

Park Hospital District

NOTICE

SPECIAL BOARD MEETING

OF THE PARK HOSPITAL DISTRICT BOARD OF DIRECTORS

Thursday, September 17, 2026

at 8:00 a.m.

District Administration Office – Vert Conference Room
1230 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, discuss, and consider District administrative, financial, legal, governance, policy, and records-related matters as identified on the meeting agenda. Action may be taken by the Board on any item listed on the agenda.

AGENDA

1. Call to Order
2. Approval of Agenda
3. Consideration and Approval of Hall Render 2025-2026 Invoices (*Discussion/Action*)
4. District Priorities and Work Plan for Remainder of 2026 (*Discussion/Action*)
5. Board Meeting Minutes Format and Level of Detail (*Discussion/Action*)
6. Consideration of Proposed Changes to Board Meeting Preparation and Administration Process (*Discussion/Action*)
7. Consideration of Memorandum Regarding the UCHealth Memorandum of Understanding (*Discussion/Possible Direction*)
8. Consideration of Proposed Amendment to the Integration and Affiliation Agreement and Related Resolution Regarding District Budget Authority (*Discussion/Action*)
9. Consideration of Proposed Invoice Inclusion, Transparency, and Privilege-Log Policy and Resolution (*Discussion/Action*)
10. Consideration of Resolution to Terminate Hall Render as District Legal Counsel (*Discussion/Action*)
11. Consideration of Proposed Hall Render Records Chain-of-Custody Policy and Resolution (*Discussion/Action*)
12. Upcoming Meeting Schedule and Statutory Deadlines (*Discussion*)
13. Citizen and Board Comments
14. Proposed Agenda Items for Future Meetings
15. 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: Consideration and Approval of Hall Render 2025-2026 Invoices (*Discussion/Action*)

Background Information:

Hall Render has provided and continues to provide legal services to the Park Hospital District. The District's Spending Policy establishes approval requirements for District expenditures and requires expenditures to be appropriately documented and reported to the Board.

Hall Render provided an account summary dated August 24, 2026, identifying outstanding Invoice Nos. 676113, 683845, 683844, 686994, 692800, 696588, and 696846. These invoices total \$227,737.45. After applying a \$48.00 unapplied credit and an agreed-upon \$25,000 discount, the net amount due is \$202,689.45.

Separately, Hall Render submitted Invoice No. 697149 in the amount of \$24,750.00 for legal services related to the Estes Park Medical Center Money Purchase Pension Plan Termination Work Plan. This invoice is not included in the outstanding balance shown on the account summary and is being presented for separate consideration.

The invoices and account summary are being presented to the Board for review, discussion, and consideration of approval.

Attachments:

- **Park Hospital District – Account Summary**
- **Invoices**

676113	692800
683845	696588
683844	696846
686994	
- 697149 - Estes Park Medical Center Money Purchase Pension Plan Termination Work Plan.

Board Action Needed:

Review, discussion, and consideration of approval of the outstanding Hall Render invoices, including any necessary billing corrections, and separate consideration of Invoice No. 697149 related to retirement-plan termination services.

Suggested Motions:

Suggested Motion 1: I move to approve Hall Render invoices numbered 676113, 683845, 683844, 686994, 692800, 696588, and 696846, totaling \$227,737.45, less the \$48.00 unapplied credit and the agreed-upon \$25,000 discount, for a net amount due of \$202,689.45, and authorize payment.

Alternative Suggested Motion 1 – If the Board Determines the \$420 Entry Is Not a District Expense: I move to approve Hall Render Invoice Nos. 676113, 683845, 683844, 686994, 692800, 696588, and 696846, subject to removal or credit of the \$420.00 Minnesota North College billing entry if determined not to be a Park Hospital District expense, and authorize payment of the remaining corrected balance following receipt of the corrected invoice or credit from Hall Render.

Suggested Motion 2: I move to approve Hall Render Invoice No. 697149, in the amount of \$24,750.00, for legal services related to the Estes Park Medical Center Money Purchase Pension Plan Termination Work Plan, and authorize payment.

Alternative Suggested Motion 2: I move to defer consideration and payment of Hall Render Invoice No. 697149, in the amount of \$24,750.00, for legal services related to the Estes Park Medical Center Money Purchase Pension Plan Termination Work Plan, pending clarification of the appropriate billing and payment pathway for retirement-plan termination services.

Park Hospital District
Client No. 001462

		Invoice No. 676113 (Outstanding)	Invoice No. 683845 (Outstanding)	Invoice No. 683846 (Paid in Full)	Invoice No. 683844 (Outstanding)	Invoice No. 686994 (Outstanding)	Invoice No. 692800 (Outstanding)	Invoice No. 696588 (Outstanding)	Invoice No. 696846 (Outstanding)	
Month Worked		Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26 & Jun-26	Jun-26 & Jul-26	Jul-26	
Month Invoice Originally Billed		Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jul-26	Jul-26	Aug-26	
Month Invoice Reissued		N/A	Apr-26	May-26	N/A	N/A	N/A	N/A	N/A	Total
001462-000001	General Matters	28,246.00	15,682.18	26,089.00	11,521.38	8,683.00	2,326.50	594.00	-	93,142.06
001462-000152	UC Health Affiliation	34,363.39	13,371.00	8,118.00	22,194.00	11,880.00	14,330.00	1,435.50	-	105,691.89
001462-000160	2021 Compensation Analysis	-	1,782.00	544.50	-	-	-	-	-	2,326.50
001462-000163	██████████ Corrective Action	-	-	198.00	-	-	-	-	-	198.00
001462-000170	Park Hospital District 457 Deferred Compensation Plan Termination Work Plan	1,831.50	-	-	346.50	841.50	2,475.00	4,207.50	891.00	10,593.00
001462-000171	Estes Park Medical Center 457(b) Deferred Compensation Plan Termination Work Plan	1,881.00	-	-	247.50	792.00	-	4,306.50	1,089.00	8,316.00
001462-000172	401 Retirement Plan Termination	-	-	-	-	-	1,782.00	1,287.00	-	3,069.00
001462-000174	EVV CORA Litigation	18,014.00	677.00	4,347.00	867.50	214.00	5,078.00	14,500.00	-	43,697.50
		84,335.89	31,512.18	39,296.50	35,176.88	22,410.50	25,991.50	26,330.50	1,980.00	267,033.95

267,033.95
(39,296.50) less payment
(48.00) less unapplied unallocated
(25,000.00) less agreed discount
202,689.45 Amount to pay



Park Hospital District - rryan@eph.org
Attn: Rachel Ryan
Email Invoices to: rryan@eph.org

Invoice Date: January 26, 2026
Invoice Number: 676113
Billing Attorney: M.L. Sabey

For professional services rendered and costs incurred

Fees	82,294.00
Costs	2,041.89
Total Amount Due	\$84,335.89

CHECK REMITTANCE INSTRUCTIONS:
Hall, Render, Killian, Heath & Lyman, P.C.
P.O. Box 714570
Cincinnati, OH 45271-4570

INQUIRIES:
billing@hallrender.com
(317) 429-3650

ACH/WIRING INSTRUCTIONS:



Client Name: Park Hospital District
Client Number: 001462

Invoice Date: January 26, 2026
Invoice Number: 676113
Page: 2

Group Bill Summary

<u>Matter</u>	<u>Description</u>	<u>Fees</u>	<u>Costs</u>	<u>Total</u>
001462-000001	General Matters	27,969.00	277.00	28,246.00
001462-000152	UC Health Affiliation	32,598.50	1,764.89	34,363.39
001462-000170	Park Hospital District 457 Deferred Compensation Plan Termination Work Plan	1,831.50	0.00	1,831.50
001462-000171	Estes Park Medical Center 457(b) Deferred Compensation Plan Termination Work Plan	1,881.00	0.00	1,881.00
001462-000174	EVV CORA Litigation	18,014.00	0.00	18,014.00
		82,294.00	2,041.89	\$84,335.89
Total Amount Due				\$84,335.89

Park Hospital District - rryan@eph.org
Attn: Rachel Ryan
Email Invoices to: rryan@eph.org

Invoice Date: January 26, 2026
Invoice Number: 676113
Billing Attorney: M.L. Sabey

REMITTANCE COPY

Park Hospital District

<u>Invoice Date</u>	<u>Invoice Number</u>	<u>Balance Due</u>
<u>Current Invoice</u>		
01/26/2026	676113	\$84,335.89
Balance Due		<u>\$84,335.89</u>

All invoices are due and payable upon receipt. Interest will accrue at a rate of 1% per month on balances not paid within 30 days of the invoice date.

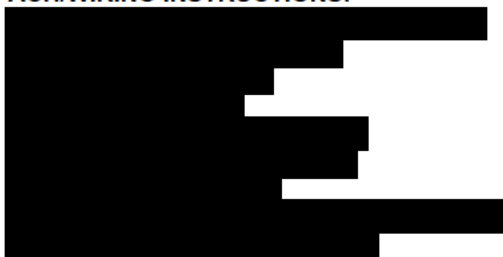
CHECK REMITTANCE INSTRUCTIONS:

Hall, Render, Killian, Heath & Lyman, P.C.
P.O. Box 714570
Cincinnati, OH 45271-4570

INQUIRIES:

billing@hallrender.com
(317) 429-3650

ACH/WIRING INSTRUCTIONS:





Park Hospital District
Attn: Cory Workman
Email Invoices to: cworkman@parkhospitaldistrict.org

Invoice Date: April 16, 2026
Invoice Number: 683845
Billing Attorney: M.L. Sabey

For professional services rendered and costs incurred

Fees	31,158.00
Costs	354.18
Total Amount Due	\$31,512.18

CHECK REMITTANCE INSTRUCTIONS:
Hall, Render, Killian, Heath & Lyman, P.C.
P.O. Box 714570
Cincinnati, OH 45271-4570

INQUIRIES:
billing@hallrender.com
(317) 429-3650

ACH/WIRING INSTRUCTIONS:



Client Name: Park Hospital District
Client Number: 001462

Invoice Date: April 16, 2026
Invoice Number: 683845
Page: 2

Group Bill Summary

<u>Matter</u>	<u>Description</u>	<u>Fees</u>	<u>Costs</u>	<u>Total</u>
001462-000001	General Matters	15,328.00	354.18	15,682.18
001462-000152	UC Health Affiliation	13,371.00	0.00	13,371.00
001462-000160	2021 Compensation Analysis	1,782.00	0.00	1,782.00
001462-000174	EVV CORA Litigation	677.00	0.00	677.00
		31,158.00	354.18	\$31,512.18
Total Amount Due				\$31,512.18



Park Hospital District
Attn: Cory Workman
Email Invoices to: cworkman@parkhospitaldistrict.org

Invoice Date: April 16, 2026
Invoice Number: 683845
Billing Attorney: M.L. Sabey

REMITTANCE COPY

Park Hospital District

<u>Invoice Date</u>	<u>Invoice Number</u>	<u>Balance Due</u>
<u>Current Invoice</u>		
04/16/2026	683845	\$31,512.18
Balance Due		\$31,512.18

All invoices are due and payable upon receipt. Interest will accrue at a rate of 1% per month on balances not paid within 30 days of the invoice date.

CHECK REMITTANCE INSTRUCTIONS:
Hall, Render, Killian, Heath & Lyman, P.C.
P.O. Box 714570
Cincinnati, OH 45271-4570

INQUIRIES:
billing@hallrender.com
(317) 429-3650

ACH/WIRING INSTRUCTIONS:





Park Hospital District
Attn: Cory Workman
Email Invoices to: cworkman@parkhospitaldistrict.org

Invoice Date: April 16, 2026
Invoice Number: 683844
Billing Attorney: M.L. Sabey

For professional services rendered and costs incurred

Fees	35,101.00
Costs	75.88
Total Amount Due	\$35,176.88

CHECK REMITTANCE INSTRUCTIONS:
Hall, Render, Killian, Heath & Lyman, P.C.
P.O. Box 714570
Cincinnati, OH 45271-4570

INQUIRIES:
billing@hallrender.com
(317) 429-3650

ACH/WIRING INSTRUCTIONS:

[REDACTED] [hallrender.com](http://www.hallrender.com)

Client Name: Park Hospital District
Client Number: 001462

Invoice Date: April 16, 2026
Invoice Number: 683844
Page: 2

Group Bill Summary

<u>Matter</u>	<u>Description</u>	<u>Fees</u>	<u>Costs</u>	<u>Total</u>
001462-000001	General Matters	11,445.50	75.88	11,521.38
001462-000152	UC Health Affiliation	22,194.00	0.00	22,194.00
001462-000170	Park Hospital District 457 Deferred Compensation Plan Termination Work Plan	346.50	0.00	346.50
001462-000171	Estes Park Medical Center 457(b) Deferred Compensation Plan Termination Work Plan	247.50	0.00	247.50
001462-000174	EVV CORA Litigation	867.50	0.00	867.50
		35,101.00	75.88	\$35,176.88
Total Amount Due				\$35,176.88



Park Hospital District
Attn: Cory Workman
Email Invoices to: cworkman@parkhospitaldistrict.org

Invoice Date: April 16, 2026
Invoice Number: 683844
Billing Attorney: M.L. Sabey

REMITTANCE COPY

Park Hospital District

<u>Invoice Date</u>	<u>Invoice Number</u>	<u>Balance Due</u>
<u>Current Invoice</u>		
04/16/2026	683844	\$35,176.88
Balance Due		\$35,176.88

All invoices are due and payable upon receipt. Interest will accrue at a rate of 1% per month on balances not paid within 30 days of the invoice date.

CHECK REMITTANCE INSTRUCTIONS:
Hall, Render, Killian, Heath & Lyman, P.C.
P.O. Box 714570
Cincinnati, OH 45271-4570

INQUIRIES:
billing@hallrender.com
(317) 429-3650

ACH/WIRING INSTRUCTIONS:





Park Hospital District
Attn: Cory Workman
Email Invoices to: cworkman@parkhospitaldistrict.org

Invoice Date: May 14, 2026
Invoice Number: 686994
Billing Attorney: M.L. Sabey

For professional services rendered and costs incurred

Fees	22,410.50
Total Amount Due	\$22,410.50

CHECK REMITTANCE INSTRUCTIONS:
Hall, Render, Killian, Heath & Lyman, P.C.
P.O. Box 714570
Cincinnati, OH 45271-4570

INQUIRIES:
billing@hallrender.com
(317) 429-3650

ACH/WIRING INSTRUCTIONS:

www.hallrender.com

Client Name: Park Hospital District
Client Number: 001462

Invoice Date: May 14, 2026
Invoice Number: 686994
Page: 2

Group Bill Summary

<u>Matter</u>	<u>Description</u>	<u>Fees</u>	<u>Costs</u>	<u>Total</u>
001462-000001	General Matters	8,683.00	0.00	8,683.00
001462-000152	UC Health Affiliation	11,880.00	0.00	11,880.00
001462-000170	Park Hospital District 457 Deferred Compensation Plan Termination Work Plan	841.50	0.00	841.50
001462-000171	Estes Park Medical Center 457(b) Deferred Compensation Plan Termination Work Plan	792.00	0.00	792.00
001462-000174	EVV CORA Litigation	214.00	0.00	214.00
		22,410.50	0.00	\$22,410.50
Total Amount Due				\$22,410.50



Park Hospital District
Attn: Cory Workman
Email Invoices to: cworkman@parkhospitaldistrict.org

Invoice Date: May 14, 2026
Invoice Number: 686994
Billing Attorney: M.L. Sabey

REMITTANCE COPY

Park Hospital District

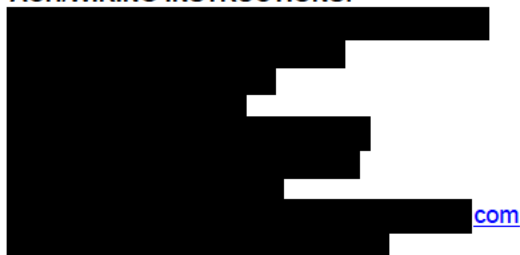
<u>Invoice Date</u>	<u>Invoice Number</u>	<u>Balance Due</u>
<u>Current Invoice</u>		
05/14/2026	686994	\$22,410.50
Balance Due		\$22,410.50

All invoices are due and payable upon receipt. Interest will accrue at a rate of 1% per month on balances not paid within 30 days of the invoice date.

CHECK REMITTANCE INSTRUCTIONS:
Hall, Render, Killian, Heath & Lyman, P.C.
P.O. Box 714570
Cincinnati, OH 45271-4570

INQUIRIES:
billing@hallrender.com
(317) 429-3650

ACH/WIRING INSTRUCTIONS:





Park Hospital District
Attn: Cory Workman
Email Invoices to: cworkman@parkhospitaldistrict.org

Invoice Date: July 15, 2026
Invoice Number: 692800
Billing Attorney: M. Alao

For professional services rendered and costs incurred

Fees	25,991.50
Total Amount Due	\$25,991.50

CHECK REMITTANCE INSTRUCTIONS:
Hall, Render, Killian, Heath & Lyman, P.C.
P.O. Box 714570
Cincinnati, OH 45271-4570

INQUIRIES:
billing@hallrender.com
(317) 429-3650

ACH/WIRING INSTRUCTIONS:

www.hallrender.com

Client Name: Park Hospital District
Client Number: 001462

Invoice Date: July 15, 2026
Invoice Number: 692800
Page: 2

Group Bill Summary

<u>Matter</u>	<u>Description</u>	<u>Fees</u>	<u>Costs</u>	<u>Total</u>
001462-000001	General Matters	2,326.50	0.00	2,326.50
001462-000152	UC Health Affiliation	14,330.00	0.00	14,330.00
001462-000170	Park Hospital District 457 Deferred Compensation Plan Termination Work Plan	2,475.00	0.00	2,475.00
001462-000172	401 Retirement Plan Termination	1,782.00	0.00	1,782.00
001462-000174	EVV CORA Litigation	5,078.00	0.00	5,078.00
		25,991.50	0.00	\$25,991.50
Total Amount Due				\$25,991.50



Park Hospital District
Attn: Cory Workman
Email Invoices to: cworkman@parkhospitaldistrict.org

Invoice Date: July 15, 2026
Invoice Number: 692800
Billing Attorney: M. Alao

REMITTANCE COPY

Park Hospital District

<u>Invoice Date</u>	<u>Invoice Number</u>	<u>Balance Due</u>
<u>Current Invoice</u>		
07/15/2026	692800	\$25,991.50
Balance Due		\$25,991.50

All invoices are due and payable upon receipt. Interest will accrue at a rate of 1% per month on balances not paid within 30 days of the invoice date.

CHECK REMITTANCE INSTRUCTIONS:
Hall, Render, Killian, Heath & Lyman, P.C.
P.O. Box 714570
Cincinnati, OH 45271-4570

INQUIRIES:
billing@hallrender.com
(317) 429-3650

ACH/WIRING INSTRUCTIONS:





Park Hospital District
Attn: Cory Workman
Email Invoices to: cworkman@parkhospitaldistrict.org

Invoice Date: July 31, 2026
Invoice Number: 696588
Billing Attorney: M. Alao

For professional services rendered and costs incurred

Fees	26,330.50
Total Amount Due	\$26,330.50

CHECK REMITTANCE INSTRUCTIONS:
Hall, Render, Killian, Heath & Lyman, P.C.
P.O. Box 714570
Cincinnati, OH 45271-4570

INQUIRIES:
billing@hallrender.com
(317) 429-3650

ACH/WIRING INSTRUCTIONS:



Client Name: Park Hospital District
Client Number: 001462

Invoice Date: July 31, 2026
Invoice Number: 696588
Page: 2

Group Bill Summary

<u>Matter</u>	<u>Description</u>	<u>Fees</u>	<u>Costs</u>	<u>Total</u>
001462-000001	General Matters	594.00	0.00	594.00
001462-000152	UC Health Affiliation	1,435.50	0.00	1,435.50
001462-000170	Park Hospital District 457 Deferred Compensation Plan Termination Work Plan	4,207.50	0.00	4,207.50
001462-000171	Estes Park Medical Center 457(b) Deferred Compensation Plan Termination Work Plan	4,306.50	0.00	4,306.50
001462-000172	401 Retirement Plan Termination	1,287.00	0.00	1,287.00
001462-000174	EVV CORA Litigation	14,500.00	0.00	14,500.00
		26,330.50	0.00	\$26,330.50
Total Amount Due				\$26,330.50



Park Hospital District
Attn: Cory Workman
Email Invoices to: cworkman@parkhospitaldistrict.org

Invoice Date: July 31, 2026
Invoice Number: 696588
Billing Attorney: M. Alao

REMITTANCE COPY

Park Hospital District

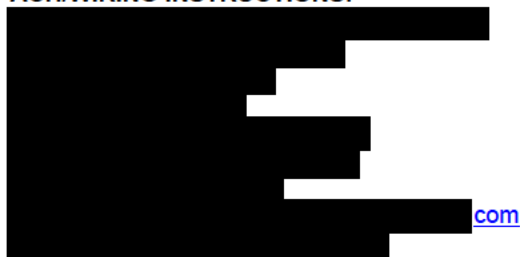
<u>Invoice Date</u>	<u>Invoice Number</u>	<u>Balance Due</u>
<u>Current Invoice</u>		
07/31/2026	696588	\$26,330.50
Balance Due		\$26,330.50

All invoices are due and payable upon receipt. Interest will accrue at a rate of 1% per month on balances not paid within 30 days of the invoice date.

CHECK REMITTANCE INSTRUCTIONS:
Hall, Render, Killian, Heath & Lyman, P.C.
P.O. Box 714570
Cincinnati, OH 45271-4570

INQUIRIES:
billing@hallrender.com
(317) 429-3650

ACH/WIRING INSTRUCTIONS:





Park Hospital District
Attn: Cory Workman
Email Invoices to: cworkman@parkhospitaldistrict.org

Invoice Date: August 20, 2026
Invoice Number: 696846
Billing Attorney: M. Alao

For professional services rendered and costs incurred

Fees	1,980.00
Total Amount Due	\$1,980.00

CHECK REMITTANCE INSTRUCTIONS:
Hall, Render, Killian, Heath & Lyman, P.C.
P.O. Box 714570
Cincinnati, OH 45271-4570

INQUIRIES:
billing@hallrender.com
(317) 429-3650

ACH/WIRING INSTRUCTIONS:

[REDACTED] [com](#)

Client Name: Park Hospital District
Client Number: 001462

Invoice Date: August 20, 2026
Invoice Number: 696846
Page: 2

Group Bill Summary

<u>Matter</u>	<u>Description</u>	<u>Fees</u>	<u>Costs</u>	<u>Total</u>
001462-000170	Park Hospital District 457 Deferred Compensation Plan Termination Work Plan	891.00	0.00	891.00
001462-000171	Estes Park Medical Center 457(b) Deferred Compensation Plan Termination Work Plan	1,089.00	0.00	1,089.00
		1,980.00	0.00	\$1,980.00
Total Amount Due				\$1,980.00



Park Hospital District
Attn: Cory Workman
Email Invoices to: cworkman@parkhospitaldistrict.org

Invoice Date: August 20, 2026
Invoice Number: 696846
Billing Attorney: M. Alao

REMITTANCE COPY

Park Hospital District

<u>Invoice Date</u>	<u>Invoice Number</u>	<u>Balance Due</u>
<u>Current Invoice</u>		
08/20/2026	696846	\$1,980.00
Balance Due		\$1,980.00

All invoices are due and payable upon receipt. Interest will accrue at a rate of 1% per month on balances not paid within 30 days of the invoice date.

CHECK REMITTANCE INSTRUCTIONS:
Hall, Render, Killian, Heath & Lyman, P.C.
P.O. Box 714570
Cincinnati, OH 45271-4570

INQUIRIES:
billing@hallrender.com
(317) 429-3650

ACH/WIRING INSTRUCTIONS:

[REDACTED] [hallrender.com](http://www.hallrender.com)



Park Hospital District
Attn: Cory Workman
Email Invoices to: cworkman@parkhospitaldistrict.org

Invoice Date: August 24, 2026
Invoice Number: 697149
Billing Attorney: M. Alao

Matter Number: 001462-000169
Matter Name: Estes Park Medical Center Money Purchase Pension Plan
Termination Work Plan

For professional services rendered and costs incurred

Fees	24,750.00
------	-----------

Total Amount Due	\$24,750.00
------------------	-------------

CHECK REMITTANCE INSTRUCTIONS:
Hall, Render, Killian, Heath & Lyman, P.C.
P.O. Box 714570
Cincinnati, OH 45271-4570

INQUIRIES:
billing@hallrender.com
(317) 429-3650

ACH/WIRING INSTRUCTIONS:





Park Hospital District
Attn: Cory Workman
Email Invoices to: cworkman@parkhospitaldistrict.org

Invoice Date: August 24, 2026
Invoice Number: 697149
Billing Attorney: M. Alao

Matter Number: 001462-000169
Matter Name: Estes Park Medical Center Money Purchase Pension Plan
Termination Work Plan

REMITTANCE COPY

Estes Park Medical Center Money Purchase Pension Plan Termination Work Plan

<u>Invoice Date</u>	<u>Invoice Number</u>	<u>Balance Due</u>
<u>Current Invoice</u>		
08/24/2026	697149	\$24,750.00
Balance Due		<u><u>\$24,750.00</u></u>

All invoices are due and payable upon receipt. Interest will accrue at a rate of 1% per month on balances not paid within 30 days of the invoice date.

CHECK REMITTANCE INSTRUCTIONS:
Hall, Render, Killian, Heath & Lyman, P.C.
P.O. Box 714570
Cincinnati, OH 45271-4570

INQUIRIES:
billing@hallrender.com
(317) 429-3650

ACH/WIRING INSTRUCTIONS:



Agenda Title: District Priorities and Work Plan for Remainder of 2026 (*Discussion/Action*)

Background Information:

As the District enters the final months of 2026, the Board may wish to identify and establish its primary administrative, financial, and governance priorities for the remainder of the year. Several time-sensitive matters require Board attention, including completion and ongoing administration of the District's 2026 budget, development and adoption of the 2027 budget, completion of the Ascensus retirement plan closure, evaluation of the District's future special district legal counsel needs, and other essential administrative responsibilities.

This agenda item is intended to provide the Board an opportunity to establish a focused work plan and provide direction regarding the sequencing and prioritization of District business through the end of 2026.

In establishing these priorities, the Board may affirm that further substantive or additional legal review, amendment, or modification of the Affiliation Agreement is not a priority of the District at this time. The Board may further determine that District resources and Board meeting time should instead be focused on the time-sensitive financial, administrative, and statutory responsibilities identified below.

Proposed Priorities:

1. **2026 Budget Administration and Compliance**
Complete any remaining 2026 budget administration, monitoring, amendments, approvals, and required filings, including review of current expenditures and remaining appropriations through year-end.
2. **2027 Budget Development and Adoption**
Establish and complete the process and timeline for preparation, Board review, public hearing, adoption, certification, and required filing of the District's 2027 budget.
3. **Ascensus Retirement Plan Closure**
Complete the remaining administrative, legal, and financial steps necessary to terminate and close the District's retirement plan and related accounts.
4. **Special District Legal Counsel**
Evaluate the District's ongoing legal-services needs and, if directed by the Board, proceed with the selection and transition to legal counsel with appropriate special district expertise.
5. **Essential District Administration and Records**
Address statutory filings, permanent District records, financial administration, required policies and procedures, and other matters necessary to maintain normal District operations and compliance through the end of 2026.

Board Action Needed:

Discuss and establish the Board's primary priorities for the remainder of 2026, including the allocation of Board meeting time and District administrative resources, and determine whether further substantive or additional legal review, amendment, or modification of the Affiliation Agreement should remain outside the District's current priorities.

Suggested Motion:

I move that the Board establish the 2026 budget, development and adoption of the 2027 budget, completion of the Ascensus retirement plan closure, evaluation and transition of special district legal counsel as directed by the Board, and essential District administrative and statutory responsibilities as the Park Hospital District's primary priorities for the remainder of 2026.

I further move that further substantive or additional legal review, amendment, or modification of the Affiliation Agreement is not a priority of the District at this time, and that District resources and Board meeting time be focused on the priorities established by this motion.

Agenda Title: Board Meeting Minutes Format and Level of Detail (*Discussion/Action*)

Background Information:

Recent Board discussion has identified differing preferences regarding the appropriate level of detail to be included in District meeting minutes. This item is presented for Board discussion and direction regarding the format and level of detail to be used in preparing future meeting minutes.

Attachments:

☐ Resolution
☐ Report
☐ Contract

☐ Letter
☐ Minutes
☐ Map

☒ Other
• Board Memorandum
Board Direction Regarding
Meeting Minutes

Board Action Needed:

Discussion and direction regarding the format and level of detail to be included in future Board meeting minutes.

Suggested Motion:

I move to direct the Board Coordinator to prepare future meeting minutes using the:

Minimal/action-only / Concise-summary / Detailed narrative

format consistent with the standards and review process described in this memorandum, and to revise the pending July 14 and August 18 draft minutes in accordance with that direction for consideration at the next Board meeting.

BOARD MEMORANDUM

Board Direction Regarding Meeting Minutes

To: Park Hospital District Board of Directors

From: Heather Drees, Board Coordinator

Date: September 4, 2026

Agenda Item: Board Meeting Minutes Format and Level of Detail (Discussion/Action)

Purpose: Discussion and Board direction

Purpose

This memorandum provides background regarding the District's meeting-minute practices and requests clear, collective Board direction concerning the format, level of detail, review process, and approval of future minutes. It is intended to support a productive policy discussion and establish a consistent standard that can be applied by the Board Coordinator and the full Board.

Background

Since I began serving as Board Coordinator, I have prepared the District's minutes in a detailed-summary format intended to create an accurate, balanced, and understandable public record of Board proceedings. Before the August 26, 2026 meeting, the Board had approved 14 sets of minutes prepared with the same general level of detail without directing that the format be changed.

The draft minutes for the July 14 and August 18 meetings were distributed to the entire Board for review. Board members were specifically invited to identify questions, errors, and proposed corrections before the August 26 meeting. Corrections received from Treasurer Foust before the meeting were incorporated. No other proposed revisions were submitted to me before the meeting.

At the August 26 meeting, concerns were raised regarding the inclusion of summaries of discussion and comments in the drafts. It was asserted that portions of the minutes violated Title 32, Robert's Rules of Order, open-meeting requirements, and constitutional protections. The drafts were removed from the consent agenda and remain subject to correction and approval by the Board.

Applicable framework

Colorado Open Meetings Law

C.R.S. § 24-6-402(2)(d)(II) requires minutes to be taken and promptly recorded for a meeting of a local public body at which formal action occurs or could occur, and requires those records to be open to public inspection. The statute requires the minutes of a meeting involving an executive session to reflect the topic of that session. It does not prescribe an action-only format or prohibit a local public body from including fair summaries of public discussion. [1]

Title 32 and District bylaws

Title 32 of the Colorado Revised Statutes governs special districts. C.R.S. § 32-1-902(1) requires the District to maintain a record of its proceedings and minutes of all meetings in an electronically transmittable visual-text format and to make those records available for inspection. Title 32 also requires certain matters, such as Board appointments and specified conflict disclosures, to be entered in the minutes. However, I have not identified any provision in Title 32 that requires action-only minutes or prohibits fair summaries of public Board discussion.

The District's bylaws further require the minutes to document the proceedings, attendance, actions taken, and recommendations made. The bylaws apply Robert's Rules of Order to meeting conduct only "so far as is practical." [2][3]

Robert's Rules of Order

Robert's Rules generally recommends that minutes record what was done rather than provide a transcript of what was said. That guidance is a parliamentary standard, not an independent Colorado statutory requirement. Robert's Rules also describes its provisions as default rules that yield to applicable law, bylaws, and adopted special rules of order. [4]

Role of draft minutes and Board approval

Minutes prepared by the Board Coordinator are drafts. They remain subject to review, correction, amendment, and approval by the full Board. They do not become the District's official minutes unless and until the Board approves them by motion. No individual officer, Director, or staff member controls the final content of the District's official minutes.

Coordinator's position

I prepared the July 14 and August 18 drafts in good faith using the same general format the Board had previously accepted. My purpose was to create an accurate and balanced summary of the proceedings—not to criticize, discipline, or create a narrative about any Director. I recognize that reasonable people may prefer different levels of detail, and I will follow the format selected by the Board collectively.

To avoid repeated disputes over individual drafts, I believe the Board should adopt one clear standard and a consistent correction process. That direction should distinguish objective meeting summaries from transcripts and should avoid subjective characterizations unless the wording is part of a motion, formal finding, or statement the Board specifically directs to be included.

Format options for Board consideration

Option	Description	Primary consideration
1. Minimal/action-only	Records attendance, motions, seconds, votes, actions, and required procedural information, with little or no discussion summary.	Most closely follows the traditional parliamentary model but provides limited context for the public.
2. Concise summary	Records all formal actions and provides brief, neutral summaries of significant discussion, recommendations, and public comments.	Balances transparency, context, readability, and administrative workload.
3. Detailed narrative	Records formal actions and provides more extensive descriptions of discussion and individual comments.	Provides the most context but increases drafting time and the likelihood of disputes over wording.

Recommendation

I recommend that the Board adopt the concise-summary format. Under that format, future minutes would:

- Record the date, time, location, attendance, quorum, agenda items, motions, seconds, amendments, votes, recusals, and actions taken;
- Provide brief and neutral summaries of significant Board discussion, recommendations, staff reports, and public comments;
- Identify individual speakers when necessary to understand a motion, formal position, requested action, or significant statement, while avoiding unnecessary attribution;
- Avoid subjective characterizations and conclusions unless they are part of a motion, formal finding, direct quotation specifically approved for inclusion, or other language the Board directs to be recorded;
- Remain summaries rather than transcripts; and
- Be distributed as drafts for correction and approved only by collective Board action.

Recommended review and correction process

- Draft minutes will be distributed according to the deadline established by Board and within the administrative time and source materials available.
- Directors should submit proposed corrections in writing before the approval meeting whenever reasonably possible, identifying the specific passage and proposed replacement language.
- Corrections that are not accepted administratively as clear factual or typographical changes will be presented to the full Board for consideration.
- At the meeting, the Board may approve the minutes as presented, approve them as corrected, amend them by motion, or defer approval for additional review.
- Once approved, the corrected version will become the District's official record.

Requested Board direction

I request that the Board select a minutes format, approve a consistent correction process, and provide direction regarding the pending July 14 and August 18 drafts. Once the Board establishes that standard, I will apply it consistently to future minutes.

Sources and references

1. Colorado Revised Statutes, Title 24, § 24-6-402(2)(d)(II), Colorado Open Meetings Law — [official 2026 Title 24 text](#)
2. Colorado Revised Statutes, Title 32, Special Districts — [official 2026 Title 32 text](#)
3. Park Hospital District Bylaws (2025), Sections 6.5 and 6.6 and Secretary duties on page 6. Available in the District's records and included with this agenda item if directed by the Board.
4. Robert's Rules Association, Official Frequently Asked Questions, introductory guidance and Questions 15–16 — [official FAQ page](#)
5. District records: previously approved minutes, July 14 and August 18 draft minutes, and related Board correspondence.

Note: This memorandum is intended to assist the Board's policy discussion and does not constitute legal advice.

Agenda Title: Consideration of Proposed Changes to Board Meeting Preparation and Administration Process (*Discussion / Action*)

Submitted by: Director Thomas Leigh, MD

Background Information:

The Board previously approved the Board Meeting Preparation and Administration Process establishing timelines and responsibilities for agenda submissions, meeting packet preparation and distribution, public posting, and meeting administration. Director Leigh submitted a proposed policy establishing additional requirements and timelines for distribution of Board packets, supporting materials, and draft minutes for Board consideration.

Attachments:

☐ Resolution

☐ Letter

☒ Other

- Current Board Meeting Preparation and Administration Process
- Proposed Policy submitted by Director Leigh
- Comparison and Proposed Changes

Board Action Needed:

Discussion and consideration of Director Leigh's proposed changes to the existing Board Meeting Preparation and Administration Process.

Suggested Motion:

I move to amend the Board Meeting Preparation and Administration Process to incorporate the changes discussed and agreed upon by the Board.

Park Hospital District

Board Meeting Preparation and Administration Process

Purpose

To establish a clear and consistent administrative process for scheduling Board meetings, preparing meeting materials, and ensuring timely distribution and posting of meeting information. As the District currently operates with one administrative staff member, coordination of meeting logistics, agenda preparation, and public posting is centralized through the Administrative Coordinator.

Regular Board Meeting Schedule

Regular meetings of the Park Hospital District Board of Directors are held on the fourth Wednesday of each month, unless otherwise noticed at the Estes Park Town Hall.

Special Board Meeting and Study Session Schedule

Special Board Meetings and Study Sessions are typically held on Tuesday mornings at 8:00am at the District Office (Vert Conference Room)

Meeting Preparation Timeline

Timeframe	Task	Responsible Party
As soon as meeting date is confirmed	Reserve the appropriate meeting room	Administrative Coordinator
Wednesday (one week prior to meeting)	Deadline for Board members to submit agenda items and supporting materials to the Administrative Coordinator.	Board Members
Thursday	Agenda items reviewed with Chair and meeting logistics confirmed.	Administrative Coordinator
Friday prior to meeting	Meeting packet finalized and distributed to Board members.	Administrative Coordinator
Friday prior to meeting	Agenda and meeting documents posted to the District website in accordance with Colorado Open Meetings Law.	Administrative Coordinator
Friday prior to meeting	Check that meeting and meeting location along with the agenda and all supporting documents have been properly posted	Board Secretary
Day before Meeting	Confirm meeting room, technology, and materials.	Administrative Coordinator
Following the Meeting	Draft meeting minutes and track Board actions for follow-up.	Administrative Coordinator

Room Reservation

Estes Park Town Hall – Board Room

Reservation System: Town of Estes Park

<https://dms.estes.org/Forms/boardroomreservation>

Process:

1. After the Regular Board meeting dates are established in January, reserve the Town Board Room for all Regular Board meetings for the entire calendar year. If a Special Meeting is scheduled later in the year, add the additional date to the reservation schedule.
2. Log into the Town of Estes Park Board Room Reservation System.
3. Reserve the Town Board Room for each scheduled meeting date.
4. Verify reservation confirmation.

Vert Conference Room

Reservation System: Infinity Application

Process:

1. Confirm meeting date and time based on the Board's approved special meeting or study session date.
2. Log into the Infinity Room Reservation System.
3. Reserve the meeting room.
4. Verify reservation confirmation.

Room reservations should be completed as soon as meeting dates are confirmed.

Agenda Item Submission

All agenda item requests must be submitted to the Administrative Coordinator, who is responsible for compiling the meeting agenda and packet.

Agenda item submissions should include:

- Agenda item title
- Brief description or background information
- Requested Board action (discussion, direction, or vote)
- Supporting documentation, if applicable

Submission Deadline

Agenda items should be submitted no later than the Wednesday prior to the meeting to allow adequate time for agenda preparation and packet assembly.

Agenda Development

The Administrative Coordinator prepares the draft agenda.

Process:

1. Compile submitted agenda items.
 2. Prepare draft agenda in standard format.
 3. Coordinate with the Board Chair as needed to confirm agenda order.
 4. Verify statutory citations for any executive session items.
 5. Finalize agenda for packet preparation.
-

Meeting Packet Preparation

The Administrative Coordinator compiles the meeting packet, which may include:

- Meeting agenda
- Draft meeting minutes
- Financial reports
- Staff reports
- Policy documents
- Supporting materials related to agenda items

All documents are reviewed to ensure they are complete and clearly labeled prior to distribution.

Packet Distribution and Public Posting

Meeting packets and agendas will be distributed to Board members the Friday prior to the scheduled meeting to allow adequate time for review.

At the same time, the Administrative Coordinator will:

- Update the District website
- Post the agenda and meeting packet documents
- Ensure meeting notice requirements are satisfied in accordance with Colorado Open Meetings Law

The Board Secretary will:

- Check that the meeting times and locations along with agenda and supporting documents have been properly posted and meeting room is reserved.
-

Day-of-Meeting Administrative Checklist

Prior to the meeting the Administrative Coordinator will:

- Verify meeting display system if used
- Ensure access to meeting packet
- Bring any documents or items requiring Board signatures
- Provide attendance sheet if required

Subject: Proposed Policy for Timely Distribution of Board Packets and Minutes

I request adoption of the following policy:

1. Board Packet Distribution

Board packets shall be distributed preferably 5-7 days prior to, and no later than 72 hours prior to any regular or special meeting. Failure to provide items for discussion in the board packet with at least 72 hours' notice shall require inclusion in a later meeting.

Packets must include:

- All resolutions
- All financial summaries
- All legal memos
- All supporting documents
- All drafts of agreements
- All relevant correspondence

2. Draft Minutes Distribution

Draft minutes shall be distributed no later than 5 days prior to the meeting at which they will be approved.

3. Purpose

This policy ensures:

- Transparency
- Adequate review time
- Informed decision-making
- Compliance with best-practice governance standards
- Protection of trustee oversight rights

Respectfully, Thomas E. Leigh, MD

Board Meeting Preparation and Administration Process

Comparison of Current Process and Director Leigh's Proposed Changes | Working Draft

Key timing observation: For a regular Wednesday meeting, the current policy already schedules packet distribution and posting on the preceding Friday—five days before the meeting. That timing also distributes draft minutes five days before approval when the minutes are included in the packet. The principal proposed changes are a hard 72-hour rule, mandatory document categories, automatic deferral of late items, and application to special meetings.

1. Purpose of This Working Draft

This document identifies the portions of the current Board Meeting Preparation and Administration Process that would change under Director Leigh's proposal. It is structured to allow the Board to discuss each issue separately, select an approach, and direct final revisions. It does not assume that every proposed requirement must be adopted as written.

2. Side-by-Side Comparison

Issue	Current Process	Director Leigh's Proposal	Operational Consideration
Packet timing	Friday prior to the meeting.	Preferably 5–7 days before; no later than 72 hours before every regular or special meeting.	For regular Wednesday meetings, current Friday distribution is already five days before. A separate rule is needed for special meetings.
Late materials	No express consequence; agenda items and materials are due Wednesday prior.	Any item not included at least 72 hours before must be moved to a later meeting.	A strict rule could prevent consideration of urgent, time-sensitive, corrected, or late-created materials unless exceptions are stated.
Required packet contents	Packet may include agenda, draft minutes, financial and staff reports, policies, and supporting materials.	Must include all resolutions, financial summaries, legal memos, supporting documents, draft agreements, and relevant correspondence.	The Board should define relevance, treatment of privileged/confidential material, and whether every listed item is public or Board-only.
Draft minutes	Draft minutes may be included in the Friday packet.	Must be distributed at least five days before the approval meeting.	Current timing satisfies this for regular Wednesday meetings, but not necessarily for special meetings.
Submission deadline	Agenda items and supporting materials due Wednesday prior to meeting.	No separate submitter deadline stated; packet must be complete 72 hours before.	To meet the packet deadline reliably, the internal submission deadline may need to move earlier or remain firm with stated exceptions.
Public posting	Agenda and meeting documents posted Friday with packet distribution.	Proposal addresses packet distribution but does not distinguish Board distribution from public posting.	The policy should distinguish the complete Board packet from the public-posting set when materials are confidential, privileged, or otherwise not appropriate for publication.
Stated purpose	Consistent administration, scheduling, preparation, timely distribution, and legally compliant notice.	Transparency, review time, informed decisions, best practices, and trustee oversight.	The purposes can be combined in neutral institutional language.

3. Areas for Proposed Changes and Board Direction

A. Packet Distribution Deadline

Current language: Meeting packets and agendas will be distributed to Board members the Friday prior to the scheduled meeting.

Director Leigh's proposed language: Packets should preferably be distributed 5–7 days before, and no later than 72 hours before, any regular or special meeting.

Board options:

- ☐ Retain the current Friday-before-meeting deadline for regular meetings.
- ☐ Adopt a hard deadline of at least 72 hours before every regular and special meeting.
- ☐ Use Friday-before for regular meetings and a separate standard for special meetings.
- ☐ Use an aspirational goal (for example, five days when practicable) plus a minimum deadline and defined exceptions.

B. Agenda Item and Supporting-Material Submission Deadline

Current language: Agenda items and supporting materials should be submitted no later than the Wednesday prior to the meeting. This leaves Thursday for Chair review and Friday for packet completion for a regular Wednesday meeting.

Issue for decision: A complete-packet deadline cannot be met unless the submission deadline gives the Administrative Coordinator enough time to review, label, assemble, and post the materials.

- ☐ Keep Wednesday as the submission deadline and retain Friday distribution.
- ☐ Move submissions earlier if the Board expects distribution earlier than Friday.
- ☐ Require complete supporting materials with the agenda request; incomplete submissions are deferred unless an exception is approved.

C. Treatment of Late or Supplemental Materials

Director Leigh proposes automatic deferral when an item is not included in the packet at least 72 hours before the meeting. The Board may wish to decide whether the rule should allow limited exceptions.

- ☐ Automatic deferral with no exceptions.
- ☐ Deferral unless the Chair determines the item is urgent or time-sensitive.
- ☐ Allow corrected or supplemental materials to be distributed promptly, while permitting the Board to postpone action if adequate review time is unavailable.
- ☐ Permit the Board, by motion at the meeting, to defer action on an item when materials were distributed late.

D. Required Packet Contents

Current language says the packet "may include" identified categories. Director Leigh proposes that the packet "must include" all listed categories. The Board should determine whether each category is mandatory only when it exists and is relevant to the agenda item.

- ☐ Agenda and proposed resolutions or motions
- ☐ Draft minutes scheduled for approval
- ☐ Financial summaries and reports
- ☐ Draft agreements scheduled for discussion or action
- ☐ Staff or consultant reports
- ☐ Supporting documents submitted for the agenda item
- ☐ Legal memoranda appropriate for Board distribution
- ☐ Relevant correspondence selected under a defined standard

E. Confidential, Privileged, or Restricted Materials

The current process distributes and publicly posts materials at the same time. A mandatory requirement for all legal memoranda, draft agreements, or correspondence should state whether the material belongs in the public packet, a Board-only confidential set, or is withheld from packet publication as advised by counsel or required by law.

- ☐ Create a public packet and, when necessary, a separate confidential Board-only supplement.
- ☐ Include legal memoranda only when counsel and the Chair determine distribution is appropriate.
- ☐ Require confidential materials to be clearly labeled and handled under an approved protocol.

F. Draft Minutes Distribution

Director Leigh proposes that draft minutes be distributed at least five days before the meeting at which they will be approved. The Board may instead establish a deadline based on a specific number of calendar days following each meeting and require the draft minutes to be distributed separately from the meeting packet.

- ☐ Distribute draft minutes separately from the meeting packet within **five calendar days** following the meeting.
- ☐ Distribute draft minutes separately from the meeting packet within **seven calendar days** following the meeting.
- ☐ Distribute draft minutes separately from the meeting packet within **ten calendar days** following the meeting.
- ☐ Establish another distribution deadline: _____.

G. Regular Meetings vs. Special Meetings

The current timeline is built around a regular Wednesday meeting. A special meeting may be scheduled with less lead time, so the policy should say whether the same deadlines apply or whether the scheduling action establishes a separate preparation timeline.

- ☐ Apply identical deadlines to regular and special meetings.
- ☐ For special meetings, establish submission and distribution deadlines when the meeting is scheduled.
- ☐ Require at least 72 hours for special-meeting packets unless an urgent circumstance is documented.
- ☐ Limit short-notice special meetings to time-sensitive matters and materials that can be distributed promptly.

H. Roles and Responsibility

The current policy assigns packet compilation and posting to the Administrative Coordinator, agenda coordination to the Chair, and a verification role to the Secretary. Any new timing requirement should identify who decides whether an item is complete, late, confidential, urgent, or deferred.

- ☐ Administrative Coordinator determines administrative completeness and reports deficiencies.
- ☐ Chair determines agenda placement, urgency, and whether an incomplete item is deferred.
- ☐ Secretary verifies timing, posting, location, and packet availability.

4. Consolidated Proposed Policy Language

The language below is a balanced working draft for discussion. Bracketed provisions in red require Board direction before final adoption.

Purpose

To establish a clear and consistent process for scheduling Board meetings, submitting agenda items, preparing and distributing meeting materials, reviewing draft minutes, and completing public posting. The process is intended to support adequate review time, informed Board decision-making, transparency, trustee oversight, and compliance with applicable notice and records requirements, while recognizing the District's limited administrative staffing.

Agenda Item Submission

All agenda item requests and available supporting materials shall be submitted to the Administrative Coordinator by **[Wednesday prior to the meeting / other deadline selected by the Board]**. Each submission should include the proposed agenda title, background, requested Board action, and supporting documents. An incomplete or late submission shall be **[deferred / referred to the Chair for a determination under the exception process]**.

Packet Preparation and Contents

The Administrative Coordinator shall prepare the agenda and compile the meeting packet. For each agenda item, the packet shall include materials that exist, are relevant to the requested discussion or action, and are appropriate for distribution, including as applicable:

- the meeting agenda;
- draft minutes scheduled for approval;
- proposed resolutions and draft agreements;
- financial summaries, staff reports, and consultant reports;
- supporting documents submitted with the agenda item; and
- legal memoranda and relevant correspondence appropriate for Board distribution.

Materials that are privileged, confidential, restricted, or otherwise inappropriate for public posting shall be handled **[in a separate Board-only supplement / under another procedure approved by the Board]**.

Packet Distribution

For regular Wednesday meetings, the agenda and packet shall be distributed to Board members and public packet materials shall be posted by the preceding Friday. This is five calendar days before the meeting. **[The Board may instead select a different minimum deadline.]**

For special meetings and study sessions, materials shall be distributed **[at least 72 hours before the meeting / as early as practicable under deadlines established when the meeting is scheduled]**.

Late and Supplemental Materials

An agenda item or supporting document received after the applicable deadline shall **[be placed on a later agenda / be deferred unless the Chair determines that the matter is urgent, time-sensitive, corrective, or otherwise warrants consideration]**. Any supplemental material accepted after packet distribution shall be distributed promptly to all Board members and posted publicly when appropriate. The Board may postpone discussion or action when members determine that additional review time is needed.

Draft Minutes

Draft minutes shall be distributed to Board members separately from the meeting packet within **[five / seven / ten calendar days following the meeting / another deadline established by the Board]**, subject to the administrative time and source materials available.

If the established deadline cannot reasonably be met because of the length or complexity of the meeting, the availability of recordings or other source materials, or other administrative demands, the Administrative Coordinator shall notify the Board and provide an anticipated distribution date.

Draft minutes shall also be included in the meeting packet when scheduled for Board approval. The format, review, correction, and approval of draft minutes shall be governed by any separately adopted Board Direction Regarding Meeting Minutes.

Administration and Verification

The Administrative Coordinator shall compile and distribute the packet and complete public posting. The Chair shall confirm agenda order and make determinations assigned by this policy concerning incomplete, late, or urgent items. The Secretary shall verify meeting time and location, room reservation, posting, and availability of the agenda and supporting documents. Legal counsel may be consulted regarding privileged, confidential, or legally restricted materials.

Source documents reviewed: Current Board Meeting Preparation and Administration Process; Director Thomas E. Leigh's Proposed Policy for Timely Distribution of Board Packets and Minutes; and Director Leigh's memo regarding procedural concerns for the August 26, 2026 meeting.

Agenda Title: Consideration of Memorandum Regarding the UCHealth Memorandum of Understanding (*Discussion / Possible Direction*)

Submitted by: Director Thomas Leigh, MD

Background Information:

Director Leigh submitted a memorandum outlining concerns regarding the August 18, 2026 Memorandum of Understanding (MOU) with UCHealth and requested that the matter be presented to the Board for discussion.

Attachments:

☐ Resolution
☐ Report
☐ Contract

☐ Letter
☐ Minutes
☐ Map

☒ Other
• Memorandum

Board Action Needed:

Discussion and possible direction to staff and/or legal counsel.

1. FORMAL MEMO — Defects in the MOU and Resulting Governance Risks

To: Chairman Cory Workman

From: Director Thomas E. Leigh, MD

Subject: Defects in the Memorandum of Understanding (MOU) and Resulting Fiscal and Governance Risks

Date: 8/27/2026

This memo documents structural, legal, and procedural defects in the Memorandum of Understanding (MOU) approved on August 18, 2026, and explains how those defects affect subsequent financial actions, including the amended budget resolution and the recent \$3.8 million mill-levy remittance to UCHealth.

1. Structural and Legal Defects in the MOU

A. Conflict of Interest

The MOU was drafted by Hall Render, the same law firm whose invoices the MOU was designed to pay. This constitutes a direct conflict of interest and violates best-practice governance norms requiring independent legal review.

B. Retroactive Authorization of Expenditures

The MOU attempts to retroactively authorize legal expenditures incurred without Board approval. C.R.S. 29-1-110 prohibits retroactive authorization of spending and prohibits expenditures in excess of appropriations.

C. Lack of Trustee Review of Invoices

Trustees were asked to approve the MOU without reviewing the invoices it was designed to pay. This violates fiduciary duty, Title 32 oversight obligations, and standard public-entity financial controls.

D. Unauthorized Modification of Flow-of-Funds

The MOU attempts to modify the Administrative Portion and the UCHealth Transfer without statutory authority. A Memorandum of Understanding cannot amend a binding affiliation agreement.

E. Improper Meeting Notice

The meeting at which the MOU was approved was improperly noticed, with no location listed on the website posting and insufficient packet distribution time. An improperly noticed meeting cannot lawfully approve a financial instrument.

2. Why Using the MOU to Pay Unapproved Legal Invoices Is Improper and Illegal

A. Unapproved Invoices Are Not Lawful Expenditures

Hall Render's invoices were never approved by the Board, never reviewed by trustees, and withheld under improper claims of privilege. They are not lawful expenditures under C.R.S. 29-1-110.

B. The MOU Cannot Cure Unauthorized Spending

The MOU cannot "launder" unauthorized expenditures. Only appropriations and Board approvals can authorize spending.

C. UCHealth Cannot Grant Spending Authority

The MOU relies on UCHealth providing an "allowance." UCHealth cannot authorize District spending or cure unauthorized expenditures.

D. Retroactive Payment of Unauthorized Invoices Is Prohibited

C.R.S. 29-1-110 prohibits expenditures in excess of appropriations and prohibits retroactive approval of spending.

3. How the Defective MOU Infects the Subsequent Budget Resolution

The amended budget resolution (Resolution 2026-006):

- relies on the MOU's financial assumptions,
- increases the Administrative Portion by \$250,000,
- reduces the UCHealth Transfer by \$250,000,
- and uses the MOU to justify the amendment.

Because the MOU is defective, the budget amendment is also defective. This is downstream contamination: a defective instrument cannot support a valid resolution.

4. Impact on the \$3.8 Million Mill-Levy Remittance to UCHealth

On August 27, 2026, the District remitted approximately \$3.8 million in mill-levy funds to UCHealth. This remittance was calculated using assumptions derived from the defective MOU and the defective budget amendment.

Mill-levy funds are public tax dollars subject to strict statutory compliance. A remittance based on defective financial instruments is legally vulnerable and may trigger auditor or DOLA review.

Conclusion

The MOU is structurally, legally, and procedurally defective. Using it to pay unauthorized invoices is improper and illegal. The defective MOU contaminates the subsequent budget amendment and affects the legality of the \$3.8 million mill-levy remittance. Immediate independent review is warranted.

Agenda Title: Consideration of Proposed Amendment to the Integration and Affiliation Agreement and Related Resolution Regarding District Budget Authority
(*Discussion / Action*)

Submitted by: Director Thomas Leigh, MD

Background Information:

Director Leigh submitted a proposed resolution and amendment to the Integration and Affiliation Agreement regarding the District's budget authority for Board consideration.

Attachments:

☒ Resolution

- Draft – Number TBD

☐ Letter

☐ Minutes

☒ Other

- Proposed Amendment No. 1 to the Integration and Affiliation Agreement

Board Action Needed:

Discussion and consideration of the proposed amendment and related resolution.

Suggested Motion:

I move to approve the proposed Resolution Approving Amendment No. 1 to the Integration and Affiliation Agreement Restoring the Park Hospital District's Statutory Budget Authority, as presented.

****AMENDMENT TO THE INTEGRATION AND AFFILIATION AGREEMENT**

Restoring Park Hospital District Budgetary Authority**

AMENDMENT NO. 1 TO THE INTEGRATION AND AFFILIATION AGREEMENT BETWEEN PARK HOSPITAL DISTRICT AND UCHealth

This Amendment No. 1 (“Amendment”) is entered into by and between the **Park Hospital District** (“District”) and **UCHealth** (“UCHealth”), and shall amend the Integration and Affiliation Agreement dated _____ (“Agreement”).

1. Purpose of Amendment

The purpose of this Amendment is to **restore and reaffirm the statutory authority of the Park Hospital District Board of Directors** (“Board”) to adopt, appropriate, and amend its annual budget **without limitation, approval, constraint, or veto by UCHealth**, in accordance with **C.R.S. 29-1-103, C.R.S. 29-1-105, and C.R.S. 29-1-110**.

2. Amendment to Budget Provisions

2.1 District Budget Authority Restored

The Agreement is hereby amended to state:

“The Park Hospital District Board of Directors retains exclusive and unilateral authority to prepare, adopt, appropriate, and amend the District’s annual budget. UCHealth shall have no authority to limit, restrict, approve, disapprove, modify, or otherwise influence the District’s budget, appropriations, or fiscal decisions.”

2.2 No UCHealth Approval Required

The Agreement is further amended to state:

“No provision of this Agreement shall be interpreted to require UCHealth’s approval, concurrence, consent, or review of any District budget, appropriation, amendment, or fiscal action. All such authority resides solely with the District Board.”

2.3 Prohibition on UCHealth-Imposed Budget Constraints

The Agreement is further amended to state:

“UCHealth shall not impose, directly or indirectly, any cap, ceiling, limitation, condition, or constraint on the District’s budget or appropriations. Any prior language suggesting such authority is hereby nullified and of no force or effect.”

2.4 Flow-of-Funds Clarification

The Agreement is further amended to state:

“The District’s budgetary authority includes full discretion over the Administrative Portion, the UCHealth Transfer, and any other fiscal allocations referenced in this Agreement. UCHealth shall not modify, restrict, or condition these allocations.”

3. Severability of Conflicting Provisions

Any provision of the Agreement that conflicts with this Amendment is hereby **deleted, superseded, or rendered void**, including but not limited to:

- any language granting UCHHealth approval rights over District fiscal matters
- any language limiting District appropriations
- any language conditioning District budget actions on UCHHealth concurrence
- any language restricting District adjustments to the Administrative Portion

4. Affirmation of Statutory Authority

The parties acknowledge:

“The Park Hospital District is a Colorado Title 32 special district whose Board of Directors possesses non-delegable statutory authority over budgeting and appropriations. Nothing in the Agreement shall be construed to diminish, transfer, or impair this authority.”

5. Effective Date

This Amendment shall become effective upon approval by the Park Hospital District Board of Directors and execution by both parties.

6. Signatures

Park Hospital District By: _____ Name: _____

Title: _____ Date: _____

UCHHealth By: _____ Name: _____

Title: _____ Date: _____

1. Resolution Adopting the Amendment Restoring PHD Budget Authority

Resolution 2026-BA-01

A RESOLUTION APPROVING AMENDMENT NO. 1 TO THE INTEGRATION AND AFFILIATION AGREEMENT RESTORING THE PARK HOSPITAL DISTRICT'S STATUTORY BUDGET AUTHORITY

WHEREAS, the Park Hospital District ("District") is a Colorado Title 32 special district whose Board of Directors ("Board") possesses non-delegable statutory authority to prepare, adopt, appropriate, and amend the District's annual budget pursuant to **C.R.S. 29-1-103, 29-1-105, and 29-1-110**; and

WHEREAS, certain provisions of the Integration and Affiliation Agreement ("Agreement") between the District and UCHealth have been interpreted or applied in a manner that limits, constrains, or conditions the District's budgetary authority; and

WHEREAS, no Colorado statute permits a private entity to restrict, approve, veto, or otherwise control the budget of a Title 32 special district; and

WHEREAS, the District must restore and reaffirm its statutory authority to adopt and amend its own budget without limitation or approval by UCHealth; and

WHEREAS, Amendment No. 1 to the Agreement has been drafted to correct these defects and restore full budgetary authority to the District Board;

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

1. **Amendment No. 1 to the Integration and Affiliation Agreement is hereby approved**, restoring the District's exclusive and unilateral authority over its annual budget and appropriations.
2. **UCHealth shall have no authority to limit, restrict, approve, disapprove, modify, or otherwise influence the District's budget**, appropriations, or fiscal decisions.
3. **Any provisions of the Agreement that conflict with Amendment No. 1 are hereby superseded, nullified, or rendered void.**
4. The Board Chair is authorized to execute Amendment No. 1 on behalf of the District.

Adopted this ____ day of _____, 2026.

Park Hospital District Board of Directors

Agenda Title: Consideration of Proposed Invoice Inclusion, Transparency, and Privilege-Log Policy and Resolution (*Discussion / Action*)

Submitted by: Director Thomas Leigh, MD

Background Information:

Director Leigh submitted a proposed Invoice Inclusion, Transparency, and Privilege-Log Policy and related resolution establishing procedures for the inclusion and review of District invoices, invoice redactions, and privilege-log documentation for Board consideration.

Attachments:

 X Resolution

- Draft – Number TBD

 Letter

 Minutes

 X Other

- Invoice Inclusion, Transparency, and Privilege-Log Policy

Board Action Needed:

Discussion and consideration of the proposed policy and resolution.

Suggested Motion:

I move to approve the proposed Resolution Adopting the Invoice Inclusion, Transparency, and Privilege-Log Policy, as presented.

Invoice Inclusion, Transparency, and Privilege-Log Policy
Park Hospital District Adopted: [Insert Date]

Section 1 — Purpose

To ensure transparency, fiduciary accountability, and compliance with Colorado Title 32 and C.R.S. § 29-1-110, the Park Hospital District adopts this policy requiring full invoice disclosure, trustee review, and privilege-log documentation for any redactions.

Section 2 — Invoice Inclusion Requirements

1. All invoices related to District expenditures shall be included in the board meeting packet prior to any approval vote.
2. All non-privileged portions of invoices shall be available for public viewing as part of the packet.
3. Trustees shall receive complete, unredacted invoices except for narrow legal-advice redactions permitted by law.

Section 3 — Trustee Review Requirements

1. No expenditure shall be approved unless trustees have reviewed the underlying invoice in full.
2. Any vote taken without full invoice review shall be considered procedurally invalid.

Section 4 — Redaction Limitations

Redactions shall be limited solely to:

- Specific descriptions of legal advice
- Litigation strategy
- Confidential attorney-client communications

No other portions of invoices may be redacted.

Section 5 — Privilege-Log Requirements

For every redaction, counsel must provide a privilege log that includes:

1. Document title
2. Invoice date
3. Author of the redacted content
4. Recipient(s)
5. Specific portion redacted
6. Legal basis for redaction
7. A general description sufficient to evaluate the claim

Section 6 — Public Access to Privilege Logs

Privilege logs shall be included in the public board packet alongside redacted invoices.

Section 7 — Approval Prohibition

No expenditure shall be approved unless:

- The invoice is included in the packet
- Trustees have reviewed it
- Any redactions are accompanied by a privilege log

Section 8 — Effective Date

This policy is effective immediately upon adoption.

Section 9 — Statutory Compliance (C.R.S. 29-1-110)

The Board recognizes its statutory obligation under C.R.S. 29-1-110, which provides that:

“No local government shall expend any money or enter into any contract which requires the expenditure of money in excess of the amounts appropriated for that fiscal year.”

To comply with this requirement, the Board must review all invoices in full prior to approving any expenditure. Approval of expenditures without reviewing the underlying invoices prevents the Board from determining whether the expenditure is within appropriated limits and therefore violates C.R.S. 29-1-110.

The Board further acknowledges that:

“Any officer... who knowingly violates the provisions of this section shall be personally liable for such amounts.”

Accordingly:

1. **No expenditure shall be approved unless the invoice is included in the board packet and reviewed by trustees.**
2. **No expenditure shall be approved if the invoice is withheld, redacted without a privilege log, or otherwise incomplete.**
3. **No retroactive budget adjustment shall be used to legitimize expenditures made in excess of appropriations.**
4. **Any attempt to approve expenditures without documentation sufficient to determine compliance with appropriations is prohibited.**

This section is adopted to ensure full compliance with Colorado fiscal law and to protect trustees from statutory liability.

Submitted by Director Thomas E. Leigh
Distributed as Received, Without Revision
Draft for Board Discussion and Consideration — Not Adopted

Resolution Adopting the Invoice Transparency & Privilege-Log Policy

Resolution No. 2026-07 A RESOLUTION OF THE PARK HOSPITAL DISTRICT BOARD OF DIRECTORS ADOPTING THE INVOICE INCLUSION, TRANSPARENCY, AND PRIVILEGE-LOG POLICY

WHEREAS, the Board of Directors has a fiduciary duty under Colorado Title 32 and C.R.S. 29-1-110 to review expenditures prior to approval; and

WHEREAS, invoices are public records, and non-privileged portions must be available to trustees and the public; and

WHEREAS, redactions must be accompanied by a privilege log documenting the legal basis for withholding information; and

WHEREAS, the Board seeks to strengthen internal controls, ensure transparency, and protect public funds;

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

1. The **Invoice Inclusion, Transparency, and Privilege-Log Policy** is hereby adopted in full.
2. All invoices shall be included in board packets prior to approval.
3. Trustees shall review all invoices in full before any expenditure is approved.
4. Any redactions must be accompanied by a privilege log.
5. No expenditure shall be approved unless the invoice and privilege log have been reviewed.
6. This resolution is effective immediately.

Adopted this ____ day of _____, 2026.

Park Hospital District Board of Directors

Agenda Title: Consideration of Resolution to Terminate Hall Render as District Legal Counsel (*Discussion / Action*)

Submitted by: Director Thomas Leigh, MD

Background Information:

Director Leigh submitted a proposed resolution regarding the termination of the District's engagement with Hall Render and the production of legal invoices for Board consideration.

Attachments:

X **Resolution:** Draft – Number TBD

Board Action Needed:

Discussion and consideration of the proposed resolution.

Suggested Motion:

I move to approve the proposed Resolution Terminating the Engagement of Hall Render as District Legal Counsel and Requiring Production of Digital Invoices, as presented.

A RESOLUTION TERMINATING THE ENGAGEMENT OF HALL RENDER AS LEGAL COUNSEL TO THE PARK HOSPITAL DISTRICT AND REQUIRING PRODUCTION OF DIGITAL INVOICES

WHEREAS, the Park Hospital District (“District”) is obligated under Title 32 and C.R.S. 29-1-110 to ensure transparency, fiduciary oversight, and compliance with appropriations; and

WHEREAS, trustees must review expenditures prior to approval and must have access to all non-privileged portions of invoices in order to fulfill their statutory duties; and

WHEREAS, Hall Render has billed the District at rates significantly exceeding those typical for rural Colorado special districts, including charges of approximately \$500 per hour; and

WHEREAS, Hall Render’s invoices exceeded the District’s appropriated legal budget by more than \$200,000 without prior Board approval, contrary to C.R.S. 29-1-110; and

WHEREAS, Hall Render withheld invoices from trustees under broad claims of privilege, preventing trustees from fulfilling their fiduciary duties; and

WHEREAS, Hall Render drafted a Memorandum of Understanding (“MOU”) that attempted to retroactively authorize expenditures and modify flow-of-funds obligations without statutory authority, creating a conflict of interest; and

WHEREAS, the Board approved the MOU without reviewing the invoices it was designed to justify, and the meeting at which the MOU was approved contained notice irregularities; and

WHEREAS, the continued engagement of Hall Render exposes the District to ongoing financial, fiduciary, and statutory risk;

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

1. **The engagement of Hall Render is hereby terminated effective immediately.**
2. **Hall Render shall provide the District with complete digital copies of all invoices, billing statements, time entries, and supporting documentation for all work performed from January 1, 2025 to the present, without redaction except for narrow legal-advice descriptions permitted by law. These digital invoices shall be provided immediately upon receipt of this resolution.**
3. **If the District’s custodian of records is unable to produce older invoices due to loss, destruction, or incomplete archives, Hall Render shall also provide digital copies of all invoices and billing records from January 1, 2020 through December 31, 2024 upon request by the District.**
4. **Hall Render shall provide a complete privilege log for any redactions, identifying the document, date, author, recipient, portion withheld, and legal basis for the redaction.**
5. **The District shall cease all reliance on Hall Render legal advice, including advice related to the MOU, budget amendment, flow-of-funds calculations, and any other governance or financial matters.**
6. **The District shall preserve all Hall Render invoices, communications, drafts, and documents for audit and regulatory review.**
7. **The District shall initiate a search for independent legal counsel with experience in Colorado Title 32 governance and public-entity fiscal compliance.**

Adopted this ____ day of _____, 2026.

Park Hospital District Board of Directors

RESOLUTION 2026-06

A RESOLUTION TERMINATING THE ENGAGEMENT OF HALL RENDER, LLP

WHEREAS, the Park Hospital District (“District”) approved an engagement letter with Hall Render, LLP in November 2025; and

WHEREAS, the engagement letter contained no spending cap, no requirement for board approval of invoices, and no safeguards appropriate for a Colorado Title 32 special district; and

WHEREAS, Hall Render billed approximately \$300,000 in legal fees despite the District appropriating only \$50,000 for legal services; and

WHEREAS, no board vote authorized expenditures beyond the appropriated amount; and

WHEREAS, Hall Render failed to advise the District of statutory limits on expenditures under C.R.S. § 29-1-110; and

WHEREAS, Hall Render acted without board authorization, contrary to C.R.S. § 32-1-103; and

WHEREAS, the District must restore statutory compliance and fiscal integrity;

NOW, THEREFORE, BE IT RESOLVED that the Park Hospital District hereby terminates its engagement with Hall Render, LLP, effective immediately.

BE IT FURTHER RESOLVED that the Chair shall notify Hall Render of this action and direct cessation of all work.

BE IT FURTHER RESOLVED that the District reserves all rights regarding disputed invoices.

Adopted this 26th day of August, 2026.

Park Hospital District — Board Packet Cover Memo

**To: Park Hospital District Board of Directors From: Director Thomas E. Leigh,
MD Date: August 23, 2026 Subject: Resolution Terminating Engagement with Hall
Render, LLP and Restoring Title 32 Compliance**

Purpose of Agenda Item

This agenda item presents a resolution to terminate the Park Hospital District's engagement with Hall Render, LLP. The action is necessary to restore statutory compliance, fiscal integrity, and appropriate governance oversight under Colorado Title 32 and the Local Government Budget Law.

Summary of Findings

A review of the engagement letter, invoices, and communications with Hall Render revealed:

- The District appropriated \$50,000 for legal services in FY 2026.
- Hall Render billed approximately \$300,000 without board approval.
- No budget amendment was passed authorizing expenditures beyond appropriations.
- The engagement letter lacked safeguards required for public entities, including:
 - No spending cap
 - No requirement for board approval of invoices
 - No requirement for board approval of scope changes
- Hall Render failed to advise the District of statutory limits under C.R.S. § 29-1-110.
- Hall Render relied on informal communications rather than board action, contrary to C.R.S. § 32-1-103.

These issues create material legal, fiscal, and governance risk.

Requested Board Action

Adopt Resolution 2026-06, terminating the engagement with Hall Render, LLP, directing cessation of all work, and reserving all District rights regarding disputed invoices.

Agenda Title: Consideration of Proposed Hall Render Records Chain-of-Custody Policy and Resolution (*Discussion / Action*)

Submitted by: Director Thomas Leigh, MD

Background Information:

Director Leigh submitted a proposed policy and supporting materials establishing procedures for the custody, transfer, and documentation of Hall Render communications and records.

Attachments:

☒ Resolution

- Draft – Number TBD

☐ Letter

☐ Minutes

☒ Other

- Justification memo
- Chain-of-Custody Worksheet

Board Action Needed:

Discussion and consideration of the proposed policy and resolution.

Suggested Motion:

I move to approve the proposed Resolution Establishing a Chain-of-Custody Policy for All Hall Render Communications, as presented.

Submitted by Director Thomas E. Leigh
Draft for Board Discussion and Consideration — Not Adopted

Here is the justification provided by Director Leigh for a policy establishing a chain of custody procedure for Hall Render Documents.

It protects the District and Hall Render from:

- accusations of altering records,
- accusations of losing records,
- accusations of mishandling records,
- accusations of misinterpreting records,
- accusations of failing to preserve evidence.

It also protects the District from:

- audit findings,
- compliance violations,
- legal exposure,
- claims of spoliation (destruction of evidence).

And it protects the community by ensuring:

- transparency,
- accountability,
- proper documentation,
- proper oversight.

This is what a responsible board does.

Park Hospital District — Chain-of-Custody Worksheet for Hall Render Records Document

Batch: _____

Prepared by: _____ **Date Prepared:** _____

1. Record Receipt Information

- **Sender:** ☐ Hall Render (Snow) ☐ Hall Render (Sabey) ☐ District Custodian of Records
☐ Other: _____
- **Date Received:** _____
- **Method of Delivery:** ☐ Email ☐ Secure File Transfer ☐ USB Drive ☐ Physical Paper
☐ Other: _____
- **Format Received:** ☐ PDF ☐ Native digital file (Word, Excel) ☐ Scanned image ☐ Mixed formats
☐ Other: _____

2. Description of Records

List each item or batch:

Document Name / Description Date Range File Format Notes

3. Integrity Check

- **Were any documents missing?** ☐ Yes ☐ No If yes, list: _____
- **Were any documents altered or modified?** ☐ Yes ☐ No If yes, describe: _____
- **Were metadata timestamps preserved?** ☐ Yes ☐ No Notes: _____

4. Storage and Preservation

- **Stored By:** _____
- **Storage Location:** ☐ District secure server ☐ Encrypted drive ☐ Cloud archive ☐ Other: _____
- **Backup Created:** ☐ Yes ☐ No Backup location: _____

5. Chain-of-Custody Transfers

List anyone who handled the records after receipt:

Name Role Date Purpose Notes

6. Certification

I certify that the above information accurately reflects the receipt, handling, and preservation of the records listed.

Signature: _____ **Date:** _____

Resolution 2026-08?

A RESOLUTION ESTABLISHING A CHAIN-OF-CUSTODY POLICY FOR ALL HALL RENDER COMMUNICATIONS

WHEREAS, the Park Hospital District (“District”) is obligated under Title 32 and C.R.S. 29-1-110 to maintain accurate records, ensure transparency, and preserve the integrity of documents related to fiscal oversight; and

WHEREAS, trustees must have access to complete and authentic records in order to fulfill fiduciary duties and comply with statutory requirements; and

WHEREAS, certain invoices and legal documents from Hall Render Killian Heath & Lyman, P.C. were previously withheld, redacted, or not provided to trustees, creating gaps in record retention and complicating audit review; and

WHEREAS, the District must ensure that all Hall Render documents received going forward are properly logged, preserved, and traceable for audit and regulatory purposes; and

WHEREAS, a chain-of-custody procedure is a standard best-practice method for documenting the receipt, handling, and storage of records when integrity and authenticity are essential;

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

1. **The District hereby adopts a chain-of-custody policy for all communications, invoices, billing statements, drafts, memoranda, and documents received from Hall Render Killian Heath & Lyman, P.C.**
2. **The District Administrator shall complete a chain-of-custody worksheet** for each batch of Hall Render records received, documenting:
 - date of receipt,
 - sender,
 - method of delivery,
 - file format,
 - description of records,
 - storage location,
 - any transfers of the records,
 - and any anomalies or missing documents.
3. **All Hall Render records shall be preserved in digital form whenever possible**, with metadata retained to support audit verification.
4. **Chain-of-custody worksheets shall be retained as permanent District records** and made available to auditors upon request.
5. **This policy shall remain in effect until amended or repealed by the Board.**

Adopted this ____ day of _____, 2026.

Park Hospital District Board of Directors

Agenda Title: Upcoming Meeting Schedule and Statutory Deadlines (*Discussion*)

Background Information:

The Park Hospital District has several upcoming statutory and administrative deadlines that will require Board review and action over the remaining months of 2026. These include preparation and presentation of the District’s proposed 2027 budget, consideration and adoption of the final budget, adoption of the annual appropriation resolution, certification of the District’s mill levy, and other year-end financial and administrative requirements.

To ensure sufficient time for preparation, Board review, public notice, required hearings, and formal Board action, the Board should review its upcoming meeting schedule and determine whether any additional regular or special meetings will be necessary.

Establishing the anticipated meeting schedule in advance will also assist staff, legal counsel, and the District’s accounting professionals in preparing materials and meeting applicable filing and statutory deadlines.

Attachments:

☐ Resolution
☐ Report
☐ Contract

☐ Letter
☐ Minutes
☐ Map

☐ Other:
Upcoming Budget & Statutory
Deadlines – 2027 Budget Cycle.

Board Action Needed:

Review the upcoming statutory and administrative deadlines and provide direction regarding the Board’s meeting schedule for the remainder of 2026, including whether additional Special meetings should be scheduled.

PARK HOSPITAL DISTRICT

Upcoming Budget & Statutory Deadlines

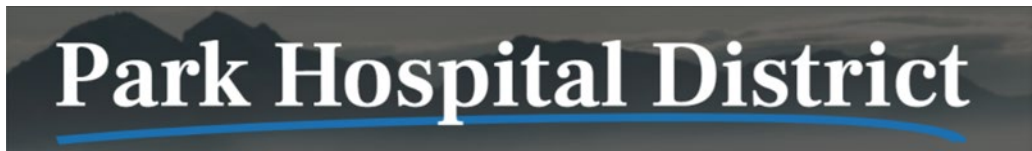
2027 Budget Cycle | Planning Reference for Remaining 2026 Meetings

Purpose. Summary of the principal dates affecting preparation, public review, adoption, mill-levy certification, and filing of the District's 2027 budget. Meeting dates should be planned to allow adequate time for Board review and required action before each deadline.

Deadline	Requirement	Board / Administrative Action
By October 15, 2026	Proposed 2027 budget submitted to Board	Budget officer/qualified person submits the proposed budget to the governing body.
After proposed budget is received	Publish budget/hearing notice	Publish notice that the proposed budget is available for inspection; include the hearing date, time, place, and right to file objections before adoption.
Before final adoption	Public budget hearing	Board holds a public hearing, considers objections, and may revise the proposed budget.
By December 10, 2026	Final assessed valuation changes	County assessor provides changes to assessed valuation; final figures may affect the mill levy calculation.
Before mill levy certification	Adopt budget & appropriation resolution	Board adopts the 2027 budget and makes appropriations before certifying the mill levy.
By December 15, 2026	Certify mill levy	Board certifies the District's mill levy/rate(s) to the applicable county commissioners.
No later than 30 days after start of fiscal year (generally January 31, 2027)	File adopted budget with DLG	File certified budget, budget message, and applicable resolutions adopting the budget, appropriating funds, and fixing the mill levy.

Meeting-planning implication: The Board should anticipate budget review in October/November and final budget, appropriation, and mill-levy action in early December, leaving time to address any valuation changes received by December 10.

Statutory references: C.R.S. §§ 29-1-105, 29-1-106, 29-1-108, 29-1-113, 39-1-111, and 39-5-128. Planning aid only; specific filing and notice requirements should be confirmed against current law and applicable county/DOLA instructions.



September 17, 2026

Agenda Item: 13

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.

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.