policy prohibits the initiation of care without a valid PAR in hand, so these delays place an undue burden on families in need of support.

Response: The entirety of the enrollment process (from Intake to Approved PAR) for new Members can take up to 6 months depending on a variety of factors, some within TRE's control and some not within our control. One example of delays experienced for Members is the requirement to obtain a Federal determination of Disability through the Arbor Review Group (ARG). This is an external process TRE does not have control of, but TRE has worked extensively with Health Care Policy and Finance (HCPF) to identify and resolve the delays in this process. While TRE is not contracted to take responsibility for the completion of Financial Eligibility documentation with members, this is a service TRE provides and is expanding to ensure all members have the assistance they need in obtaining and maintaining financial eligibility.

TRE does have ownership in some of the delays as well and continues to work through the streamlining process to create a better member, staff, and provider experience.

TRE is establishing new teaming norms and expectations internally for staff. A large focus on teaming and accountability has occurred within the agency and we are actively engaged in the roll out of these strategies. One such strategy is to have staff from various teams attend weekly and monthly meetings with other teams to create cross-team communication and accountability. Additionally, TRE is working on creating more organized methods to empower Service Coordinators with tools that will create higher efficiency in navigating complex systems. While training is ongoing, real-time improvements are to be expected. CMA leadership is being intentional about helping employees to build expertise which will also result in more efficient processes.

The table below outlines the items identified by TRE as contributing to delays, along with our corresponding responses to each issue.



Delay Description	Action Item
<p>In fiscal year 2024-2025, there was an 8.1% increase in referrals for new intakes & eligibility compared to the previous fiscal year. TRE's staffing levels did not increase proportionally to meet this demand.</p> <ul style="list-style-type: none"> • Phone calls: Over 11,000 from July through May • Other sources: Over 9,000 from July through May 	<p>53 new positions will be added throughout fiscal year 2025-2026. TRE will analyze data mid-year to determine new steps.</p>
<p>CMA Leadership identified Inefficient processes through process mapping.</p>	<p>Throughout the new fiscal year, new processes will be implemented to enhance workflow efficiency. In addition, two (2) pilot programs will be launched to evaluate and compare their effectiveness.</p>
<p>Missed deadlines have been identified in the SP process.</p>	<p>In response, CMA Leadership has established critical deadlines to improve timelines and is enhancing key performance indicators to closely monitor adherence to these deadlines.</p>

To fully comprehend the HCPF regulated intake and enrollment process, it is also important to look at the process as a whole and understand which eligibility steps are outside of TRE's purview to control.

Intake / Enrollment Step	Description	Potential Barriers
Initial Referral (could be walk in, phone call, or formal referral from community partner)	Intake Support Coordinator completes a "Initial Screening" with the member to determine	The intake process does not move forward until TRE is in receipt of the

	<p>programs they may be interested and eligible for. At this time, the ISC will ask for required eligibility documentation (i.e. Professional Medical Information Page (PMIP), Cognitive Testing for Developmental Disability Determination, etc.).</p>	<p>documentation needed from the member.</p> <p>A PMIP is required documentation that a members medical provider must complete. Some medical providers will not complete this form without seeing a member first. The completed PMIP must be received for an eligibility LOC assessment to occur.</p> <p>TRE receives a high volume of referrals daily, while TRE staff aim to contact members, we rely on members/guardians to return our phone calls or inquiries to complete the process.</p>
DD Determination	<p>If a member is seeking an Intellectual/Developmental Disability waiver, they must complete DD Determination for eligibility.</p>	<p>Members have up to 180 days to provide the necessary documentation.</p>
Level of Care Assessment	<p>After DD Determination is completed for I/DD waivers and a PMIP is received a Level of Care Assessment is scheduled with the member at their home.</p>	<p>TRE generally has 10 days to complete the LOC assessment, but in some scenarios timelines may be shorter. Member may request the assessment be held later than 10 days if preferred.</p>
Financial Eligibility	<p>At the LOC Assessment, TRE Coordinators will assist the member with</p>	<p>Financial Eligibility is determined by the County Department of Human</p>

	<p>completing all required applications for financial eligibility to establish Long Term Care Medicaid.</p>	<p>Services. Additional documentation may be requested by DHS and they will not establish Financial Eligibility without all required documentation. TRE will notify member if additional documentation is needed. Member is responsible for obtaining documentation and submitting to TRE. Financial eligibility can take 45+ days to establish. If an ARG is required, and determined by the Arbor Review Group, processing times can increase.</p>
Third Party Reviewer Approval	<p>If the member is enrolling onto the CES waiver, a third party reviewer must approve or deny the CES application.</p>	<p>Third party reviewer has 10 business days initially to review documentation, but can request additional time.</p>
Interim Support Level Assessment / ICAP	<p>If a member is enrolling into an IDD waiver, an ISLA or ICAP assessment is needed to determine the support level for waiver services.</p>	<p>Intake Support Coordinator will schedule assessments as needed and at member preference.</p>
<p>A member is not “eligible” for services until they have completed the following:</p> <ol style="list-style-type: none"> 1. Met DD Determination Criteria (as applicable) 2. Been found functionally eligible through a LOC Assessment 3. Completed an ISLA or ICAP (as applicable) 4. Met targeted criteria through a third party review. 5. Been found financially eligible 		
Enrollment – Referrals	<p>An enrollment coordinator will meet with the member to go over the waiver services that are available to them and craft a referral for selected services.</p>	<p>Providers have 5 business days to respond to referrals. After that, positive responses are provided to the member to engage in the provider selection process.</p>
Enrollment – Service Planning	<p>An Enrollment Coordinator will connect with the</p>	



	member regularly to obtain updates on provider selection. Once a provider is chosen a service planning meeting occurs to establish frequency and duration of services.	
Enrollment – PAR Creation	After the Service Planning meeting, the plan is sent for processing and creation of a PAR for providers to bill.	In the event there are system issues, a PAR being generated can be difficult. With the system interfacing with several other systems, there are many variables that can impact and prevent a PAR being created. In some instances, TRE can fix these issues internally, in many instances, TRE must engage with State of Colorado Vendors to fix issues.
When a PAR is successfully created, it is shared with identified providers, and the member is officially enrolled into services. PARs are uploaded to TRE’s provider portal. Providers should download PARS from the portal as they become available. At this point, the member is assigned an Ongoing Service Coordinator to partner with moving forward.		

HIPAA Violations and Misdirected Documents

Public Comment: On multiple occasions, we have received PARs intended for clients we do not serve. This is a direct violation of HIPAA and raises significant concerns regarding the protection of sensitive client information and the accuracy of document distribution.

Response: TRE takes the protection of member data very seriously and follows contract requirements and internally established process to report and rectify HIPAA violations through our HIPAA compliance coordinator. In the event that a member (or other stakeholder) has received information not intended for them, TRE requests immediate notification to the Director so we can engage in our HIPPA violations process and work internally to determine root causes and rectify the situation. TRE maintains a HIPAA policy and procedures and trains staff on this annually.



Inconsistencies in Documentation

Comment: There are frequent discrepancies across documents we receive, including summaries, service plans, and PARs. Units, hours, and services often do not align between documents, creating confusion and requiring additional time and communication to reconcile these errors before services can begin.

Response: During the service planning process, service category, start dates, frequency and total units are discussed. A summary email is sent to everyone in attendance at the service planning meeting to verify the services as discussed. This summary email is an opportunity for proactive identification from the team supporting the member that there is a discrepancy between what will be put into the plan and what was discussed. A member has the ability to determine who is at the service planning meeting. At times, providers are not included per member request, and this can create confusion as to what services are authorized. Services are member driven and at times there can be a discrepancy between what the member desires and what the provider is requesting in the service plan. Questions regarding the cause of the discrepancy should be forwarded to the assigned Service Coordinator for an explanation.

Inaccurate and Delayed Service Plan Revisions

Comment: Revised service plans often take an extended period to process. Additionally, approximately half of the revised plans we receive contain incorrect information, such as inaccurate service types or care assignments. Coordinating these corrections between the ongoing coordinator and supervisor is time-consuming and delays service initiation.

Response: The Service Plan process is directed by state contract and regulation requirements. Service Plan revisions require consent from the member or their guardian before they can be created. If the request for revision is not initiated by a member, the coordinator supporting them will need to outreach them to discuss the requested revision and obtain consent. At times, this can become a larger discussion if a member's budget is impacted in a way that service delivery must be adjusted for several services. Again, there may be discrepancy between what the member desires and what the provider requests in the service plan. TRE leadership participates in continuous training focused on documentation accuracy, effective communication, and responsiveness, with an expectation for both ongoing and real-time improvements.



Failure to Communicate New Client Assignments

Comment: There have been several instances where I was not notified of a new client being assigned to our agency. In these cases, I was only made aware when contacted directly by the family or after searching the member portal manually. This lack of communication disrupts our intake process and delays the coordination of services.

Response: TRE agrees there has been challenges in communication with provider organizations due to the number of contacts within a provider organization, changes in staffing at provider organizations, and manual processes for tracking provider contacts at TRE. In response to these challenges, TRE has invested in the implantation of The Vault which includes a provider portal – to be fully launched at the end of July. As a result, notification will be made timelier through the Vault. TRE has established expectations and provided substantial training so that staff can navigate The Vault and referral processes to use the system efficiently.

In addition to implementing technological enhancements, TRE leadership maintains ongoing dialogue with staff to reinforce responsiveness and promote clear, effective communication. Informed by feedback from both the community and provider stakeholders, TRE leadership is actively working to formalize and structure warm handoffs across internal departments and with external provider partners.

Outdated Agency Contact Information

Comment: Despite submitting several requests—through Laura Thomas and other coordinators—to update our agency’s contact information, the issue remains unresolved. We continue to receive emails, including those with confidential client information, sent to outdated and non-HIPAA-compliant addresses. This issue has been documented and communicated multiple times without resolution, creating unnecessary compliance risks.

Response: TRE maintains multiple provider email communication lists. Please reach out to Heather Meizis (hmeizis@tre.org) for assistance ensuring that correct point of contacts are identified for communication. Due to the large number of provider organizations, TRE respectfully asks that point of contacts be consistent so that frequent changes are minimized as much as possible.



Issues with Legacy 100.2 Assessments

Comment: Many Legacy 100.2 Assessments received (during the period when we had authorization) appear to be duplicated from the previous year without meaningful updates. As we update our support plans annually, having outdated assessments compromises the accuracy and quality of the care we provide. This not only undermines our process but also does a disservice to the families relying on us.

Response: TRE has continued to establish clear expectations for coordinators so that they understand the importance of ensuring assessments are updated annually. TRE has also revamped training efforts to offer more robust training for staff through a variety of modalities. Supervisors are also implementing regular case audits to review staff work and provide feedback to improve areas in need of growth.

Ineffective Use of Database Systems

Comment: The database intended for housing PARs and Legacy 100.2 Assessment drops frequently lacks any relevant client information. This ongoing issue contributes to further delays in receiving essential documentation and impedes our ability to move forward with service delivery in a timely manner.

Response: The database referenced is TRE's Vault. TRE has offered multiple trainings and communicated that The Vault – Provider Portal will not be fully implemented until the end of July. TRE is continuing to connect data to ensure providers can view and access applicable documentation for their members, TRE anticipates this issue being vastly improved upon completion of data connection. TRE has hired temporary staff to expedite the backend processing of this as well. Additionally, as a reminder, TRE is no longer permitted per Health Care Policy and Finance to provide the Legacy 100.2 Assessment or the Level of Care Assessment to providers. This information will not be housed in The Vault.