



Board of Directors Formation Meeting
Minutes
November 20, 2025
2:30 PM – 4:00 PM

Present: Patrick Mayne, Sherry Leach, Kris Durso, Sara Boylan, Stacy Larrabee, Brian Rome, JoAnn Ross, Ian Engle, Dotti Longobardi
Staff: Barb Wilkins-Crowder, Kathryn Arbour, Erin Garcia

The Board President, Patrick Mayne, called the meeting to order at 2:40 after ascertaining there was a quorum of Directors present.

Introductions were made with Board members and staff present.

There was a vote to hold an executive session.

Approval of the 10/2/24 minutes: Patrick Mayne made a motion to approve the minutes. Two changes were suggested, and Brian Rome seconded the motion with those corrections. The minutes were unanimously approved.

Discussion topics:

Bylaws: The executive committee of the Board met on 10/29 and agreed that they would offer a close reading of the draft bylaws previously compiled by the original CMA subcommittee and make any additional recommendations to the Board President. Patrick will compile recommendations and reissue a copy of amended bylaws for review in the new year. The Board agreed to review the revised document.

Consultant: There was also agreement with Board members to hold on this action until the bylaws work has moved along to include in any work with a consultant the latest version of bylaws.

Training/Culture: It was suggested that this topic be added to the future agenda as conversations continue about working with a consultant.

Committees: There was some discussion about the formation of Finance and Governance Committees, topics that will be added to the future agenda.

Approval of Financial Statements: Erin Garcia presented the financial statements. Discussion included kudos for the work done to have full financial statements, an expanded budget for deeper review, and two months of completed financials that appear to be on track with budget projections.

CEO Report: Kathryn and Barb submitted a written report and used a few minutes to highlight key areas of stabilization that they have identified and continue monitoring for progress. They reported that progress continues in all key areas. The Department of Health Care Policy & Financing (HCPF) has also given us positive feedback about our stabilization efforts. We meet monthly with their team overseeing stabilization of the CMAs and comparatively we are in a strong position as they noted during our November update meeting. We discussed morale which Barb and Kathryn have given a B+ grade for now, having recently participated in some team building and appreciation activities which received high marks from staff.

Patrick adjourned the meeting at 4:10 pm.

The next meeting is scheduled for December 18 at 2:30 - 4:00pm. All Board meetings will be held via Teams given that several of its members live out of town.

Respectfully submitted,

Kris Durso
Secretary



11/20/24

Co-CEOs' Report

Submitted by: Kathryn Arbour and Barb Wilkins-Crowder

The primary focus for us and for senior leadership continues to be on stabilization post-transition on July 1. As we have reported consistently since the summer, we make steady and visible progress in many areas that include:

- **Building:** Coal Creek is painted, freshened with new carpet on the conference room side, modular and conference room furniture updated where identified, and other operational needs to maintain the building in place.
- **Systems:** The IT partnership is strong and well-functioning; internal staff knows their roles and the ways to interface with the outsourced entity for the most part and any issues are identified and resolved quickly. Staff essentially have the tools they need to do their jobs. Evolv, the billing system for the lion's share of State and contract reimbursements, continues to present the biggest challenge, although we have achieved successful billing runs over the past month. We fully expect the system to operate effectively starting with November billing which will take place in December.
- **Website:** We have contracted with a local freelancer to work with us to complete the website design and ensure sections are completed for compliance for the new year. The contractor will also help us with some routine maintenance on a regular basis.
- **Staff:** Staff continue to adjust to some of the changes brought about by the transition, although they are responding favorably to our efforts to recognize and appreciate them. (See notes later on the Appreciation Days held in October.) There is a renewed effort on quality monitoring and establishing some enhanced processes to ensure that deadlines are met and monthly expectations are monitored appropriately. There are improvements noted month over month on some of the key metrics thanks to a concerted effort by management and team supervisors.

- **TriNet:** The only remaining piece of unfinished TriNet business continues to be the reconciliation of time off balances. We are in the final stages of the process with the company. It has been a big challenge for TriNet to get this right.
- **HR matters:** We have one Leave of Absence wrapping up in a few weeks and one open Workers' Compensation claim with no return to work date identified yet due to the process underway through TriNet's Workers' Compensation partner. Additionally, hiring continues at a strong pace to fill open case management and supervisory positions. We currently have 2 openings for replacement positions and 4 postings for the newly created Case Specialists that are built into the Boulder County mill levy contract.

The October appreciation days were well received. The Leadership Team is planning another round in the spring. Additionally, the Leadership Team invited other members of management (e.g., supervisors and Program Managers) to attend a team building activity last week utilizing True Colors, a simple framework that highlights different communication preferences and associates them with a color. Led by an outside facilitator, the team spent a couple of hours learning about their own color and preferences and those of team members. We discussed tips and tactics for enhancing communication and building on the strength of having a rainbow of talents and skills to make A&I Avenues successful.

Ongoing work includes completing HCPF requirements to meet deadlines for deliverables associated with our contract. These deliverables include completion of policy and procedures, documentation of processes for the set-up of a new required Community Advisory Committee, ongoing monthly reporting and meeting on the transition of Medicaid members and any backlogs in processing clients that may be occurring still because of the transition. These deliverables extend throughout the next number of months. Some of them have dollars associated with completing the work and others are built into the contract as a condition of having accepted the designation of CMA.

The agency has also completed its application for the next round of mill levy funding from Boulder County which coincides with the calendar year.

The annual grant from Broomfield County, which has historically supported IDD case management services, has been approved and we expect to receive the contract soon for the new calendar year.

Thank you, as always, for your support!