



BOARD OF DIRECTORS' MEETING NOTICE

TO: STEPHEN VARELA, Vice Chair BERNARD BYERS SUMER LIEBOLD
 TYLER ATKINS, Treasurer JOEL CRANK TRACI MARQUES
 LAURIE HUISINGH Secretary EMERALD DOYLE GEORGE MENTZ
 MEGAN BILLESBACH ARTHUR GLYNN CARISSA SMITH
 SARAH BRITTAIN JACK LOIS LANDGRAF SHARON THOMPSON
 JENNIFER THORNTON

FROM: PATRICK DAVIS, Chair

THE BOARD OF DIRECTORS OF THE RESOURCE EXCHANGE WILL MEET ON WEDNESDAY, JANUARY 21, 2026 AT 7:30 A.M. AT THE RESOURCE EXCHANGE, 6385 CORPORATE DRIVE, SUITE 200, COLORADO SPRINGS CO OR VIA MS TEAMS (SEE WEBSITE FOR LOG IN INFORMATION). PLEASE CONTACT TAMMIE ENGRAM ON 719.785.6425 or TENGRAM@TRE.ORG TO CONFIRM YOUR ATTENDANCE OR WITH ANY QUESTIONS.

MEETING AGENDA

- I. CALL MEETING TO ORDER – Patrick Davis
- II. STRATEGIC FOCUS – Develop an effective approach to influence legislation and policy decisions that impact services for the people served by TRE – Ed Bowditch
- III. PUBLIC COMMENTS – 10 minutes
- IV. INTRODUCTION OF NEW STAFF
- V. CONSENT AGENDA (These items requiring Board action will be considered together by one vote of the Board. Any officer or director may object to including a single item on the Consent, and the item will be added to New or Old Business below for full discussion.)
 - a. Board of Directors' Meeting Minutes, November 19, 2025
- VI. BOARD COMMITTEE REPORTS
 - a. Finance and Investment Committee – Tyler Atkins, Treasurer
 - Monthly Reports for November and December 2025
 - Motion to approve Finance and Investment Committee Report
 - b. Legislative Committee – Sarah Brittain Jack
 - c. Development Committee – Patrick Davis / Kelly Lyng
 - d. Executive Committee – Patrick Davis, Chair

TRE Mission

*Advocating for independence and inclusion, TRE partners with children and adults who have a variety of disabilities, delays, mental health or long-term care needs.
We do this using a person-centered approach in coordinating care, promoting choices, and collaborating with community partners.*

- VII. CEO REPORT – Colleen Batchelor, CEO
- VIII. NEW BUSINESS
 - a. Strategic Focus for February 2026 – Understand and Inform Efforts to Support the Highest Quality in Person-Centered Service Delivery – CMA Leadership
- IX. ONGOING BUSINESS
- X. PUBLIC COMMENTS – 5 minutes
- XI. SCHEDULE OF NEXT MEETING
 - a. Next Regular Meeting: Wednesday, February 18, 2026, 7:30-9:30 am
TRE, 6385 Corporate Drive #200, Redwood Conf Room, Colo Springs CO or via Teams
- XII. ADJOURN REGULAR SESSION



BOARD OF DIRECTORS' MEETING MINUTES

Wednesday, November 19, 2025

MEMBERS PRESENT: (via Teams unless otherwise noted)

PATRICK DAVIS, Chair – in person
STEPHEN VARELA, Vice Chair
TYLER ATKINS, Treasurer – in person
LAURIE HUISINGH, Secretary
MEGAN BILLESBACH
JOEL CRANK – in person
EMERALD DOYLE
ARTHUR GLYNN – in person
LOIS LANDGRAF, Past Chair – in person
SUMER LIEBOLD – in person
GEORGE MENTZ

MEMBER ABSENT:

SARAH BRITTAIN JACK (unable to attend due to issue with Teams log in)
BERNARD BYERS (unable to attend due to issue with Teams log in)
TRACI MARQUES (unable to attend due to issue with Teams log in)
CARISSA SMITH
SHARON THOMPSON
JENNIFER THORNTON

STAFF PRESENT:

KATURAH ABBEY-BERNBECK, Coordinator, Children's Waiver
COLLEEN BATCHELOR, CEO – in person
ASHLEY BEST, Coordinator, Children's Waiver
TORI BROWN, Coordinator, Children's Waiver
SARAH CAMPBELL, CMA Coordinator, Ongoing
ALMA CASTRO GARCIA, CMA Coordinator, Quality
TINA CHAVEZ, CMA Coordinator, Prior Authorization Requests
KYLE COX, Manager, CMA Senior Program, Interim – in person
JOHN ELVRUM, CMA Coordinator, Enrollment
TAMARA ENGRAM, Executive Assistant – in person
DORA FERNANDEZ, Director, IT
LORI GANZ, Director, Clinical Services
CHRISTYE GONZALEZ, CMA Coordinator, Lead Training
NATASHA GRAHAM, CMA Coordinator, Ongoing
KATIE GRAVES, Coordinator, Children's Waiver
CHAD GUFAROTTI, Assistant Director, Development-Contracts and Grants – in person
ANGELA HALL, CMA Support Coordinator

KIMBERLEE HOFFMAN, Coordinator, Children's Waiver
ANGIELA HOOPEES, Coordinator, Children's Waiver
PATRA HUTTON, Coordinator, Children's Waiver
CALLIE JOHNSON, Resource Navigator – Grant Funded
TAMIE KNERR, Controller
PAMELA KNOTHE, CMA Manager, Quality
MARIA LAMAN, CMA Coordinator, Ongoing
De'AURA LEMUS, Strategy and Culture Specialist – in person
RYANN LUNSFORD, CMA Support Coordinator, Intake
KELLY LYNG, Director, Development – in person
JOSEPH MACASERO, CMA Coordinator, Benefits
ELIZABETH MAIRS, Coordinator, Children's Waiver
GINGER McBRIDE, Lead Coordinator, Learning & Staff Development
HEATHER MEISIZ, Director, CMA Operations and Communications – in person
LINDA MEYERS, Coordinator, Children's Waiver
CLOE MOORE, CMA Support Coordinator, Intake
CALLIE MURPHY, Manager, State General Funds
DEILIAH NEWSOME, CMA Coordinator, Ongoing
SARAH NOLAN, Manager, Volunteer Respite Programs
WILLIAM PERRY, CMA Coordinator, Ongoing
HEATHER PURVIS, CMA Coordinator, Ongoing
KAREN RICE, Manager, Early Intervention Billing
MEGAN ROCKWOOD, CMA Coordinator, Enrollment
KITTY SILVERS, Credentialing, Authorization & Billing Specialist
THERESA SIMON, CMA Coordinator, Ongoing, Teller County
JAMIE STEWART, CMA Coordinator, Ongoing, Pueblo County
JENNIFER STREHLOW, Director, New Altitude – in person
GINGER STRINGER, Physician Outreach Program Specialist
LAURA THOMAS, Director, CMA Ongoing Case Management
CHERI ULMER, Assistant Director, Regional Services
KAREY URBANSKI, Chief People Officer
NANCY VIGIL, Director, CMA Quality and Compliance
HEATHER WHITWORTH, CFO
SARAH WOODS, CMA Coordinator, Ongoing
CHEYENNE ZABEL, Administrative Assistant

GUESTS:

STACEY BURNS, SDB Social Impact LLC – in person
LISA HRINIK, Wipfli – in person
ALYSON McKINSTER, Wipfli - in person
JENNIFER RISDALL, Stellar Care and Services – via telephone
ANTHONY SHIBATA, Wipfli - in person
BRANDON WEAVER, Ariel Clinical Services
303.378.2476

435.720.2270
504.495.1748
719.332.0005
719.434.4121
719.562.2442
719.568.7945
801.694.4206

I. CALL MEETING TO ORDER

The regular meeting was called to order at 7:31 am by Patrick Davis, Chair.

II. PUBLIC COMMENTS

None.

III. INTRODUCTION OF NEW STAFF

New staff were welcomed to The Resource Exchange.

IV. STRATEGIC FOCUS – Board Development and Predictive Index

Colleen Batchelor, CEO and Karey Urbanski, Chief People Officer reminded the group of the Predictive Index tool, explaining its purpose in identifying staff who can excel in their roles and how it can be a useful tool for the board.

Alyson McKinster, Wipfli, the primary contact for the Predictive Index, shared her background and the importance of understanding human complexity to improve mental health and business outcomes.

Predictive Index Tool Benefits: Ms. McKinster elaborated on the benefits of the Predictive Index tool, emphasizing its role in understanding staff behavior, improving team dynamics, and supporting better decision-making. The importance of self-awareness and how the tool can help leaders understand their strengths and blind spots was emphasized.

Team Dynamics and Strengths: The diverse team dynamics within the organization were discussed, explaining how different behavioral styles contribute to the team's overall performance. Examples of how understanding these dynamics can improve collaboration and decision-making were provided.

Onboarding and Training: Ms. McKinster highlighted how the Predictive Index tool can support onboarding and training by helping leaders understand new employees' strengths and needs quickly. The importance of adjusting leadership styles to accommodate different behavioral profiles was pointed out.

Feedback: One participant shared their experience with the Predictive Index tool, explaining how it helped them understand their working relationships with different leaders. The relationship guide is helpful in identifying areas of frustration and improving collaboration.

(The Power Point presentation is incorporated into these meeting minutes by reference and can be found in the November 19, 2025 Board records for further review).

V. CONSENT AGENDA

CEO Batchelor reviewed the consent agenda, which included a new mobile messaging and devices policy. This policy was created to align with FCC requirements and protect HIPAA-protected information.

A MOTION WAS PRESENTED BY LOIS LANDGRAF, SECONDED BY ARTHUR GLYNN TO ACCEPT AND APPROVE THE CONSENT AGENDA ITEMS, TRE BOARD OF DIRECTORS' MEETING MINUTES DATED OCTOBER 15, 2025 AND MOBILE MESSAGING AND DEVICE USE POLICY AS PRESENTED. Motion unanimously approved.

VI. BOARD COMMITTEE REPORTS

a. Finance and Investment Committee (FIC) Report

Tyler Atkins, Treasurer reported.

Financial Report: October was a good month for the organization with net revenues in excess of \$900,000.

Discussion was held on the performance of various budget areas and the impact of vacancies on financial performance.

- Per Member Per Month (PMPM) has exceeded the budget.
- CMA Monitorings is \$287,000 behind budget.
- Cash on hand is slightly lower than budget. This should be corrected in a couple of months.
- October was a three-payroll month which affected the cash balance.
- Receivables are higher than in the past months.
- 6385 Corporate Drive (building) is performing close to budget.

A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE, SECONDED BY JOEL CRANK TO ACCEPT AND APPROVE THE OCTOBER FINANCIAL REPORT AS PRESENTED. Motion unanimously approved.

PTO Policy Change: After discussion at the FIC meeting, the Committee is proposing a change to the PTO policy, allowing staff to request PTO buyouts twice a year for a total of \$3,000. This change will be effective immediately.

A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE, SECONDED BY ARTHUR GLYNN TO APPROVE THE PTO POLICY CHANGE ALLOWING STAFF WHO MEET THE REQUIREMENTS THE ABILITY TO REQUEST PTO BUYOUT TWO TIMES PER YEAR FOR A TOTAL OF \$3000. *Motion unanimously approved.*

b. Legislative Committee

CEO Batchelor announced that this year's Legislative Town Hall will be a new format, featuring a round table conversation with elected officials. The event is scheduled for Saturday, February 7, beginning at 8:30 am at the Colorado Springs Hub (Union and Austin Bluffs). Save the Date cards will be sent out shortly after Thanksgiving and formal invitations in early January.

c. Development Committee

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

Happy Hour hosted by Megan Billesbach and Thasha McVay went very well. It is hoped that more Board of Directors' members can attend future events.

Drive Through Santa is scheduled for December 13. If interested in helping, contact someone in the Development office. If you have family or know of families, please see registration link.

TRE Gratitude Event is scheduled for January 28, 2026, 5:30-7:00 pm. If planning to attend, please register using the link in this month's report.

Blue Envelope Program is a collaboration with El Paso County's Sheriff's Office that assists people who have difficulty communicating as other citizens do. The person with a disability can provide this envelope to an officer during a traffic stop or other situation which will assist that officer with communicating or contacting someone who can assist.

TRE is also researching possible grants that could assist the Sheriff's Department with increasing the outreach of this program.

Toy Adaptation Event: The toy adaptation event in collaboration with medical students and Jackson Engineering was a huge success. The event adapted toys for seven families and provided training on how to adapt toys at home. They plan to share video content to help more families.

Colorado Energy Office Grant: Mr. Gufarotti updated the group on the HVAC grant application submitted to the Colorado Office of Energy. TRE expects to hear back by Christmas and plans to launch a fundraising campaign to cover the remaining costs if the grant is approved.

d. Executive Committee

2026 Governing Calendar – Chair Davis asked for suggestions on topics to be covered in 2026.

Empty Stocking Fund – The Board of Directors decided to send one donation to Empty Stocking Fund from TRE's Board of Directors. Please send your donation (if check, made out to The Resource Exchange) or via online giving and tag it as an ESF Donation. Please contact Ms. Lyng with questions.

VII. CHIEF EXECUTIVE OFFICER'S REPORT

Governor's Budget and State Changes – CEO Batchelor discussed the impact of the governor's budget and state changes on Medicaid and long-term care services. Most changes involve rate reductions along with waiver and rule changes. (*See CEO's Report for more information*).

It was noted that as these changes are discussed at the legislative level, TRE must be prepared to testify and/or support families as they share their stories.

TRE is also emphasizing continued efforts on staff accountability and adequate training as these changes are implemented. Members, families and providers will be looking to TRE for its transparency with information that will affect services and supports.

Nancy Vigil, Director of CMA Quality and Compliance informed the group that as changes are made that affect services, payments, etc., TRE will most likely receive additional complaints/escalations.

VIII. NEW BUSINESS

None.

IX. ONGOING BUSINESS

a. Quarterly Community Advisory Committee (CAC) Report

Kyle Cox, Interim Senior Program Manager provided an overview of the report from CAC for the past quarter.

Customer Satisfaction and Complaints – Mr. Cox provided an update on customer satisfaction efforts and the increase in complaints due to new initiatives and staff responsiveness. Ongoing training and staffing efforts continue to address these issues.

Staff are working to decrease the quantity of complaints by 20 complaints per quarter by the end of this fiscal year.

Leadership continues to work to implement many of the recommendations provided by CAC.

- **Enhanced Family Education** – Service coordinators must be equipped with the tools and training necessary to provide accurate information and time to members and their families. Caseloads should be reduced.
- **Clarification of Waiver Service Misconceptions** – TRE should proactively address common misconceptions about waiver services as early as possible.

- Service Coordinator Training and Competence Verification – Verification of competence from training should continually be done. Complaints are showing that this is not being done.
- Guardian Role Education – TRE is encouraged to collaborate with The Arc to train service coordinators on the legal and functional role of guardians and supported decision-making.

The Committee also requests that key complaint metrics be further broken down by department to better identify problem areas and provide targeted, data-driven solutions.

X. PUBLIC COMMENTS

None.

XI. SCHEDULE OF NEXT MEETING

The next regular Board of Director's meeting is scheduled for **Wednesday, January 21, 2025 beginning at 7:30 am at The Resource Exchange, 6385 Corporate Drive, Colorado Springs, CO. The meeting will also be offered virtually using MS Teams.**

On December 10, 2026 at 8:00 am TRE's Board of Directors will hold an executive session only to address Developing strategy for negotiations and instructing negotiators.

XII. ADJOURN TO ADJOURN REGULAR MEETING

A MOTION WAS MADE BY ARTHUR GLYNN, SECONDED BY JOEL CRANK TO ADJOURN THE REGULAR SESSION/MEETING. *Motion unanimously approved.*

The regular meeting was adjourned at 9:13 am.

AI Generated Notes and Notes taken by Tamara Engram were used to compile these meeting minutes. Completed on November 25, 2025.

SUBMITTED BY:

Colleen Batchelor, CEO

RECORDED AND TRANSCRIBED BY:

Tamara Engram, Executive Assistant

APPROVED AS TO FORMAT:

Laurie Huisingh, Secretary