

**BEXAR COUNTY BOARD OF TRUSTEES FOR  
MENTAL HEALTH MENTAL RETARDATION SERVICES d/b/a  
THE CENTER FOR HEALTH CARE SERVICES**

Regular Board Meeting Minutes

6800 Park Ten Blvd, Suite 200-S

San Antonio, Texas 78213

Tuesday, April 14, 2026

6:00 P.M.

**TRUSTEES PRESENT:** Daniel T. Barrett, Chairman  
Polly Jackson Spencer, Vice Chair  
Graciela Cigarroa, Treasurer  
Shari Hromas  
Roberta Krueger, M.D.  
Sandee Marion  
Travis Smith  
Margaret Vera  
Sheriff Javier Salazar, Ex-Officio Member

**TRUSTEES ABSENT:** Donnie Windham Whited, Ph.D, Secretary

**STAFF PRESENT:** Jelynn LeBlanc Jamison, President/Chief Executive Officer  
Frank Garza, General Counsel  
Amber Pastusek, Chief Medical Officer  
Robert Guevara, Chief Financial Officer  
Elizabeth Ackley, Chief Employee Experience Officer  
Tab Montemayor, Director of Community Behavioral Health Systems  
Adam Velez, Sr. Director of Contracts & Procurement  
Justin Marshall, Director of Accounting  
Cynthia Hinton, Executive Assistant

**GUESTS PRESENT:** Hunter Stanco, Morgan Stanley  
Jason Hyde, Garza Gonzales 7 Associates

The regular meeting of the Bexar County Board of Trustees for Mental Health Mental Retardation Services d/b/a The Center for Health Care Services was held on Tuesday, April 14, 2026, at the Administrative Offices located at 6800 Park Ten Blvd, Suite 200, San Antonio, Texas 78213.

**CALL MEETING TO ORDER**

**CERTIFICATION OF QUORUM**

Mr. Barrett called the meeting to order at 6:07 p.m., with the following trustees present: Mses. Cigarroa, Hromas, Krueger, Marion, Spencer, Vera, and Mr. Smith thereby establishing a quorum.

**PLEDGE OF ALLEGIANCE** – Led by Mr. Barrett

**CITIZENS TO BE HEARD** – None to be heard.

**I. APPROVAL OF MINUTES – Regular Board Meeting, February 10, 2026**

Mr. Barrett asked for a motion to approve the Minutes of February 10, 2026, Regular Board Meeting, which were presented for review and approval. Mr. Smith so moved for approval as presented; Dr. Krueger seconded the motion. Motion carried.

## II. BOARD CHAIRMAN REPORT – *Daniel Barrett*

Mr. Barrett announced that the order of the agenda was going to be altered to move Executive Session before the Informational Items.

## III. PRESIDENT/CEO REPORT – Leadership Briefing – *Jelynn LeBlanc Jamison*

Ms. Jamison indicated her report will be presented during the Budget presentation.

### **Contracts executed by the President/CEO over \$50,000 and under \$100,000 for the months of February 2026 and March 2026 – *Jelynn LeBlanc Jamison***

Ms. Jamison reported there were none.

### **Chief Medical Officer Report – *Dr. Pastusek***

Dr. Pastusek stated there was nothing new to report.

## IV. CONSENT AGENDA

1. Review/Approve the Authority for the President/CEO to Negotiate & Execute a Contract with Communities in Schools of San Antonio, for the Provision of Child Counseling Services – *Adam Velez*
2. Review/Approve the Authority for the President/CEO to Negotiate & Execute a Contract with Myndfit Mental Health, LLC for the provision of Child Outpatient Services – *Adam Velez*
3. Review/Approve the Authority for the President/CEO to Negotiate & Execute a Contract with Drash Contracting Company, LLC for the Provision of Design-Build Services – *Adam Velez*
4. Review/Approve the authority for the President/CEO to Negotiate & Execute a Contract with AT&T Enterprise, LLC dba AT&T for the Provision of Wide Area Network Services – *Adam Velez*
5. Review/Approve the FY 2025 Board Individual Self-Assessment Form and the Board Annual Evaluation Form – *Frank Garza*

Judge Marion asked if the IDD contract overlaps with AACOG. Mr. Botter stated the contract does not overlap. Mr. Barrett asked for a motion to approve the items under Consent. Judge Spencer so moved; Judge Marion seconded. Motion carried.

## V. INDIVIDUAL ITEMS FOR REPORT, DISCUSSION & APPROPRIATE ACTION

1. Review and Approve Acceptance of the CY 2025 Fourth Quarter Performance Report of the Center's 401(a) and 457(b) Accounts from Morgan Stanley – *Hunter Stanco*

Mr. Stanco noted that with the beginning of the war in Iran the market rallied strongly because of the oil price increase. The first months of the year started out robustly. The lowest performing portfolio was the moderate aggressive, ending basically flat. The First Quarter performance statements are expected to be positive. A year to date the 457-account performance is up 3.6%.

The recommendation to the Finance Committee was to move back to neutral growth/value split, considering the Iranian conflict. In the event the markets drop significantly, an immediate portfolio rebalance will be in order.

Mr. Barrett asked for a motion to approve the CY 2025 Fourth Quarter Performance Report of the Center's 401(a) and 457(b) Accounts from Morgan Stanley. Judge Spencer so moved; Ms. Cigarroa seconded the motion. Motion carried.

2. Review and Approve the Center's Financial Audit Report for Fiscal Year 2025 Independent Audit conducted by Garza/Gonzalez & Associates, LLC – *Jason Hyde*
  - Independent Auditor's Report – Includes the CHCS Foundation and Pension Plan – unmodified opinion
  - Auditor's Report on Federal and State Awards
    - Internal control over financial reporting and compliance and other matters – Unmodified opinion, no material weakness of significant deficiencies, no noncompliance required to be reported in fiscal year, no questioned costs.
  - Independent Auditor's Report on Compliance for Each Major Federal and State Program and on Internal Control Over Compliance Required by the Uniform Guidance and *The Texas Grant Management Standards* – Clean opinion, no material weakness, inefficiencies, or noncompliance.
  - Audit Communication Letter
    - No difficulties encountered in performing and completing the audit.
    - Audit adjustments were adopted and reflected in the audited financial statements.
    - Internal Control and Other Matters –The Center did not perform a timely year-end reconciliation of third-party revenues and related receivables, contributing to delays in completing the audit. No audit adjustments were proposed. Staff had difficulty reconciling year-end accounts receivable due to limitations with the billing system.
    - The auditor's recommendation is implementing a periodic reconciliation process to ensure that third-party revenues are properly recorded on an accrual basis in accordance with GAAP.

Mr. Guevara noted that there was an EHR system issue regarding duplicate billing. The staff stopped the billing process from October to January. The cause of the problem was identified and rectified. Revenue is reconciled monthly.

Mr. Hyde stated the financial position of the Center at the conclusion of the audit shows a fund balance of \$14.5 million – 30 days of operation.

Mr. Guevara commended Justin Marshall, Director of Accounting, for another successful audit.

Mr. Barrett asked for a motion to accept the Center's Financial Audit Report for FY 2025. Mr. Smith so moved; Judge Spencer seconded the motion. Motion carried.

3. Review and Approve the Center's Financial Statements for the period ending December 31, 2025, and January 31, 2026 – *Robert Guevara*
  - a) December 2025 Financials
    - Loss for the month was (\$2.1 million) bringing overall loss to (\$4.8 million). This includes the PTO buy back (\$800,000) and (\$1.1 million) on the Towne Twin Village Project. Revenue recognized in January.
    - Monthly personnel costs were \$1,696,256 above November expenses. December had 3 additional payroll days.
    - Charity Care recognition YTD is \$5.8 million. Approximately (\$2.5 million) below budget

year to date to be recognized through the end of the fiscal year.

- Fund Balance Composition – Cash \$14.8 million, A/R \$19.1 million.
- YTD Revenue Budget – \$53.4 million, Actual YTD Revenue – \$42.4 million. Actual YTD Expense – \$49.8, Net loss YTD – (\$7.4 million)

Notable Increases/Decreases from Balance Sheet

- Fund Balance is \$7.5 million
- Investments in Tex Pool increased \$7.4 million in the current month
- Interest earned for the month was \$50,409.
- With all funds recognized approximately 12.25 days of operations and total profit margin is negative (10.5%).

Cash Flow

- Beginning Balance \$8.8 million, In Flows \$19.7 million, Out Flows \$12.3 million, Ending Balance \$16.2 million.

b) January 2026 Financials

- Monthly gain – \$458, 417. Net YTD loss (\$4.4 million). Included in the loss is \$1.1 million of Bexar County funding that has not been recognized.

Notable Points from Balance Sheet

- Monthly personnel costs were \$(1.1 million) below December expenses. January had 1 less payroll day.
- Charity Care recognition YTD is \$7 million. Approximately (\$3.4 million) below the budget year to date to be recognized at year end.
- Fund Balance Composition – Cash \$6.6 million, A/R \$20.9 million.

Notable Increases/Decreases from Balance Sheet

- Fund Balance is \$7.1 million
- Investments in Tex Pool decreased (\$8.9 million) in the current month
- Interest earned for the month was \$37,595
- With all funds recognized approximately 11 days of operations and total profit margin with Charity Care recognition is negative (7.6%).

Cash Flow

- Beginning Balance \$16.2 million, In Flows \$4 million, Out Flows \$12.9 million, Ending Balance \$7.2 million.

Mr. Barrett asked for a motion to approve the December 2025 and January 2026 Financial Statements. Mr. Smith so moved; Ms. Cigarroa seconded. Motion carried.

4. Charity Care and Direct Payment Program Update – Tab Montemayor

Ms. Jamison noted the report provides context for the budget amendment.

a) Charity Care Program

- CCP is a cost-based reimbursement program that allows providers to receive reimbursement for the cost of delivering healthcare services to underinsured/uninsured individuals. Funding is approved through September 2030.
- Yearly the provider compiles and submits a cost report. Payments are determined based on HHSC certified uncompensated costs by participants and proportionate to funding pool size. FY23 funding was resized to \$499,193,023 for the funding pool for FY24-FY28.
- In FY24 the reported costs were \$119,568,691 over the funding pool threshold. In FY25 the reported cost was \$190,080,530 or 32% over the funding threshold.

- CHCS anticipated net payment after federal match for FY26 is \$25,246,557. The FY26 reporting will be utilized to establish new funding pool for FY29-30.
- Program participants have increased to a total of 51. The funding is capped at \$499 million regardless of number of participants.
- Medicaid enrollees, post pandemic in Texas, was reduced by 2 million people. Bexar County experienced about 15% unenrollment. At the Center, individuals receiving Medicaid services have declined almost 10% from FY23 to FY26. There is an increasing number of uninsured individuals still needing the services.

For FY 26 the projected revenue for CCP was \$27 million; however, the budget amendment is \$25 million.

b) Direct Payment Program

- Designed to increase services to people enrolled in Medicaid STAR, STAR Plus, and STAR Kids programs. The program receives CMS approval once submitted by HHSC and is contingent to CCBHC certification and successfully reporting all structure and outcome measures. Reporting takes place twice a year.
- Funds are calculated through one component and provide a uniform dollar increase that is set each year.
- CHCS receives prospective monthly scorecard payments based on historical performance demonstrated 2 years prior. Services are calculated per unit based on 20 procedure codes that change every year.
- HHSC reconciliation compares the final units of services completed and the amount prospectively paid to determine payment for overperformance or recoupment.
- The reconciliation outcome for FY25 is pending. Payment is based on FY23 units of service. Recoupment is expected.
- Units of service for FY 26 are trending upward. The projection is 119 thousand units of service.

5. Review and Approve Acceptance of the Center's Fiscal Year 2026 Budget Amendment

Ms. Jamison noted the amendment will focus on three funding sources where CHCS FY26 forecast and projections are not going to be met based on external factors. The request to the Board is to amend CCP and DPP reducing current year projections and to not recognize Bexar County funding.

- Budget assumptions presented to the Board at the beginning of the year have been completed.
- CEO goals and scorecard include:
  - Center wide Gating Metrics (75%): Phishing and Training metrics exceed the target; Wellness metric is lagging.
  - Key Initiatives (15%) – Foundation fundraising, Succession Planning, SMART deployment for Crisis Response, and Clinical Improvement – Performance Contract
  - Leadership – 10%
- Safety Metrics: CHCS is best in class. IRR and Consumer Violence Against Staff – On track. Motor Vehicle Accidents metric is at risk.
- Fiscal Metrics: Service Revenue was initially set at 18.6% including the projected perspective payment for DPP, in addition to the \$14.5 million in service revenue. The target is on track after removing DPP. Expense, Reserve Margin, and Write Offs – Lagging. Compliance Standing is exceeding.

- Scheduling – Lagging, Kept Appointments – At risk. Revisiting protocols and outcomes.
- Productivity: EOU- On track, Outpatient – At risk, Detox and Specialty – Lagging.
- Services Completed: Billed and Claims – Exceeding, Notes – Lagging.
- Program changes included: Enrollment and Screening, Clinical Services, Substance Use Services, Crisis Response, Primary Care, Center of Excellence, and IDD ISS/DAHS.
- HHSC Contract Termination Clause for FY26: CHCS is financially responsible for replacement costs if HHSC terminates contract for cause.
- Proposals not funded: BeWell Texas – Peer Recovery Support Services – Youth Recovery Community (\$215,000), HHSC – Integrated Treatment Expansion with SAMM (\$1.3 million).
- CHCS Foundation – Total Pipeline - \$31.2 million, Submitted/Awaiting Award - \$19 million.
- Budget Highlights included the Local funding: Bexar County – Not funded – (\$3.4 million), Expenses, Employee Initiatives, Funding by Source, Expense by category and Staffing plan by business unit.
- Proposed Budget for FY26 – \$159,037,677. Variance of (\$1.5 million).
- Proposed Staff – 1109.72. Variance (10.00), Vacancies to date – 120.
- Fund Balance Designation Request - \$5,985,112 to address funding impacts: CCP – (\$2.1 million), DPP – (\$2.3 million), Bexar County Court Program – (\$3.055 million).
- Medicaid Consumers and services are trending downward from FY23 to FY26.
- DPP Consumers, service code count and staff are trending downward from FY23 except for FY24.
- Unfunded consumers and services are trending downward from FY25. General revenue has been stagnant for the last 4 years.
- Community Impact for FY26 was projected at 33,734 consumers and 809,614 services.

Judge Marion inquired regarding the services provided to Bexar County and the contract standing. Ms. Jamison stated the update will be presented at the Executive session. The Center continues to serve the consumers but effective April 20<sup>th</sup> there will be a new referral process.

Mr. Smith noted the request for reduction on Bexar County funds, however, no additional offset of expenses for not having the staff dedicated to the courts. Mrs. Jamison stated the staff is allocated to other programs for funding.

Mr. Smith noted the flat activity for units of service on the DPP program related to the FY24 period and asked what justifies reducing DPP revenue by 60% when everything else appears to be in line with what was done in FY24. Mr. Guevara noted the current revenue relates to the FY24 measures. The payment received is in line with the amended budget request. Ms. Jamison added the reduction reflects the current status. Discussion ensued.

Mr. Smith noted the Finance Committee did not approve the budget amendment. He added the FY26 volume of units of service is in line with what has been done historically and there is a significant disconnect from the data shown and the request. It seems that the same level of revenue will be received as years past. Mr. Guevara noted the increase in the traditional service revenue; while there is a drop in DPP numbers; services are increasing. The \$3.7 million that has been referenced includes the IGT, which counts as an expense when the revenue comes in. The issue is the projection for FY26 was too high based on the formula provided which is 2 years prior based on units of service.

Mr. Smith noted he will not support the budget operation loss of the \$6 million for FY26 as he

cannot find a justification for DPP reduction. He recommends that if there is a shortfall in revenue to look back at staff productivity or adjust the expense side to accommodate for the losses. Ms. Jamison noted that regarding CCP the number of participants is estimated based on the prior year cost report and payout, for the DPP staff looks at current service codes units to make the projection. The Board has been informed regarding Bexar County and asked for guidance. It was not until March that CHCS was notified by the ADA that there was no intention to take the contract to the Commissioners Court.

Mr. Barrett noted the difficulty of decisions to be made and the lack of control over external factors. He is confident the staff will mitigate the shortcomings and there is no doubt about their desire to serve the community.

Mr. Barrett asked for a motion to approve the revised FY26 budget amendment of \$159,037,677 with a revised authorized headcount of 1,109.72 and a fund balance designation of \$5,985,112 to address the funding impacts to the Charity Care Program, Direct Payment Program, and the Bexar County Court Program.

Ms. Vera asked if the vote must be taken or can it be postponed until the Board receives the additional information requested at the Finance Committee. Mr. Smith noted he does not have enough information to accept the amendment.

Judge Spencer motioned to approve the FY26 budget amendment as presented. Ms. Cigarroa seconded the motion. Motion failed.

Judge Marion questioned what decision to accept or not accepting the amendment entails. Ms. Jamison stated the Center cannot continue to operate under the assumptions presented in August. The Center has a tradition of bringing the midyear report to the Board and make necessary adjustments as funding stream and expenses changes. Mr. Garza stated at some point there the budget must be amended to prevent an audit finding.

Mr. Garza suggested withdrawing the vote and making the motion to table the item. Mr. Barrett asked for a motion to withdraw the vote and table the FY26 budget amendment. Judge Marion motioned to withdraw the vote and table the FY26 budget amendment for the next meeting. Ms. Cigarroa seconded the motion. Motion carried.

Judge Spencer noted it would be helpful to receive a report of the requested amendment items to better understand the next time the amendment is presented. Ms. Jamison noted that once HHSC reconciliation is received it will provide more insight into the subject. Mr. Smith asked for the pending email to be sent to the Board.

**VI. EXECUTIVE SESSION (DISCUSSION ONLY: CLOSED TO THE PUBLIC) PURSUANT TO CHAPTER 551, TEXAS GOVERNMENT CODE: 551.071 (Consultation with General Counsel) and 551.074 (Personnel)**

- A. Attorney client consultation in accordance with section 551.071 regarding status of negotiations with Bexar County on the General Fund contract.
- B. Attorney client consultation in accordance with section 551.071 and personnel in accordance with section 551.074 regarding CEO evaluation process.

Mr. Barrett called the meeting into Executive Session at 7:53 p.m.

## VII. RECONVENE OPEN SESSION

Meeting reconvened into Open Session at 8:24 p.m. No action was taken.

## VIII. INFORMATIONAL ITEMS

Ms. Jamison presented a summary of the Mid-Year FY 2026 reports as follows:

1. Compliance Department – Review score for all programs was 92%, Value of service findings totaled \$23,975 including billing for time that is not supported by the documentation and billing for services that were not the services provided. Documentation findings: assessments and plans missing required elements, goals and objectives not observable or measurable, and documentation not completed within 23 hours. External Reviews: HHSC (QM Comprehensive, SUD Fiscal, IDD); TCOOMMI; BeWell; and MCOs.
2. Contracting and Procurement – Completed a total of 56 contract monitoring reviews, 24 findings of non-compliance were detected, 7 findings were resolved, and 17 findings require additional follow-up through Corrective Action Plans (CAP) to resolve.
3. HHSC Performance Contract Metrics & Outcomes – CHCS is subject to 20 performance measures and service targets, CHCS met all 7 at-risk measures, and did not meet 4 of the remaining 13 performance measures.
4. Utilization Management (UM) – Adult census remained over 100% of the 6790 target. Average ABH monthly active client count was 6,212. Levels of Care 1S, 2, 3, 4, and EO received a combined average of 61.8% of the HHSC suggested average hours per month target. Average monthly auto-discharge rate of 55.8% (50% or lower recommended by UM).  
- Children’s census remained under the 1,598 target with average of 76%. Average monthly active client count was 954. CBH levels of care 1S, 2, 3, 4, YC, and EO received a combined average of 50% of the HHSC suggested average hours per month target. Average monthly auto-discharge rate of 76.8% (50% or lower recommended by UM).
5. CCBHC/DPP – Directed Payment Program is a value-based funding program that aligns with HHSC’s goal to support CCBHCs. Reporting requirements were successfully completed, and Final FY 25 valuation pending reconciliation. Program Year 6 (FY27) application submitted to CMS.  
- CCBHC successfully obtained CCBHC recertification. Working with CHCS teams to address HHSC recertification feedback, Preliminary review of reporting requirements, and SDOH measure buildout underway.
6. Cyber Security – Security Awareness FY 26 Average is 96.7% (industry average 94.5%). Phish Reporting Metrics: 3,293 suspicious emails were reported to Systems & Security team with 7% identified as a threat. Penetration Testing will be conducted in the second half of the FY. No major security incidents. Security Enhancements: Strengthening server security with Microsoft Defender, Microsoft 365, and Windows Server 2025 upgrade.

## IX. REPORTS

1. **TEXAS COUNCIL OF COMMUNITY MHMR CENTERS INC. BOARD** – *Daniel T. Barrett*
2. **TEXAS COUNCIL RISK MANAGEMENT FUND BOARD (TCRMF)** – *Robert Guevara*
3. **TEJAS HEALTH MANAGEMENT BOARD** – *Robert Guevara*

No reports were presented at this meeting.


**VIII. ADJOURNMENT**

Mr. Barrett asked for a motion to adjourn the meeting. Mr. Smith so moved, Ms. Vera seconded.  
Meeting adjourned at 8:36 p.m.

Passed and approved this 9<sup>th</sup> day of June, 2026.



Daniel T. Barrett  
Board Chairman



Cynthia Hinton  
Executive Assistant