

Park Hospital District

NOTICE

SPECIAL BOARD MEETING

OF THE PARK HOSPITAL DISTRICT BOARD OF DIRECTORS

Tuesday, July 14, 2026

at 8:00 a.m.

District Administration Office – Vert Conference Room

1280 Big Thompson Avenue, Estes Park, CO 80517

PUBLIC NOTICE is hereby given that the Park Hospital District Board of Directors will hold a Special Meeting to review and discuss governance and policy matters. Action may be taken by the Board on items listed on the meeting agenda.

AGENDA

1. Call to Order

2. Approval of Agenda

3. Executive Session

Executive Session pursuant to § 24-6-402(4)(b), C.R.S., for the purpose of discussing legal advice previously received from the Board's legal counsel regarding the Ascensus retirement plan and related financial obligations, and the Memorandum of Understanding with UCHHealth, including the flow of funds and related budget matters.

4. Return to Open Session

5. Consideration of Memorandum of Understanding Budget Request and Flow of Funds

(Discussion/Action)

6. Consideration of Ascensus Retirement Plan Termination Work Plans and Related Obligations

(Discussion/Action)

7. Mission, Vision, and Core Values Development *(Discussion/Action)*

8. Consideration of Proposed Resolutions Regarding Hall & Render *(Discussion/Action)*

9. Board Governance Dashboard and Governance Resources *(Discussion/Action)*

10. Citizen and Board Comments

11. Proposed Agenda Items for Future Meetings

12. Adjournment

The Board reserves the right to consider other appropriate items not available at the time the agenda was prepared.

Janet Zeschin, Board Secretary

Agenda Title: Executive Session

Executive Session pursuant to § 24-6-402(4)(b), C.R.S., for the purpose of discussing legal advice previously received from the Board's legal counsel regarding the Ascensus retirement plan and related financial obligations, and the Memorandum of Understanding with UCHHealth, including the flow of funds and related budget matters.

Board Action Needed:

Motion to enter Executive Session by announcing the topic to be discussed and citing the specific statute that authorizes the Executive Session; need 2/3 approval.

Example: "I move that we enter Executive Session pursuant to §24-6-402(4)(b), C.R.S., for the purpose of discussing legal advice previously received from the Board's legal counsel regarding the Ascensus retirement plan and related financial obligations, and the Memorandum of Understanding with UCHHealth, including the flow of funds and related budget matters."

Agenda Title: Return to Open Session

Board Action Needed:

Motion to exit Executive Session and return to open session.

Agenda Title: Consideration of Memorandum of Understanding Budget Request and Flow of Funds (Discussion/Action)

Background Information:

The District and UCHealth have been engaged in ongoing discussions regarding a proposed Memorandum of Understanding (MOU) addressing certain financial matters between the parties. As part of those discussions, information has been provided regarding the flow of funds between the District and UCHealth, as well as related budget considerations.

Prior to consideration of this agenda item, the Board met in executive session pursuant to § 24-6-402(4)(b), C.R.S., to discuss legal advice previously received from the District's legal counsel regarding the proposed MOU, the flow of funds, and related financial matters.

This agenda item provides the Board with an opportunity to discuss the proposed MOU in open session, consider its financial and operational implications, and determine appropriate next steps.

Depending on the Board's discussion, formal action may be considered, including approval of the proposed MOU and/or direction regarding any associated budget adjustments or funding requests.

Board Action Needed:

Discuss the proposed Memorandum of Understanding (MOU) with UCHealth, determine whether to approve the MOU, provide any related direction necessary to implement the agreement, and take any other action the Board deems appropriate.

Agenda Title: Consideration of Ascensus Retirement Plan Termination Work Plans and Related Obligations (Discussion/Action)

Background Information:

The Board has been discussing matters related to the District's retirement plan obligations and the termination of the Estes Park Medical Center Money Purchase Pension Plan. Hall Render has been assisting the District in identifying the legal and administrative steps necessary to complete the plan termination process, including coordination with Ascensus and required filings with the Internal Revenue Service.

Prior to consideration of this agenda item, the Board met in executive session pursuant to § 24-6-402(4)(b), C.R.S., to discuss legal advice previously received from the District's legal counsel regarding the retirement plan, the proposed termination process, related financial obligations, and associated invoices.

During the meeting, the Board will review and discuss the proposed work plans and any supporting information provided by legal counsel and other advisors. The Board may also consider outstanding invoices, available payment options, implementation requirements, and any additional actions necessary to advance the retirement plan termination process.

Board Action Needed:

Review and discuss the proposed retirement plan termination work plans, determine whether to approve the recommended course of action, authorize payment of related invoices as appropriate, provide any related direction necessary to implement the Board's decision, and take any other action the Board deems appropriate.

Agenda Title: Consideration of Purpose, Mission, Vision, and Core Values (*Discussion/Action*)

Background Information:

Over the past several weeks, Board members have collaborated to develop proposed Purpose, Mission, Vision, and Core Values statements for the Park Hospital District. The proposed statements are intended to articulate the District's purpose as a Colorado Title 32 Special District, establish its mission and long-term vision, and identify the core values that will guide the Board's governance and decision-making.

A recommended draft has been prepared for the Board's consideration. The Board will have the opportunity to discuss the proposed statements, suggest revisions, and provide direction. If the Board determines that the proposed language reflects its intent, it may consider adoption of the Purpose, Mission, Vision, and Core Values.

Attachments:

☐ Resolution
☐ Report
☐ Contract

☐ Letter
☐ Minutes
☐ Map

☒ Other
Proposed Mission, Vision, and
Core Values Statements

Board Action Needed:

Discuss the proposed Purpose, Mission, Vision, and Core Values, make any desired revisions, and consider adoption.

Purpose

The Park Hospital District is a Colorado Special District organized under Title 32 of the Colorado Revised Statutes. The district exists to help ensure access to high-quality healthcare for residents and visitors of the Estes Valley through responsible stewardship of taxpayer resources, accountable governance, and fulfillment of its statutory responsibilities. The district serves as the community's local public health district, supporting a sustainable healthcare affiliation while protecting the public interest.

Mission

The Park Hospital District serves the Estes Valley by responsibly stewarding local tax revenues dedicated to improving community healthcare. As a Title 32 health service district, the Board fulfills its statutory obligations by ensuring public resources support accessible, high-quality care and by fulfilling its Title 32 role as a steady local entity within the broader healthcare affiliation.

Vision

A healthy Estes Valley where responsible use of public resources and constructive partnerships help sustain high-quality, accessible healthcare for generations to come.

Core Values

- **Stewardship** — We manage local tax revenues responsibly to support meaningful healthcare improvements for the community.
- **Transparency** — We conduct District business openly and communicate clearly with the public.
- **Integrity** — We act ethically, honestly, and in accordance with our governing responsibilities.
- **Community Commitment** — We remain dedicated to supporting the long-term healthcare needs of the Estes Valley.
- **Collaborative Partnership** — We engage constructively with healthcare partners while upholding the District's statutory role and protecting the community's interests.
- **Access to Care** — We support equitable, sustainable, and high-quality healthcare for residents and visitors.

Agenda Title: Consideration of Proposed Resolutions Regarding Hall & Render
(Discussion/Action)

Background Information:

Board Member Dr. Tom Leigh has requested that the Board consider two proposed resolutions related to the District's legal services provided by Hall Render.

8.A Consideration of Proposed Resolution Regarding Hall & Render Legal Expenditures

This proposed resolution addresses legal expenditures incurred since December 1, 2025, and raises questions regarding the authorization and oversight of those expenditures. The proposed resolution requests that the Board consider actions related to those expenditures.

8.B Consideration of Proposed Resolution Regarding Termination of Hall & Render Legal Services

This proposed resolution requests that the Board consider termination of the District's legal services engagement with Hall Render.

Supporting background information and documentation submitted by Dr. Leigh are included in the meeting packet for the Board's review and consideration.

Attachments:

☐ Resolution
☐ Report
☐ Contract

☐ Letter
☐ Minutes
☐ Map

☒ Other
A. Draft Resolution
Regarding Hall & Render
Legal Expenditures
B. Draft Resolution
Regarding Termination of
Hall & Render Legal
Services
C. Background statement
provided by Dr. Tom
Leigh
D. Memorandum provided
by Dr. Tom Leigh

Board Action Needed:

Review, discuss, and consider the proposed resolutions and take any action deemed appropriate.

Attachment A

Draft Resolution Submitted by Board Member Dr. Tom Leigh

DRAFT

Resolution to Declare Unauthorized Legal Expenditures to Hall Render and Attorneys Invalid

Whereas:

1. The Park Hospital District Board is committed to upholding the integrity of its financial practices and ensuring all expenditures are appropriately authorized.
2. Invoices totaling approximately \$250,000 have been received from Hall Render attorneys since December 1, 2025, under the definitive integration and affiliation agreements.
3. These expenditures were authorized by individuals who had full knowledge that the Park Hospital District had budgeted only \$50,000 dollars for legal fees, and who did not receive approval from the full board, violating Title 32 requirements for financial oversight.

Now, Therefore, Be It Resolved That:

1. Declaration of Invalidity: The board hereby declares that all payments made to Hall Render and associated attorneys since December 1, 2025, totaling approximately \$250,000, are deemed invalid due to lack of appropriate authorization by the full board.
2. Suspension of Further Payments: All further payments to Hall Render and associated attorneys shall be suspended immediately pending a thorough review by the full board.
3. Request for Refund: The board will formally request a refund of the unauthorized payments made to Hall Render and associated attorneys, emphasizing that these expenditures were not approved by the majority of the board.
4. Review of Financial Protocols: A comprehensive review of the board's financial authorization procedures will be conducted to prevent future occurrences of unauthorized expenditures. The findings and recommendations will be presented at the next board meeting.

DRAFT

5. Communication with Hall Render: The board chair will communicate the board's decision regarding the invalidation of these payments to Hall Render and initiate discussions about the requested refund.

6. Follow-Up Action: A special meeting will be convened within 30 days to discuss the outcomes of the communications with Hall Render and any necessary actions regarding the refund.

Be It Further Resolved That: This resolution shall take effect immediately upon passage.

PARK HOSPITAL DISTRICT

Board of Directors
Estes Park, Colorado

RESOLUTION NO. 2026-_____

**RESOLUTION OF THE BOARD OF DIRECTORS OF THE PARK HOSPITAL DISTRICT
TERMINATING THE LEGAL SERVICES ENGAGEMENT WITH HALL RENDER**

WHEREAS, the Park Hospital District (the "District") is a political subdivision of the State of Colorado organized and existing pursuant to Title 32, Article 19, Colorado Revised Statutes, and is governed by its duly elected Board of Directors (the "Board"); and

WHEREAS, the District has maintained a long-standing professional engagement with the law firm of Hall Render ("Hall Render") for the provision of legal counsel and representation in connection with the District's operations, governance, and the recent affiliation and integration of Estes Park Health (now known as UCHealth Estes Valley Medical Center) with UCHealth; and

WHEREAS, for the current fiscal year, the Board carefully reviewed and duly approved an annual budget allocating the sum of Fifty Thousand Dollars (\$50,000.00) for all legal services and related expenses; and

WHEREAS, in the first seven (7) months following the effective date of the affiliation between Estes Park Health and UCHealth on December 1, 2025, the District has received invoices from Hall Render for legal fees totaling approximately Two Hundred Fifty Thousand Dollars (\$250,000.00); and

WHEREAS, these substantial invoices and the legal services giving rise to them were incurred and submitted without prior presentation to, review by, or approval of the Board; and

WHEREAS, attorneys David Snow and Mark Sabey of Hall Render were at all material times fully aware of the District's approved annual legal budget of \$50,000 and the Board's fiscal constraints; and

WHEREAS, the incurrence of legal fees approximately five times the approved annual budget has created an immediate and significant budgetary crisis, compelling the Board to amend the District's budget and, pursuant to the express terms of the Integration and Affiliation Agreement with UCHealth, to request an increase in the allowance of mill levy tax revenues to cover these unanticipated and unapproved expenditures; and

WHEREAS, the Board finds that Hall Render, through its responsible attorneys, failed to exercise the degree of care, skill, diligence, and fiduciary responsibility reasonably expected of legal counsel representing a public special district funded by taxpayer mill levy revenues, by permitting and facilitating the accumulation of massive unapproved legal fees without timely warning the Board or seeking authorization; and

WHEREAS, the Board has determined that Hall Render's conduct has not been in the best interests of the District, its patients, or the taxpayers of the Estes Valley community, and that the District can no longer place confidence in Hall Render to provide legal services in a fiscally responsible, transparent, and client-centered manner;

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Park Hospital District as follows:

Section 1. Termination.

The professional services engagement between the Park Hospital District and Hall Render is hereby terminated for cause, effective immediately upon the adoption of this Resolution, or on such later date as may be required to comply with any non-waivable notice provisions contained in the existing engagement letter or agreement. The District expressly reserves all of its rights, claims, and remedies at law or in equity arising out of or related to the prior engagement, including but not limited to disputes regarding the reasonableness and authorization of fees invoiced.

Section 2. Notice and Transition.

The Chair of the Board, or his or her designee, is hereby authorized, empowered, and directed to deliver written notice of termination to Hall Render without delay and to take all actions necessary or appropriate to ensure an orderly and professional transition of all pending legal matters to successor counsel.

Section 3. Engagement of Successor Counsel.

The Board authorizes and directs the appropriate officers and staff of the District to engage qualified successor legal counsel as expeditiously as practicable. New counsel shall be instructed to provide services in strict accordance with Board-approved budgets, to obtain prior Board authorization for any legal work or expenditures anticipated to exceed routine or budgeted amounts, and to maintain the highest standards of transparency and fiscal accountability to the taxpayers of the District.

Section 4. Review of Outstanding Invoices.

All invoices, statements, and demands for payment received from Hall Render shall be subject to thorough review by the Board and, at the Board's discretion, by successor counsel. The District shall pay only such sums as the Board determines, in its sole and absolute discretion, represent fair and reasonable compensation for necessary legal services that were either (a) pre-approved by the Board, or (b) reasonably required in exigent circumstances where prior approval could not practicably be obtained. The District disputes any obligation to compensate Hall Render for services that were not authorized and that caused the approved budget to be exceeded without the Board's knowledge or consent, and the District reserves the right to seek reimbursement, offset, or other appropriate relief.

Section 5. Effective Date and Recording.

This Resolution shall be effective immediately upon its adoption by the Board. The Secretary of the Board is directed to cause this Resolution to be recorded in the official minutes of the meeting at which it was adopted and to maintain a certified copy in the permanent records of the District.

ADOPTED AND APPROVED by the Board of Directors of the Park Hospital District this ____ day of _____, 2026.

Chair, Board of Directors
Park Hospital District

Secretary, Board of Directors
Park Hospital District

This Resolution was adopted by affirmative vote of a majority of the members of the Board of Directors of the Park Hospital District at a duly noticed public meeting.

Attachment C

Background Statement Submitted by Board Member Dr. Tom Leigh

The following statement was submitted by Dr. Tom Leigh in support of the proposed resolution and is included without modification.

My intent is simply to ensure that the Park Hospital District is operating in full compliance with Colorado law and with the fiduciary standards expected of special district board members.

Over the past several months, I have reviewed the District's statutory authority under **Colorado Title 32**, the District's bylaws, and the financial information available to the Board. During this review, I identified the apparent fact that legal invoices and expenditures since December 1, 2025 appear to have been authorized or paid **without a corresponding Board action**, Board vote, or documented delegation of authority.

Because Colorado special districts may only expend public funds **for purposes authorized by statute and approved by the governing board**, I believe it is important that the Board verify:

1. **Whether these expenditures were properly authorized,**
2. **Whether they fall within the District's statutory powers, and**
3. **Whether the Board has been provided the information necessary to exercise its oversight responsibilities.**

My purpose in raising these questions is not to assign fault or to challenge any individual. Rather, it is to ensure that the District maintains **transparent, compliant, and well-documented financial practices**, particularly in areas involving legal services, where statutory requirements and fiduciary obligations are especially clear.

I don't believe that any of the Hall Render legal work and invoices since December 1, 2025 were properly discussed with or approved by the board. It follows, then, that the Park Hospital District should not pay for unauthorized work.

PARK HOSPITAL DISTRICT

Board of Directors — Internal Memorandum

TO: Board of Directors, Park Hospital District

FROM: [Board Chair / Special Counsel / Designated Officer]

DATE: June 26, 2026

RE: Factual Summary of Legal Expenditures Made Without Board Authorization

CONFIDENTIAL — ATTORNEY-CLIENT PRIVILEGED (IF APPLICABLE)

I

BOARD USE ONLY

This memorandum provides a neutral, factual summary of legal expenditures made to Hall Render for legal services that were not authorized by the Board of Directors of Park Hospital District. It is prepared to assist the Board in understanding the scope of the issue and to serve as a foundational record in connection with the Board's formal dispute of invoices and termination of Hall Render's engagement. The facts documented herein are based on a review of available financial records, invoices, Board meeting minutes, and related correspondence.

SECTION 1 — BACKGROUND AND CONTEXT

Park Hospital District (the "District") engaged Hall Render as outside legal counsel to provide services in connection with various legal matters arising from District operations. The terms and scope of that engagement, as initially understood by the Board, were subject to the District's standard authorization requirements governing the retention of outside legal service providers.

Under the Board's established governance practices, and consistent with Colorado public hospital district law, the retention of outside legal counsel and the authorization of associated expenditures require affirmative action by the Board of Directors. Expenditures for legal services are expected to correspond to matters that have been presented to, reviewed by, and approved by the Board through resolution, formal motion, or recorded directive.

Following a review of legal billing records, the Board has identified a pattern of invoices submitted by Hall Render for services that do not correspond to any recorded Board resolution, motion, or directive. These invoices appear, based on available records, to have been approved for payment by individual officers or staff members acting without Board authorization or documented Board delegation of authority.

SECTION 2 — SUMMARY OF AUTHORIZATION REQUIREMENTS

The following principles govern the authorization of legal expenditures by the District:

- Under Colorado Revised Statutes governing public hospital districts, the Board of Directors holds ultimate fiduciary responsibility for the use of District funds and the oversight of District operations, including the engagement of outside legal counsel.
- The retention of outside legal counsel and the authorization of associated expenditures require Board authorization, expressed through a duly adopted resolution, motion, or formally documented directive recorded in Board minutes.
- No individual officer, administrator, or staff member possesses independent authority to bind the District to legal expenditures absent prior Board authorization or a formally documented delegation of authority from the Board.
- The District's financial policies and bylaws require *[specific policy citation(s) to be inserted — e.g., Board Policy No. ____, Article ____ of the District Bylaws, or applicable financial authorization threshold]* before legal invoices may be processed for payment.

SECTION 3 — IDENTIFIED UNAUTHORIZED EXPENDITURES

The following categories of expenditures have been identified through the Board's review as lacking proper Board authorization. This table is a summary only; a complete schedule of disputed invoices is attached as **Exhibit A**. All amounts, dates, and matter descriptions marked as placeholders are to be confirmed against source financial records prior to Board action.

Matter Description	Invoice Date(s)	Invoice Amount	Authorization Status	Notes
[Employment Matter – [Employee/Role Name]]	[MM/DD/YYYY] – MM/DD/YYYY]	[\$____]	No Board authorization identified	[Directed by: (role); Processed by: (dept)]
[Litigation – [Case Name or Docket No.]]	[MM/DD/YYYY] – MM/DD/YYYY]	[\$____]	No Board authorization identified	[No corresponding Board minute entry found]
[Contract Negotiation – [Counterparty Name]]	[MM/DD/YYYY] – MM/DD/YYYY]	[\$____]	No Board authorization identified	[Invoiced under general retainer; matter not presented to Board]
[Regulatory Compliance – [Subject Matter]]	[MM/DD/YYYY] – MM/DD/YYYY]	[\$____]	No Board authorization identified	[Scope not disclosed to Board; authorized by (role)]
[Personnel Investigation – [Matter Description]]	[MM/DD/YYYY] – MM/DD/YYYY]	[\$____]	No Board authorization identified	[No Board resolution; payment processed by (dept)]
[General Advisory – [Topic/Counterparty]]	[MM/DD/YYYY] – MM/DD/YYYY]	[\$____]	No Board authorization identified	[Matter not identified in any Board agenda or minutes]
Total Disputed Amount (Summary)	[\$____]	See Exhibit A for complete schedule		

Total disputed amount: \$[____] — see Exhibit A]

SECTION 4 — RELEVANT FINDINGS

Based on the records reviewed to date, the following factual observations have been made:

- Hall Render received direction on legal matters from [officer/staff role — e.g., Chief Executive Officer / Chief Financial Officer / other designated individual] with respect to matters that were not presented to or approved by the Board of Directors.

- Invoices for these matters were submitted to and processed for payment by *[staff member(s) / finance department]* without Board review, Board approval, or notation in Board records.
- The Board of Directors was not notified of these matters, their scope, or the associated legal expenditures at any regular or special meeting during the relevant period.
- Total payments made on disputed invoices amount to approximately \$*[_____]* (see Exhibit A for complete itemization).
- Hall Render's billing records reflect *[number]* separate matters for which no corresponding Board authorization, resolution, or motion has been identified in District records.
- The identified invoices span the period from *[start date]* to *[end date]*.

SECTION 5 — OPEN QUESTIONS AND RECOMMENDED BOARD ACTIONS

Open Questions for Board Consideration

The Board may wish to address the following questions as part of its deliberations:

1. Should the District pursue recovery of amounts already paid for services rendered without Board authorization?
2. Should this matter be referred to the Colorado Office of Regulatory Counsel, the Colorado Department of Public Health and Environment, or another applicable oversight or regulatory body?
3. What internal controls, financial policies, or authorization procedures should be implemented to prevent recurrence of unauthorized legal expenditures?
4. Should the Board commission an independent audit of all legal expenditures incurred during the relevant period to determine whether additional unauthorized payments have not yet been identified?

Recommended Immediate Actions

The following actions are presented for the Board's consideration and formal adoption:

- **Formal dispute of outstanding invoices** — adoption of *Resolution No. []-2026* formally disputing all invoices identified as lacking Board authorization and directing that no further payments be made pending Board review.
- **Termination of Hall Render engagement** — adoption of *Resolution No. []-2026* formally terminating the District's engagement of Hall Render as outside legal counsel, effective immediately or on a specified date.
- **Retention of independent legal counsel** — engagement of independent outside counsel, authorized by the Board, to advise the District in connection with the disputed invoices, recovery efforts, and any resulting legal proceedings.
- **Records preservation directive** — issuance of a formal directive to all District officers, staff, and administrators to preserve all records, communications, invoices, and financial documents related to the Hall Render engagement and the matters identified herein.
- **Review and strengthening of internal authorization policies** — direction to appropriate staff or a designated Board committee to review existing financial authorization policies and bylaws and to present recommended revisions to the Board for adoption.

SECTION 6 — CONCLUSION

This memorandum constitutes a factual summary prepared for the purpose of informing Board deliberations regarding legal expenditures made without proper Board authorization. It is not intended as a final legal determination, a complete audit, or an advocacy document. The findings and observations set forth herein are based on records available at the time of preparation and are subject to revision as additional information becomes available.

The Board is advised to consult with independent legal counsel before taking any formal action in connection with the matters described herein, including but not limited to the dispute of invoices, the termination of the Hall Render engagement, and any potential recovery efforts. Additional documentation will be made available to the Board as the review continues.

EXHIBITS

The following exhibits are referenced in this memorandum and shall be attached upon completion of the document review:

Exhibit A	Schedule of Disputed Invoices — complete itemized listing of all invoices identified as lacking Board authorization, including matter descriptions, invoice dates, invoice amounts, payment dates, and authorization status. <i>(To be attached.)</i>
Exhibit B	Applicable Board Meeting Minutes — copies of minutes from Board meetings during the relevant period, demonstrating the absence of any Board resolution, motion, or directive authorizing the identified legal expenditures. <i>(To be attached.)</i>
Exhibit C	Relevant Financial Records — supporting financial documentation, including payment records and accounts payable entries, corresponding to the disputed invoices identified in Exhibit A. <i>(To be attached.)</i>

CONFIDENTIAL — ATTORNEY-CLIENT PRIVILEGED (IF APPLICABLE) — BOARD USE ONLY

Park Hospital District | Internal Board Memorandum | June 26, 2026

This document is intended solely for the use of the Board of Directors of Park Hospital District. Unauthorized disclosure is prohibited.

Agenda Title: Board Governance Dashboard and Governance Resources
(Discussion/Action)

Background Information:

Board Member Dr. Tom Leigh has requested that the Board review the attached Board Governance Resources document for discussion and consideration.

The document includes a proposed monthly Board dashboard, recommended agenda format, annual housekeeping and compliance calendar, and governance resources intended to assist the Board in tracking recurring oversight responsibilities, statutory requirements, and action items.

Attachments:

☐ Resolution
☐ Report
☐ Contract

☐ Letter
☐ Minutes
☐ Map

☒ Other
A. Board Governance Resources
provided by Dr. Tom Leigh

Board Action Needed:

Review, discuss, and take any action deemed appropriate.

Attachment A

PARK HOSPITAL DISTRICT

Estes Park, Colorado

Board Governance Resources

Monthly Dashboard Template • Recommended Agenda Format
Annual Housekeeping & Compliance Calendar

A Colorado Title 32 Health Service District
Supporting Transparent, Compliant, and Effective Board Oversight
Post-Affiliation with UCHest Valley Medical Center

Prepared: June 2026

For Use by the Board of Directors and District Staff

This toolkit provides actionable templates to track recurring items, clarify meeting actions vs. information needs, and maintain statutory compliance. Customize as needed with legal counsel input.

1. MONTHLY DASHBOARD FOR BOARD MEETINGS

Purpose: Provide the Board with a concise, at-a-glance overview of recurring oversight items at every regular meeting. This ensures proactive tracking of financial health, contract compliance, statutory obligations, and action item progress—especially critical during the post-UCHealth affiliation transition phase. The Dashboard highlights **what is being done** (current status) and **what needs to be done** (pending actions, risks, deadlines).

Recommended Format: 1-2 page report or slide deck prepared by Treasurer/Staff and included in every Board packet. Use visual cues: **GREEN** = On Track, **AMBER** = Attention Needed, **RED** = Immediate Action Required. Include supporting financial statements and detailed reports as appendices.

Core Monthly Tracking Categories

1. Financial Oversight & Health

- Cash position, bank reconciliations, and investment balances (PDPA compliance)
- Year-to-Date Budget vs. Actual Revenues & Expenditures with material variance analysis (>5% flagged)

- Mill levy collection status and property tax revenue trends
- Key outflows: Payments or receipts under UCHealth Management/Lease Agreement; any anomalies or explanations required
- Fund balances by category (General, Capital, Debt Service, Restricted) vs. targets or policy minimums
- Accounts Payable/Receivable aging reports and any aged items >60 days
- Unusual transactions, large checks, or journal entries since last meeting (with explanations)

2. Contract, Agreement & Vendor Management

- UCHealth affiliation/management agreement: Compliance status, performance metrics (if defined), any issues or amendments proposed
- Status of active contracts (Legal Counsel - Title 32 specialist, Accounting/Audit, Insurance Broker, Website/IT, Banking, Other vendors)
- Upcoming renewals, expirations, or auto-renewals in next 90-180 days
- Procurement activity: Any RFPs, bids, or sole-source justifications in process
- Contractor/vendor performance issues or disputes

3. Compliance, Filings & Governance

- Status of upcoming or open statutory filings (DLG budget/Transparency Notice, State Auditor audit/exemption, county mill levy cert, etc.)
- 24-hour meeting notice and agenda posting compliance (location/website)
- Public records requests received/responded; any complaints or Open Meetings Law concerns
- Director conflict-of-interest disclosures or annual training status
- Website transparency portal updates (if maintained): Director info, budget, audit, meeting schedule

4. Action Items & Old/New Business Tracker (Critical for Clarity)

Maintain a living tracker table (Excel or embedded). Columns: Item # | Description | Category (Old/New) | Status (Open / In Progress / Complete / On Hold) | Assigned To | Due Date | Next Step / Recommendation | Board Action Needed (Yes/No - specify type: Approve, Discuss, Table). Highlight overdue items in RED. Review and update at every meeting; carry forward unresolved items to Old Business section of agenda.

5. New Business, Proposals & Strategic Oversight

- Summary of new proposals or requests with staff/counsel recommendation and decision type (Information / Discussion / Action)
- Progress against Board strategic priorities or annual goals (e.g., financial infrastructure setup, transparency enhancements, community benefit oversight)
- Policy review status (Bylaws, Financial Policies, Investment Policy, Procurement Policy - recommend annual or as-needed review)
- Board self-assessment, education, or development items

6. Risk Management, Operations & Community

- Insurance coverage status, claims summary (non-confidential), or incidents
- Any facility, asset, or capital project issues (if District retains ownership or responsibility)
- High-level community engagement, patient feedback, or public comment themes (anonymized)
- EMS or other District-funded program updates (if applicable)
- Emerging risks or opportunities (regulatory, financial, reputational)

Tip: At the top of the Dashboard, include an Executive Summary box with Overall Status (Green/Amber/Red) and 3-5 Key Highlights or Watch Items for the Board to focus on during the meeting.

2. RECOMMENDED AGENDA FORMAT OUTLINE

This structured agenda format ensures meetings are efficient, transparent, and clearly distinguish between **informational items** (what the Board needs to know), **discussion items** (what needs input or direction), and **action items** (what is being decided or approved). It explicitly incorporates **Old Business** (carry-over items requiring follow-up) and **New Business** (fresh proposals) with consistent formatting so the Board always knows the status and what action, if any, is requested. Adopt via Board resolution or policy for consistency.

Legal Notes: All regular and special meetings must comply with Colorado Open Meetings Law (§24-6-402, C.R.S.) and Title 32 posting requirements (24-hour notice with agenda info where possible, posted in designated public place or on District website). Executive Sessions require specific statutory citation in the motion. Public comment should be allowed; budget meetings have formal hearing requirements under Local Government Budget Law.

Proposed Regular Board Meeting Agenda Structure

I. Call to Order, Roll Call, and Quorum Determination

Confirm attendance and quorum. Note any remote participation per policy.

II. Pledge of Allegiance or Opening (Optional)

Per District tradition or Board preference.

III. Approval of Agenda

Motion to approve the agenda as presented or as amended. Allows last-minute additions with justification.

IV. Public Comment

Open forum for community input (time limits recommended, e.g., 3 min/person). Required or strongly encouraged at all meetings; formal hearing for budget adoption.

V. Consent Agenda

Bundle routine, non-controversial items for single motion approval. Any Director may pull an item for separate discussion. Typical contents: Previous meeting minutes (regular, special, study/work sessions); Routine warrant lists or financial approvals per policy; Other ministerial items.

VI. Reports (Primarily Informational)

- A. Treasurer's Report & Monthly Dashboard Review (highlight key metrics, variances, watch items)
- B. Staff / Administrator or UCHealth Liaison Report (operational updates, if applicable)
- C. Legal Counsel Report (Title 32 compliance, contract status, pending legal matters)
- D. Committee or Ad Hoc Workgroup Reports (e.g., Finance, Governance, if established)

VII. Old Business / Unfinished Business

Carry-over items from prior meetings or the Action Items Tracker. For each item:

- Clear title and brief background
- Current status (from Dashboard)
- Staff/Counsel recommendation
- Specific action requested (e.g., 'Motion to approve Resolution 2026-XX authorizing...'; 'Discussion and direction on next steps'; 'Table pending additional information')

Goal: Resolve or advance each item; document decisions clearly in minutes.

VIII. New Business

New proposals, requests, or emerging matters. Use identical structured format as Old Business for consistency and clarity. Include any time-sensitive or emergency items here or in a dedicated subsection.

IX. Executive Session (If Required)

Motion to enter Executive Session citing specific authority under §24-6-402(4), C.R.S. (e.g., legal advice, personnel matters, confidential negotiations). Separate confidential minutes or recording as appropriate. Motion to exit and resume open session.

X. Action Items Recap & Formal Motions (Optional Integration)

If not fully captured in sections VII/VIII, restate key motions for the record before adjournment.

XI. Director Comments, Announcements, and Future Agenda Requests

Opportunity for individual Directors to raise items for future consideration or share non-actionable information.

XII. Confirmation of Next Meeting

Date, time, location (or virtual link), and any special notes (e.g., budget hearing).

XIII. Adjournment

Motion to adjourn.

Implementation Recommendations

- Prepare detailed Board Packet with full resolutions, contracts, financials, and background materials referenced in agenda.
- Use consistent motion language in minutes: 'Director X moved to approve...; seconded by Director Y. Motion passed unanimously / by vote of X-Y-Z.'
- For study/work sessions or special meetings: Adapt format—more discussion-focused, fewer formal actions, but still post agenda and keep minutes.
- Review and refine this agenda template after 3-6 months of use based on Board feedback.
- Consider adopting a Board Policies & Procedures manual that incorporates this agenda format, meeting conduct rules, and public comment guidelines.

3. ANNUAL HOUSEKEEPING & COMPLIANCE CALENDAR

This calendar compiles statutory deadlines under Title 32, C.R.S., the Local Government Budget Law (29-1-101 et seq.), Local Government Audit Law (29-1-601 et seq.), and Open Meetings Law, plus practical housekeeping items for effective governance. It is tailored for a Health Service District in its oversight role. Election-related items apply primarily in odd-numbered years.

Always verify current statutes and consult legal counsel for exact requirements and forms. Use a shared digital calendar with reminders; review status quarterly or at the first regular meeting of each year.

Key Resources: *Division of Local Government* (dlg.colorado.gov/special-district-administration-and-compliance-calendar); *Special District Association of Colorado* (sdaco.org); *Office of the State Auditor Local Government Division*; *Colorado Secretary of State* for election info.

Month / Timing	Key Deadlines, Activities & Housekeeping	Typical Responsible Party	Notes / Statute Reference
January (Ongoing)	- Adopt/confirm regular meeting schedule & designate posting place(s) for 24-hr notices (at first regular meeting of year) - Prepare & file Notice to Electors (Transparency Notice) — content includes board info, meetings, mill levy, next election, self-nomination procedures, etc. File with DLG, county officials - File certified copy of adopted budget (prior year) with DLG — due Jan 31 - Review year-end financial close; begin planning current year operations - Website updates (director info, budget, audit, meeting schedule) if applicable	Board (adopt schedule, notice) Staff/Treasurer (prepare/file) Legal (review)	§32-1-903 (meetings); §32-1-809 (Notice to Electors); §29-1-113 (budget filing). Critical for transparency.
February - March	- Continue post-transition financial infrastructure setup (as priority in 2026) March 31: File Application for Exemption from Audit with State Auditor (if qualifying; revenue threshold applies) or prepare for full audit - Review Q4/prior year reports; address any audit findings or internal control recommendations - Policy work: Bylaws, financial policies, investment policy, procurement (as needed)	Treasurer/Staff (exemption or audit prep) Board (review/approve policies) Legal Counsel	§29-1-604 (audit exemption). Full audit due later. Many districts qualify for exemption based on size.
April - May (Election years: Odd years e.g. 2027, 2029)	May (Odd Years): Regular Special District Election (typically first Tuesday after first Monday in May) for Director terms (staggered 4-year) - Call for Nominations, candidate filings, coordinated or independent election procedures - Canvass results, certify election - Director onboarding: Oaths of office, bonds (Director ≥\$1,000; Treasurer ≥\$5,000), file with court clerk & DLG within 30 days	Board / Designated Election Official Staff/Legal support County coordination if coordinated election	§32-1-103 et seq.; election laws Title 1. Regular elections in odd years. Confirm exact date annually with SOS/DLG.
June - July	June 30 approx.: Auditor submits report to Board (if full audit) July 31: File annual audit report with State Auditor (or request extension to Sept 30) - Review audit report, management letter; develop and monitor corrective action plan for any findings - File election results/certificate with DLG within 30 days of election (if applicable)	Auditor (reports) Treasurer/Staff (filing) Board (review findings)	§29-1-601 et seq. (Audit Law). Penalties for late filing include withholding of tax revenues by county treasurer.
August	Aug 25: County Assessor certifies assessed valuation to District - Begin next-year budget preparation process (staff/treasurer compile revenue/expense projections, mill levy scenarios) - Review insurance coverage and begin renewal process if calendar-year policies	Staff/Treasurer (budget prep) Insurance broker/Staff	§39-5-128 (valuation certification). Budget process governed by 29-1-101 et seq.
September - October	Oct 15: Budget Officer presents draft budget to Board - Set date for public budget hearing; publish required notices (specific timelines in Budget Law) - Board review and discussion of draft budget, mill levy options, reserves, capital needs - Any required 30-day notices for fee/rate changes (if applicable to District services)	Budget Officer/Staff (present draft) Board (review/hearing) Legal (notice review)	§29-1-101 et seq. Draft by Oct 15; hearing; adopt by Dec 15 (if levying taxes) or Dec 31. Public comment required.

Month / Timing	Key Deadlines, Activities & Housekeeping	Typical Responsible Party	Notes / Statute Reference
November - December	- Continue budget deliberations and refinements as needed Dec 15: Adopt final budget (resolution); certify mill levy to county commissioners/treasurer (if levying) - Appropriate funds for the year via resolution - Annual organizational housekeeping: Elect officers (if not done at first meeting), confirm committees, banking signatories - Review/renew key contracts and insurance as needed - File any required annual reports (securities if applicable, map updates to assessor/DLG) - Prepare for next year's Jan 15 Transparency Notice and meeting schedule designation	Board (adopt budget, certify levy, organizational items) Staff (prep/certify) Treasurer (levy cert)	Budget adoption & mill levy cert critical for revenue. §29-1-108, 39-5-128. Contracts per District procurement policy & Title 32 bidding rules if applicable.
Ongoing / Every Meeting	- Prepare, post, and distribute 24-hour meeting notice + agenda (designated public place or District website) - Maintain accurate minutes (open session); separate process for executive sessions - Update Action Items Tracker / Dashboard; advance Old Business items - Monitor UCHealth agreement performance and District financial flows - Public records compliance; website content freshness (if applicable) - Director education, SDA resources, or training opportunities	Staff / Clerk of Board (notices, minutes) All (compliance) Treasurer (financial monitoring)	§24-6-402 (Open Meetings); §32-1-903 (special district meetings). Consistent practice builds transparency and trust.

Additional Health Service District Considerations

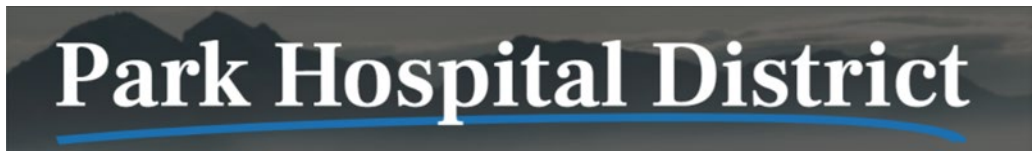
- Annual or periodic review of UCHealth (or successor) management/affiliation agreement performance, community benefit metrics, and financial flows to/from District.
- Oversight of any District-owned facilities, equipment, or leased assets; coordinate with operator on maintenance/capital planning if applicable.
- Monitor any District-funded programs (e.g., EMS subsidy, community health initiatives) for outcomes and compliance.
- Service Plan amendments (if material changes to powers or boundaries) require county commissioner approval process per §32-1-207 — rare for established districts but tracked.
- Health facility licensing/regs primarily fall to the operator (UCHealth), but District should maintain awareness for governance purposes.

Transition Note for 2026: Following the UCHealth affiliation effective late 2025, the Board is actively establishing dedicated Title 32 legal counsel, financial infrastructure, website/transparency tools, bylaws/financial policies, and meeting cadence. Prioritize these foundational items in early 2026 Dashboards and Old/New Business sections while maintaining statutory compliance. Engage experienced special district professionals to accelerate setup.

Disclaimer & Recommendations: This document is a practical template and guide based on Colorado statutes and best practices for Title 32 special districts as of 2026. It is not legal advice. Park Hospital District should consult its retained Title 32-specialized legal counsel for application to specific facts, review of contracts (especially the UCHealth affiliation documents), and confirmation of current filing requirements or thresholds. The Board is encouraged to formally adopt meeting procedures, financial policies, and a governance calendar tailored to its post-transition oversight role. Regular use of the Dashboard and structured Agenda will help demonstrate transparency, accountability, and effective stewardship of public resources to the residents of the Estes Valley.

For questions or customization of these templates (e.g., Excel version of Dashboard tracker or sample resolutions), contact District legal counsel or an experienced special district administrator. Additional resources are available through the Division of Local Government and the Special District Association of Colorado.

Document prepared for the Park Hospital District Board of Directors | Estes Park, Colorado | June 2026



July 14, 2026

Agenda Item: 10

Agenda Title: Citizen and Board Comments

Background Information:

This item is placed on the agenda to give members of the audience an opportunity to comment on any item not on the agenda. It is also an opportunity for the Board to make comments on items that are not covered in the agenda

The Board may either wish to respond to the citizens' comment depending on the background information available or listen to the comments without taking any action. The Board may also table the discussion to a future meeting allowing time for staff to prepare background

Attachments:

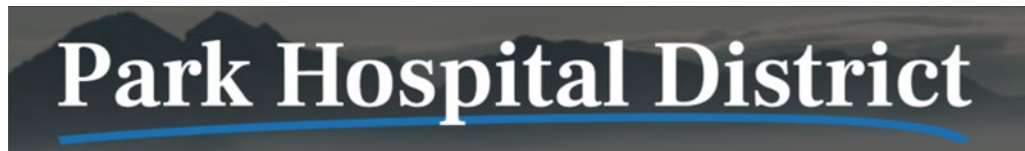
☐ Resolution
☐ Report
☐ Contract

☐ Letter
☐ Minutes
☐ Map

☐ Other:

Board Action Needed:

No action can be taken from citizens or Board comments since such comments were not included on the posted agenda.



July 14, 2026

Agenda Item: 11

Agenda Title: Proposed Agenda Items for Future Meetings

Background Information:

The Board will discuss and identify potential agenda items for upcoming meetings. This provides an opportunity for Board members to suggest topics for future consideration, ensure alignment with District priorities, and support effective meeting planning.

This item is intended to facilitate forward-looking discussion and assist with the development of future meeting agendas.

Board Action Needed:

None. Discussion only. Direction may be provided for future agenda planning.