



Park Hospital District

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Regular Meeting of the PHD Board of Directors
Wednesday, September 23, 2026
5:30 P.M.

1. CALL TO ORDER

- A. Welcome
- B. Introductions and Determination of Quorum
- C. Conflict of Interest Disclosures

2. AGENDA APPROVAL

3. CONSENT AGENDA

- A. Park Hospital District Board of Directors Meeting Minutes:
 - 1. July 14, 2026 Special Meeting
 - 2. August 18, 2026 Special Meeting
 - 3. August 26, 2026 Regular Meeting
 - 4. September 17, 2026 Special Meeting

4. CITIZEN & BOARD COMMENTS

5. FINANCE

- A. Treasurer's Report
- B. August 2026 Bank Transaction Report
- C. Year-to-Date Administrative Spending Report
- D. Balance Sheet as of August 31, 2026

6. OLD BUSINESS

- A. Transfer and Inventory of Historical District Records (*Discussion/Action*)

7. NEW BUSINESS

- A. Consideration of Resolution Reaffirming Support for the UCHealth Affiliation and Related Agreements (*Discussion/Action*)
- B. Consideration of Memorandum Regarding the UCHealth Memorandum of Understanding (*Discussion/Possible Direction*)
- C. Consideration of Proposed Amendment to the Integration and Affiliation Agreement and Related Resolution Regarding District Budget Authority (*Discussion/Action*)
- D. Consideration of Proposed Invoice Inclusion, Transparency, and Privilege-Log Policy and Resolution (*Discussion/Action*)
- E. Consideration of Resolution to Terminate Hall Render as District Legal Counsel (*Discussion/Action*)
- F. Consideration of Proposed Hall Render Records Chain-of-Custody Policy and Resolution (*Discussion/Action*)
- G. Proposed Administrative Spending Plan – September 1 through December 31, 2026 (*Discussion/Action*)
- H. Appointment of PHD Budget Officer for the 2027 Budget (*Discussion/Action*)
- I. Proposed Legal Services Access & Oversight Policy (*Discussion/Action*)
- J. 2027 Budget Development Process and Schedule (*Discussion*)
- K. May 2027 Regular Special District Election – Election Services (*Discussion/Action*)

8. FURTHER BUSINESS

- A. Proposed Agenda Items for Future Meetings
- B. Meetings to Schedule

9. 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: Agenda Approval

The Agenda for the September 23, 2026 Regular Board Meeting includes:

3. CONSENT AGENDA

- A. Park Hospital District Board of Directors Meeting Minutes:
 - 1. July 14, 2026 Special Meeting
 - 2. August 18, 2026 Special Meeting
 - 3. August 26, 2026 Regular Meeting
 - 4. September 17, 2026 Special Meeting

4. CITIZEN & BOARD COMMENTS

5. FINANCE

- A. Treasurer's Report
- B. August 2026 Bank Transaction Report
- C. Year-to-Date Administrative Spending Report
- D. Balance Sheet as of August 31, 2026

6. OLD BUSINESS

- A. Transfer and Inventory of Historical District Records (*Discussion/Action*)

7. NEW BUSINESS

- A. Consideration of Resolution Reaffirming Support for the UCHHealth Affiliation and Related Agreements (*Discussion/Action*)
- B. Consideration of Memorandum Regarding the UCHHealth Memorandum of Understanding (*Discussion/Possible Direction*)
- C. Consideration of Proposed Amendment to the Integration and Affiliation Agreement and Related Resolution Regarding District Budget Authority (*Discussion/Action*)
- D. Consideration of Proposed Invoice Inclusion, Transparency, and Privilege-Log Policy and Resolution (*Discussion/Action*)
- E. Consideration of Resolution to Terminate Hall Render as District Legal Counsel (*Discussion/Action*)
- F. Consideration of Proposed Hall Render Records Chain-of-Custody Policy and Resolution (*Discussion/Action*)
- G. Proposed Administrative Spending Plan – September 1 through December 31, 2026 (*Discussion/Action*)
- H. Appointment of PHD Budget Officer for the 2027 Budget (*Discussion/Action*)
- I. Proposed Legal Services Access & Oversight Policy (*Discussion/Action*)
- J. 2027 Budget Development Process and Schedule (*Discussion*)
- K. May 2027 Regular Special District Election – Election Services (*Discussion/Action*)

8. FURTHER BUSINESS

- A. Proposed Agenda Items for Future Meetings
- B. Meetings to Schedule

9. ADJOURNMENT

Board Action Needed:

A Motion to (approve or modify) the Agenda as presented.

Agenda Title: Consent Agenda

The Consent Agenda for the September 23, 2026 Regular Board Meeting includes:

A. PHD Board of Directors Meeting Minutes:

1. July 14, 2026 Special Meeting
2. August 18, 2026 Special Meeting
3. August 26, 2026 Regular Meeting
4. September 17, 2026 Special Meeting

Attachments:

☐ Resolution
☐ Report
☐ Contract

☐ Letter
☒ Minutes
☐ Map

☐ Other

Board Action Needed:

A Motion to (approve or modify) the Consent Agenda as presented.

RECORD OF PROCEEDINGS

MINUTES OF THE SPECIAL MEETING OF THE BOARD OF DIRECTORS FOR THE PARK HOSPITAL DISTRICT

Tuesday, July 14, 2026 – 8:00 a.m.
District Administration Office – Vert Conference Room
1230 Big Thompson Avenue, Estes Park, CO 80517

Present: Dr. Cory Workman, Dr. Steve Alper, Brigitte Foust, Janet Zeschin, Dr. Tom Leigh
Absent: None
Staff: Heather Drees
Others: Jim and Gail Cozette, Larry Leaming (*Citizens*); Suzy Blackhurst, Estes Valley Voice;
David Snow and Bill Roberts, Hall & Render

Prior notice of this meeting was duly given by posting the notice on the Park Hospital District website in accordance with applicable requirements. The meeting was then called and held as shown, after full and timely public notice and in accordance with the requirements of Colorado law, including the Colorado Open Meetings Law, C.R.S. § 24-6-402.

CALL TO ORDER

Board Chair Workman called the meeting to order at 8:01 a.m. A quorum was present.

APPROVAL OF AGENDA

The Board reviewed the agenda for the special meeting.

The agenda for the Special Meeting included:

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

Discussion: Treasurer Foust clarified that Items 5 and 6, which were listed as Discussion/Action, would be limited to discussion because the documents under consideration had not been included with the publicly posted meeting materials.

Moved by Steve Alper, seconded by Brigitte Foust, to approve the Agenda with Items 5 and 6 limited to discussion only.

No further discussion. Ayes – 5. Motion carried unanimously.

RECORD OF PROCEEDINGS

EXECUTIVE SESSION

The Board considered entering executive session to receive legal advice previously provided by the Board's legal counsel regarding the Ascensus retirement plan and related financial obligations and the Memorandum of Understanding with UCHealth, including the flow of funds and related budget matters. Director Leigh objected to entering executive session.

Moved by Steve Alper, seconded by Brigitte Foust, to enter executive session pursuant to § 24-6-402(4)(b), C.R.S., for the purpose of receiving legal advice regarding the Ascensus retirement plan and related financial obligations, and regarding the Memorandum of Understanding with UCHealth, including flow of funds and the associated budget request.

No further discussion. Ayes – 4; Nays – 1 (Leigh). Motion carried.

Attorneys David Snow and Bill Roberts of Hall & Render participated in the executive session to provide legal advice to the Board.

RETURN TO OPEN SESSION

Moved by Steve Alper, seconded by Brigitte Foust, to exit executive session and return to open session.

Board Chair Cory Workman reconvened the meeting in open session at 9:03 a.m. The Executive session was held from 8:04 a.m. to 9:03 a.m. No decisions were made and no formal action was taken during the executive session.

CONSIDERATION OF MEMORANDUM OF UNDERSTANDING BUDGET REQUEST AND FLOW OF FUNDS (Discussion Only)

The Board discussed the proposed Memorandum of Understanding with UCHealth concerning the transfer of property tax revenue, District administrative funding, legal expenses, and related financial controls. Director Leigh raised concerns regarding Board authorization, legal expenditures, and full-Board involvement in financial decisions. Board members discussed the history and purpose of the proposed MOU, the need to amend the 2026 budget, and the importance of a documented process for future transfers and expenditures.

The Board directed Director Alper and Treasurer Foust to prepare a proposed amended budget reflecting the financial terms under consideration and a process for transferring funds to UCHealth. The proposed MOU and related budget revisions would return to the Board for public review and action at a future meeting. No Board action was taken.

No Board action was taken.

CONSIDERATION OF ASCENSUS RETIREMENT PLAN TERMINATION WORK PLANS AND RELATED OBLIGATIONS (Discussion Only)

Chair Workman summarized the steps needed to terminate the former District retirement plans. Hall & Render was preparing documents identifying the Board Chair and Treasurer as the representatives authorized to communicate with Ascensus and Security Benefit. The Board also discussed a future resolution authorizing eligible administrative and termination expenses to be paid from plan assets. The proposed documents would return for action after public distribution. No Board action was taken.

No Board action was taken.

MISSION, VISION, AND CORE VALUES DEVELOPMENT (Discussion/Action)

The Board reviewed the proposed Purpose, Mission, Vision, and Core Values statements and favored the simpler language in earlier drafts. Members agreed to prioritize completion of the MOU and the 2026 budget amendment before returning to the governance statements.

Moved by Cory Workman, seconded by Steve Alper, to table the Mission, Vision, and Core Values development item for consideration at a future work session following completion of the MOU process.

No further discussion. Ayes - 5. Motion carried unanimously.

RECORD OF PROCEEDINGS

CONSIDERATION OF PROPOSED RESOLUTIONS REGARDING HALL & RENDER (Discussion/Action)

The Board considered two draft resolutions submitted by Director Leigh concerning authorization and oversight of legal services and expenditures. Members discussed prior Board direction, the Chair's authority, the status of active legal matters, legal review of proposed resolutions, and the need for stronger financial controls.

A. Proposed Resolution Regarding Hall & Render Legal Expenditures

The proposed resolution would declare certain legal expenditures unauthorized, suspend further payments, seek recovery of amounts already paid, and require outside legal review. The Board also discussed a possible limited review by Eide Bailly.

Moved by Steve Alper, seconded by Brigitte Foust, to approve the proposed resolution regarding Hall & Render legal expenditures.

Ayes - 1 (Leigh); Nays - 3 (Workman, Alper, Zeschin); Abstention - 1 (Foust). Motion failed.

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

The proposed resolution would immediately terminate Hall & Render's legal services. Board members discussed the previously established transition timeline and the need to complete active legal and retirement-plan matters.

Moved by Cory Workman, seconded by Steve Alper, to approve the proposed resolution regarding termination of Hall & Render legal services.

No further discussion. Ayes - 1 (Leigh); Nays - 4. Motion failed.

BOARD GOVERNANCE DASHBOARD AND GOVERNANCE RESOURCES (Discussion/Action)

The Board reviewed the governance dashboard and resources submitted by Director Leigh. Members identified useful material but noted that portions appeared designed for a larger district that directly operates healthcare facilities. The Board discussed developing a more limited dashboard tailored to the District's responsibilities and comparing the proposal with the Special District Board Member Manual.

Moved by Cory Workman, seconded by Steve Alper, to table the Board Governance Dashboard and Governance Resources item for consideration at a future work session with the Mission, Vision, and Core Values discussion.

No further discussion. Ayes - 5. Motion carried unanimously.

CITIZEN AND BOARD COMMENTS

Board members discussed governance, legal expenditures, prior Board decisions, and the importance of supporting actions taken by the Board as a whole. Gail Cozette commented on the completed UCHealth affiliation, remaining legal expenses, public statements regarding UCHealth and the Board, and the Board's responsibility to work under the existing agreements. No additional comments were received.

PROPOSED AGENDA ITEMS FOR FUTURE MEETINGS

The Board identified the following matters for consideration at its next special meeting:

- Completion and public consideration of the Memorandum of Understanding with UCHealth;
- Amendment of the District's 2026 Budget and establishment of a process for transferring funds to UCHealth;
- Proposed authorizations and documents necessary to terminate the Ascensus and Security Benefit retirement plans;
- A future work session regarding the District's Purpose, Mission, Vision, Core Values, and a limited governance dashboard; and
- An update from legal counsel regarding the status of the Estes Valley Voice appeal involving the District's response to a Colorado Open Records Act request.

RECORD OF PROCEEDINGS

The Board discussed scheduling a two-hour special meeting for Thursday, July 23, 2026, with remote participation available as needed. The date remained subject to confirmation and formal posting by the Board Coordinator.

ADJOURNMENT

Moved by Steve Alper, seconded by Brigitte Foust , to adjourn the meeting at 9:40 a.m.

No discussion. Ayes – 5. Motion carried unanimously.

Cory Workman, Board Chair

Janet Zeschin, Board Secretary

Recorded by Heather Drees, Board Coordinator

RECORD OF PROCEEDINGS

MINUTES OF THE SPECIAL MEETING OF THE BOARD OF DIRECTORS FOR THE PARK HOSPITAL DISTRICT

*Tuesday, August 18, 2026 – 8:00 a.m.
District Administration Office – Vert Conference Room
1230 Big Thompson Avenue, Estes Park, CO 80517*

Present: Dr. Cory Workman, Dr. Steve Alper, Brigitte Foust, Janet Zeschin, Dr. Tom Leigh

Absent: None

Staff: Heather Drees

Others: Linnea Carter (*Citizen*); Patti Brown, Estes Valley Voice (*Remote*)

Prior notice of this meeting was duly given by posting the notice on the Park Hospital District website in accordance with applicable requirements. The meeting was then called and held as shown, after full and timely public notice and in accordance with the requirements of Colorado law, including the Colorado Open Meetings Law, C.R.S. § 24-6-402.

CALL TO ORDER

Board Chair Workman called the meeting to order at 8:02 a.m. A quorum was present.

APPROVAL OF AGENDA

The Board reviewed the agenda for the special meeting.

The agenda for the Special Meeting included:

3. Consideration and Approval of Memorandum of Understanding with UCHealth (*Discussion/Action*)
4. Consideration and Approval of Eide Bailly 2025 Audit Final Invoice (*Discussion/Action*)
5. Financial Update and Amended Budget Discussion (*Discussion Only*)
6. Citizen and Board Comments
7. Proposed Agenda Items for Future Meetings
8. Adjournment

Moved by Steve Alper, seconded by Janet Zeschin, to approve the Agenda as presented.

No further discussion. Ayes – 5. Motion carried unanimously.

CONSIDERATION AND APPROVAL OF MEMORANDUM OF UNDERSTANDING WITH UCHEALTH (Discussion/Action)

Chair Workman introduced the proposed Memorandum of Understanding (MOU) between the Park Hospital District and UCHealth. He explained that the MOU was intended to establish a process for transferring property tax revenue to UCHealth and to provide the District with an additional \$225,000 administrative allowance for 2026 expenses associated with the transition.

Moved by Janet Zeschin, seconded by Cory Workman, to approve the Memorandum of Understanding between the Park Hospital District and UCHealth as presented and authorize the Board Chair to execute the agreement on behalf of the District.

The Board discussed the MOU's legal provisions, the amount and timing of the additional administrative allowance, the need for final legal-expense information, and the related supplemental budget. Director Leigh requested independent special-district legal review and additional documentation regarding legal expenditures and authorization. Treasurer Foust expressed concern about approving the MOU before final expenses were known and emphasized that the revised property tax transfer and remaining obligations must be included in an amended 2026 budget.

RECORD OF PROCEEDINGS

Chair Workman and Vice Chair Alper supported proceeding so the District could secure the additional funding, complete the supplemental-budget process, and make the required month-end transfer. Board members discussed prior authorization of Hall & Render's transition-related work, the need for improved expenditure monitoring, remaining retirement-plan and administrative costs, and whether to delay action until final figures were available. Members disagreed regarding the affiliation, legal-services authorization, and their fiduciary responsibilities. Chair Workman directed the discussion back to the pending MOU.

Following further discussion, Chair Workman called for the vote.

Ayes – 3 (Workman, Alper, Zeschin). Nays – 2 (Foust, Leigh). Motion carried.

CONSIDERATION AND APPROVAL OF EIDE BAILLY 2025 AUDIT FINAL INVOICE (Discussion/Action)

Treasurer Foust presented Eide Bailly LLP's final invoice in the amount of \$26,250.00 for completion of the District's 2025 audit. She noted that the amount exceeded her individual spending authority but had been included in the District's budgeted audit expenses.

Moved by Brigitte Foust, seconded by Cory Workman, to approve payment of Eide Bailly LLP's final 2025 audit invoice in the amount of \$26,250.00 and authorize the Treasurer to remit payment.

No further discussion. Ayes – 5. Motion carried unanimously.

FINANCIAL UPDATE AND AMENDED BUDGET DISCUSSION (Discussion Only)

Treasurer Foust reported that approximately \$2,298.61 remained from the District's original \$200,000 administrative allowance. The Board discussed using the additional \$225,000 allowance under the MOU and approximately \$25,000 in available carryover funds to prepare a supplemental administrative appropriation of approximately \$250,000, with a corresponding reduction to the amount budgeted for transfer to UCHealth.

The amended budget would address remaining Hall & Render invoices, District-paid retirement-plan termination costs, continuing litigation or CORA expenses, other administrative obligations, and a limited contingency. Treasurer Foust emphasized that the District could not incur or pay expenditures beyond the final appropriation. She agreed to prepare and circulate a proposed amended budget after receiving updated information from Hall & Render. The Board anticipated a public hearing and consideration of the supplemental budget at the August 26 Regular Meeting.

No Board action was taken.

CITIZEN AND BOARD COMMENTS

No citizen comments were received.

Chair Workman stated that the Board could work within the approved financial and contractual parameters despite its disagreements. He also reported that the District had received an initial inventory of paper records believed to remain at Estes Park Health.

The Board discussed identifying the volume, condition, location, and dates of historical records; securing appropriate storage; locating electronic records; applying retention requirements; documenting missing permanent records; and considering phased digitization or outside assistance. The Board Coordinator explained that the work would proceed in stages because of limited staffing, space, and storage capacity. Director Leigh raised concerns about the completeness of the inventory and timely Board access to governance, financial, legal, personnel, election, and operational records.

The Board also discussed improving access to District materials on the website and obtaining updated proposals from attorneys experienced in Colorado special district law. Members considered transitioning general-counsel responsibilities while allowing Hall & Render to complete specialized matters already underway. No decision was made.

Director Leigh requested draft minutes from recent special meetings and agenda items concerning special district counsel and advance authorization of legal services and expenses. The Board Coordinator agreed to provide draft minutes to Board members upon request. Members discussed reviewing the spending policy, prior motions, engagement documents, and available funding before future action.

RECORD OF PROCEEDINGS

PROPOSED AGENDA ITEMS FOR FUTURE MEETINGS

The Board identified the following matters for future consideration:

- Supplemental 2026 Budget and related public hearing;
- Updated financial report and retirement-plan termination expenses;
- Status of historical District records and options for secure storage and digitization;
- Possible website reorganization and expanded access to District documents;
- Updates from the Estes Park Health/UCHealth advisory board;
- Updated proposals for legal counsel with special district experience;
- Policies or procedures concerning authorization of future legal services and expenses.

The next Regular Board Meeting is scheduled for Wednesday, August 26, 2026 at 5:30 p.m. in the Estes Park Town Hall Board Room.

ADJOURNMENT

Moved by Steve Alper, seconded by Janet Zeschin, to adjourn the meeting at 9:19 a.m.

No discussion. Ayes – 4; Abstention – 1. (Leigh) Motion carried.

Cory Workman, Board Chair

Janet Zeschin, Board Secretary

Recorded by Heather Drees, Board Coordinator

RECORD OF PROCEEDINGS

MINUTES OF THE REGULAR MEETING OF THE BOARD OF DIRECTORS FOR THE PARK HOSPITAL DISTRICT

*Wednesday, August 26, 2026 – 5:30 p.m.
Estes Park Town Hall Board Room
170 MacGregor Avenue, Estes Park, CO 80517*

Present: Dr. Cory Workman, Dr. Steve Alper, Dr. Tom Leigh, Brigitte Foust, Janet Zeschin
Absent: None
Staff: Heather Drees, Orlando Lopez
Others: Linnea Carter, Phil & Tara Moenning (*Citizens*), Suzy Blackhurst, Estes Valley Voice
John Shirley and Chris Dillon, Eide Bailly, LLP

Prior notice of this meeting was duly given by posting the notice on the Park Hospital District website in accordance with applicable requirements. The meeting was then called and held as shown, after full and timely public notice and in accordance with the requirements of Colorado law, including the Colorado Open Meetings Law, C.R.S. § 24-6-402.

CALL TO ORDER

Board Chair Workman called the meeting to order at 5:34 p.m. A quorum was present.

Board Chair Cory Workman welcomed attendees to the meeting. He then inquired whether any Board members had a conflict of interest related to any item on the agenda. No conflicts of interest were disclosed.

Approval of Agenda

The agenda for the meeting included:

1. **CALL TO ORDER**
 - A. Welcome
 - B. Conflict of Interest Disclosures
2. **AGENDA APPROVAL**
3. **CONSENT AGENDA**
 - A. Park Hospital District Board of Directors Meeting Minutes:
 1. June 3, 2026 Regular Meeting
 2. June 10, 2026 Special Meeting
 3. June 23, 2026 Special Meeting
 4. July 14, 2026 Special Meeting
 5. July 30, 2026 Special Meeting
 6. August 4, 2026 Special Meeting
 7. August 18, 2026 Special Meeting
4. **PUBLIC HEARING**
 - A. Public Hearing – Proposed 2026 Supplemental Budget and Appropriation
5. **CITIZEN & BOARD COMMENTS**
6. **FINANCE**
 - A. Treasurer's Financial Summary
 - B. Balance Sheets – May, June, and July 2026
 - C. Administrative Budget Summary – Fiscal Year 2026
7. **OLD BUSINESS**
 - A. None

RECORD OF PROCEEDINGS

8. NEW BUSINESS

- A. Consideration of Resolution No. 2026-006 Amending the 2026 Budget (*Discussion/Action*)
- B. Legal Counsel Services and Potential Transition of General Counsel (*Discussion/Action*)
- C. Legal Services Authorization and Invoice Approval Procedures (*Discussion*)
- D. Historical District Records Update (*Discussion*)
- E. EVMC Advisory Board Update (*Discussion*)

9. FURTHER BUSINESS

- A. Proposed Agenda Items for Future Meetings
- B. Meetings to Schedule

10. ADJOURNMENT

Director Leigh requested that several additional governance, legal, budget, open-meetings, records, and affiliation matters be added to the agenda. Board members discussed the timing of the requests and the need to provide public notice before considering the matters.

Moved by Steve Alper, seconded by Janet Zeschin, to approve the agenda without adding the requested items and to place them on a future special-meeting agenda.

No further discussion. Ayes – 3; Nay – 1 (Leigh); Abstention – 1 (Foust). Motion carried.

CONSENT AGENDA

The Board reviewed the minutes of the June 3 Regular Meeting and the June 10, June 23, July 14, July 30, August 4, and August 18 Special Meetings.

Director Leigh requested revisions to the July 14 and August 18 minutes. Following discussion, the Board removed those two sets of minutes from the consent agenda for further review.

Moved by Janet Zeschin, seconded by Steve Alper, to approve the June 3, June 10, June 23, July 30, and August 4, 2026 meeting minutes as presented.

Ayes – 5. Motion carried unanimously.

PUBLIC HEARING

Proposed 2026 Supplemental Budget and Appropriation

Chair Workman opened the public hearing regarding the proposed 2026 supplemental budget and appropriation. Notice of the hearing had been published and posted in accordance with Colorado law. No written comments had been received, and no members of the public offered comments in person or online. Chair Workman closed the public hearing. The Board considered Resolution No. 2026-006 under Agenda Item 8.A.

CITIZEN & BOARD COMMENTS

Citizen Comments:

Chair Workman invited comments from members of the public attending in person and online. No comments were received at that time.

Board Comments:

Director Leigh reiterated his objections to the recently approved Memorandum of Understanding and raised concerns regarding the development and legal review of the MOU, authorization and oversight of legal expenditures, access to detailed legal invoices, the Hall & Render engagement, and compliance with applicable special-district and budget requirements. He advocated obtaining independent special-district counsel and conducting further review of the Affiliation Agreement.

RECORD OF PROCEEDINGS

Other Board members responded that the MOU had been approved by a majority of the Board, was drafted by UCHealth and reviewed by the District's counsel, and was intended to address the transfer of tax revenue and extraordinary 2026 administrative expenses. Board members also discussed prior spending authority, the transition following affiliation, access to legal invoices, the need for improved oversight, and the respective roles of individual directors and the Board as a whole. Treasurer Foust stated that legal invoices incurred after December 1, 2025, would require formal Board authorization before payment.

Chair Workman closed the Citizen & Board Comments portion of the meeting.

FINANCE

Treasurer's Financial Summary

Treasurer Foust presented the District's financial summary for May through July 2026. She reported total assets of \$26,317,676.00 as of July 31, 2026, consisting primarily of land and buildings. She explained that mill-levy revenue held in cash is restricted under the Affiliation Agreement and must be transferred to UCHealth and is therefore unavailable for District administrative use.

Balance Sheet – May, June, and July 2026

Treasurer Foust reviewed the balance sheets for May, June, and July 2026. As of July 31, 2026, cash in the bank totaled \$4,046,617.00; total liabilities were \$218,427.45; and total net position was \$26,317,248.55.

Moved by Brigitte Foust, seconded by Steve Alper to approve the May, June, and July 2026 Balance Sheets as presented.

Ayes – 5. Motion carried unanimously.

Administrative Budget Summary

Treasurer Foust reported administrative spending of \$186,265.37 through August 20, 2026, leaving \$13,734.63 of the original \$200,000 appropriation before anticipated year-end expenses. After projected expenses of \$12,550.00, the remaining balance was estimated at \$1,184.63. She reported that legal invoices received to date totaled \$260,939.95, consisting of \$42,512.50 paid and \$218,427.45 outstanding, and stated that a budget amendment was required before additional obligations could be paid.

The proposed amendment included the additional \$225,000 administrative allowance provided under the MOU and a previously unbudgeted \$25,000 December 2025 carryover, for a total supplemental administrative appropriation of \$250,000.

OLD BUSINESS

None

NEW BUSINESS

Consideration of Resolution No. 2026-006 Amending the 2026 Budget (Discussion/Action)

The Board considered Resolution No. 2026-006 following the public hearing. The resolution increased the Administrative Expenditures appropriation by \$250,000, from \$200,000 to \$450,000, and reduced the UCHealth Tax Transfer appropriation by \$250,000, from \$4,450,132 to \$4,200,132. Total 2026 appropriations remained unchanged at \$4,650,132.

Moved by Brigitte Foust, seconded by Steve Alper to approve Resolution No. 2026-006, amending the Park Hospital District's 2026 budget and appropriation as presented.

Ayes – 4; Abstention – 1 (Leigh). Motion carried.

RECORD OF PROCEEDINGS

Legal Counsel Services and Potential Transition of General Counsel (Discussion/Action)

The Board discussed the District's current and anticipated legal needs, Hall & Render's ongoing work, the availability of funds for remaining 2026 legal expenses, and the timing and process for transitioning to new general counsel. Board members generally supported developing stronger expenditure controls while maintaining continuity for active matters.

Moved by Cory Workman, seconded by Steve Alper, to direct the Chair and District Coordinator to develop and initiate a process for soliciting qualifications and proposals from law firms interested in serving as general counsel to the Park Hospital District for future consideration by the Board.

Ayes – 3 (Workman, Alper, Zeschin); Nay – 1 (Leigh); Abstention – 1 (Foust). Motion carried.

Legal Services Authorization and Invoice Approval Procedures (Discussion)

The Board discussed the need for formal procedures governing authorization of legal work, communication with counsel, monitoring of scope and cost, review of detailed invoices, and Board approval before payment. The Board agreed to develop procedures for formal consideration at a future meeting. Chair Workman also agreed to request updates from legal counsel regarding current assignments, hours, and anticipated work.

Historical District Records Update (Discussion)

Chair Workman reported that he had inspected the historical District records stored at the Hospital and that the volume appeared manageable, likely fitting within a small storage unit. The Board discussed secure and climate-appropriate storage, conducting a physical inventory, digitization, records-retention requirements, and access to records remaining with the Hospital.

Chair Workman, Secretary Zeschin, and Board Coordinator Drees agreed to research secure storage options and bring a proposal back to the Board. Director Leigh requested that broader records-access and inventory concerns be placed on a future agenda.

EVMC Advisory Board Update

Secretary Zeschin and Vice Chair Alper reported on recent Estes Valley Medical Center Advisory Board activities. Updates included quality reporting and integration into UCHHealth performance measures; peri-procedural, ambulatory, infection-prevention, pressure-ulcer, and patient-experience metrics; completion of the DNV survey; employee-engagement initiatives; financial and volume reporting; emergency-preparedness planning; and integration of additional clinical and technological resources.

They also reported on employee town halls, expanded telestroke and interpretive services, increased diagnostic-imaging availability, discussions regarding behavioral health and virtual care, and opportunities to improve scheduling. A citizen reported that Estes Park was not available as a location in the online scheduling portal; Secretary Zeschin agreed to relay the feedback.

FURTHER BUSINESS

Additional Public Comment

A citizen expressed concern about removing public comments from meeting minutes and stated that community concerns should be heard without censorship. Director Leigh responded that the public may comment, while the Board must separately determine the appropriate level of detail to include in the official minutes. Chair Workman noted that meeting recordings remain available even when comments are summarized in the minutes.

RECORD OF PROCEEDINGS

Proposed Agenda Items for Future Meetings

The Board confirmed that the additional matters requested during agenda approval, along with legal-services procedures and historical-records issues, would be considered for future agendas.

Meetings to Schedule

The Board discussed scheduling a special meeting within approximately two weeks. Chair Workman stated that he would review his availability and coordinate potential dates.

Next Regular Board Meeting: Wednesday, September 23, 2026 at 5:30 p.m. – Town Hall, Board Meeting Room

Board Special Meeting: TBD

Adjournment

Moved by Steve Alper, seconded by Janet Zeschin, to adjourn the meeting at 7:13 p.m.

No discussion. Ayes – 4. Motion carried unanimously.

Cory Workman, Board Chair

Janet Zeschin, Board Secretary

Recorded by Heather Drees, Board Coordinator

RECORD OF PROCEEDINGS

MINUTES OF THE SPECIAL MEETING OF THE BOARD OF DIRECTORS FOR THE PARK HOSPITAL DISTRICT

*Thursday, September 17, 2026 – 8:00 a.m.
District Administration Office – Vert Conference Room
1230 Big Thompson Avenue, Estes Park, CO 80517*

Present: Dr. Cory Workman, Dr. Steve Alper, Dr. Tom Leigh, Brigitte Foust, Janet Zeschin
Absent: None
Staff: None
Others: Linnea Carter, Larry Leaming (*Citizens*), Estes Valley Voice

Prior notice of this meeting was duly given by posting the notice on the Park Hospital District website in accordance with applicable requirements. The meeting was then called and held as shown, after full and timely public notice and in accordance with the requirements of Colorado law, including the Colorado Open Meetings Law, C.R.S. § 24-6-402.

CALL TO ORDER

Board Chair Workman called the meeting to order at 8:00 a.m. A quorum was present.

Approval of Agenda

The Board reviewed the agenda for the special meeting.

The agenda for the Special Meeting included:

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

Moved by Steve Alper, seconded by Brigitte Foust, to approve the agenda as presented.

The Board discussed the timing and scope of the special-meeting agenda.

Moved by Tom Leigh, seconded by Brigitte Foust to table Agenda Items 4 and 11.

Ayes - 2; Nays - 3. Motion failed.

RECORD OF PROCEEDINGS

The pending motion to approve the agenda as presented was then called for a vote.

Ayes - 3; Nays - 2. Motion carried.

Consideration and Approval of Hall Render 2025-2026 Invoices (Discussion/Action)

Treasurer Foust presented the Hall & Render invoice summary and identified \$180,711.45 in District legal expenses for consideration, consisting of \$84,335.89 incurred in December 2025 and \$96,375.56 incurred in 2026. The Board discussed separating retirement-plan work potentially chargeable to Ascensus, obtaining revised and itemized invoices, the treatment of the December 2025 obligation, prior authorization of legal work, invoice detail, budget compliance, and whether an independent review should occur before payment.

Board members agreed that the District needed stronger procedures for authorizing, monitoring, and reviewing legal services and expenses. Members differed on whether the existing invoices should be paid immediately or reviewed further. The Board directed that Hall & Render be asked to revise and separate retirement-related charges before payment of those amounts.

Moved by Cory Workman, seconded by Brigitte Foust, to retroactively ratify and acknowledge the District's December 2025 Hall & Render legal expenses in the amount of \$84,335.89 and approve payment.

Ayes - 4; Nays - 1. Motion carried.

Moved by Cory Workman, seconded by Steve Alper, to approve payment of the 2026 Hall & Render legal expenses in the amount of \$96,375.56.

Ayes - 4; Nays - 1. Motion carried.

District Priorities and Work Plan for Remainder of 2026 (Discussion/Action)

The Board discussed the District's statutory and administrative obligations, available Board and staff capacity, and whether the proposed priorities would improperly limit consideration of other matters. Members agreed to remove proposed language stating that further review or modification of the Affiliation Agreement was not a priority, preserving the Board's ability to address other matters when necessary.

Moved by Cory Workman, seconded by Steve Alper, to establish 2026 budget compliance; 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 administration and statutory responsibilities as the Park Hospital District's primary priorities for the remainder of 2026.

Ayes – 5. Motion carried unanimously.

The Board also discussed scheduling a separate update with Ascensus representatives regarding the retirement-plan termination process and agreed to revisit scheduling at the September 23 Regular Meeting.

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

The Board reviewed three options for meeting minutes: minimal action-only minutes, concise-summary minutes, and detailed narrative minutes. The Board Coordinator recommended the concise-summary format, which records the substance and intent of discussion while preserving formal actions and votes.

Moved by Cory Workman, seconded by Steve Alper, to accept the Board Coordinator's recommendation and use the concise-summary format for Board meeting minutes.

Ayes - 5. Motion carried unanimously.

The Board Coordinator will revise the July 14 and August 18 Special Meeting minutes using the approved format and return them to the Board for consideration. The Board may revisit the format after gaining experience with it.

RECORD OF PROCEEDINGS

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

The Board discussed proposed deadlines for agenda-item submissions, packet preparation, and distribution. Members generally supported receiving submissions seven days before a meeting, targeting agenda and packet distribution five days before a meeting, and treating 72 hours before the meeting as the final deadline except for emergent matters. Members also discussed what supporting materials should be included and how privileged, confidential, Board-only, or otherwise relevant materials should be handled.

Because several policy choices remained unresolved, Board Secretary Zeschin and Treasurer Foust agreed to work with the Board Coordinator to develop recommendations for later Board consideration.

No formal Board action was taken.

Citizen and Board Comments

No citizen comments were received.

Continued Agenda Items

Because of time constraints, the Board carried the remaining substantive agenda items forward for consideration at a future meeting. The next Regular Board Meeting was scheduled for Wednesday, September 23, 2026, at 5:30 p.m. in the Estes Park Town Hall Board Room.

- Consideration of Memorandum Regarding the UCHHealth Memorandum of Understanding (Discussion/Possible Direction)
- Consideration of Proposed Amendment to the Integration and Affiliation Agreement and Related Resolution Regarding District Budget Authority (Discussion/Action)
- Consideration of Proposed Invoice Inclusion, Transparency, and Privilege-Log Policy and Resolution (Discussion/Action)
- Consideration of Resolution to Terminate Hall Render as District Legal Counsel (Discussion/Action)
- Consideration of Proposed Hall Render Records Chain-of-Custody Policy and Resolution (Discussion/Action)

Adjournment

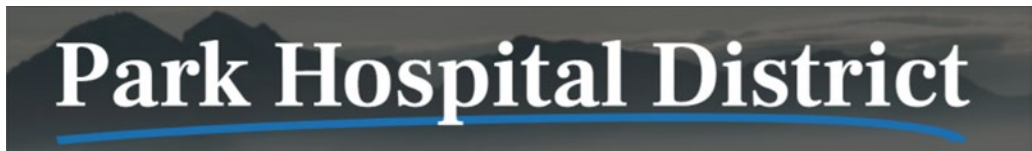
Moved by Janet Zeschin, seconded by Steve Alper, to adjourn the meeting at 9:25 a.m.

No discussion. Ayes – 5. Motion carried unanimously.

Cory Workman, Board Chair

Janet Zeschin, Board Secretary

Transcribed by Heather Drees, Board Coordinator



September 23, 2026

Agenda Item: 4

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: Finance

Submitted by: Brigitte Foust, Board Treasurer

The Finance section for the September 23, 2026 Regular Board Meeting Includes:

- 5.A Treasurer's Report
- 5.B August 2026 Bank Transaction Report
- 5.C Year-to-Date Administrative Spending Report
- 5.D Balance Sheet as of August 31, 2026

Background:

The Treasurer will present the District's financial activity for August 2026. The reports include August revenue and transfers, bank transactions and the reconciled cash balance, year-to-date administrative spending through August, and the District's balance sheet as of August 31, 2026.

Board Action Needed:

Receive the Treasurer's Report, August 2026 Bank Transaction Report, and Year-to-Date Administrative Spending Report; review and consider approval of the Balance Sheet as of August 31, 2026.

Suggested Motion:

"I move to approve the Park Hospital District Balance Sheet as of August 31, 2026, as presented."

Agenda Title: Treasurer's Report

Submitted by: Brigitte Foust, PHD Treasurer

**Park Hospital District
Treasurer's Report
September 23, 2026**

August 2026 revenue totaled \$123,441.11, consisting of Larimer County tax revenue of \$122,704.80 and interest earnings of \$736.31. On August 27, 2026, the District remitted \$3,864,504.62 to UCHealth under the MOU and the IAA. An Eide Bailly check for \$26,250.00 cleared during August; a smaller Eide Bailly check for \$1,575.00 cleared earlier in the year and was already included in prior reports.

Administrative spending for August 2026 totaled \$3,896.45. A full Year-to-Date spending summary through July 2026 was provided at the August meeting, and the updated Year-to-Date total through August is \$190,161.82.

The district's reconciled cash balance as of August 31, 2026, is \$275,407.04. August 31, 2026, Balance Sheet reflects updated cash, updated accounts payable of \$202,689.42, and unchanged capital asset values.

Agenda Title: August 2026 Bank Transaction Report

Submitted by: Brigitte Foust, PHD Treasurer

Park Hospital District – Bank Report – August 2026

Category	Amount
Beginning Cash (July 31, 2026)	4,046,617.00
August 2026 Revenue	123,441.11
UCHealth Transfer (Aug 27, 2026)	–3,864,504.62
Cleared Eide Bailly Check (Aug 2026)	–26,250.00
August 2026 Administrative Spending	–3,896.45
Ending Cash (Aug 31, 2026)	275,407.04

Agenda Item: 5.C

Agenda Title: Year-to-Date Administrative Spending Report

Submitted by: Brigitte Foust, PHD Treasurer

Park Hospital District – Year-to-Date Administrative Spending – 2026

Category	Amount
YTD Spending (Jan–Jul 2026)	186,265.37
August 2026 Spending	3,896.45
Updated YTD Spending (Jan–Aug 2026)	190,161.82

Agenda Title: Balance Sheet August 31, 2026

Submitted by: Brigitte Foust, PHD Treasurer

**PARK HOSPITAL DISTRICT
BALANCE SHEET
August 31, 2026**

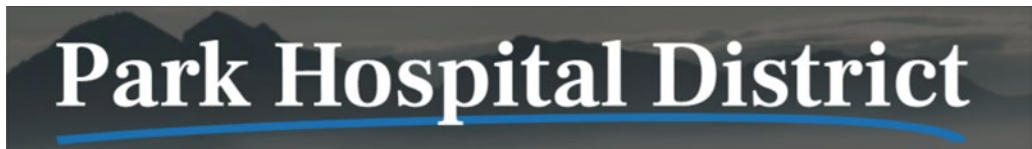
Prepared by: Brigitte Foust, Treasurer

Line Item	Amount
Cash in Bank (Aug 31, 2026)	275,407.04
Capital Assets – Non-Depreciated (2026)	1,342,137.00
Capital Assets – Depreciated, Net (2026)	20,928,922.00
Total Capital Assets (2026)	22,271,059.00
Total Assets (Aug 31, 2026)	22,546,466.04
Accounts Payable – Hall & Render (Aug 2026)	202,689.42
Total Liabilities (Aug 2026)	202,689.42
Net Investment in Capital Assets (2026)	22,271,059.00
Unrestricted Net Position (Aug 2026)	72,717.62
Total Net Position (Aug 31, 2026)	22,343,776.62

Agenda Title: Old Business

The Old Business section for the September 23, 2026 Regular Board Meeting Includes:

6.A Transfer and Inventory of Historical District Records (*Discussion/Action*)



September 23, 2026

Agenda Item: 6.A

Agenda Title: Transfer and Inventory of Historical District Records (Discussion/Action)

Submitted By: Heather Drees, District Coordinator

Background Information:

UCHealth has notified the Park Hospital District that the District records currently in its possession have been organized and are ready for transfer. An inventory of the identified materials was provided to the District for review.

The inventory appears to include Board meeting minutes only through 2013 and does not identify Board meeting minutes from 2014 forward, adopted Board resolutions, or other potentially permanent District records from that period. The District has requested additional information regarding the location of these records and has proposed a separate meeting with UCHealth to discuss the missing materials.

The Board should consider whether to accept possession of the materials currently identified and provide direction regarding the continued identification, inventory, and transfer of the District's remaining permanent records. Acceptance of the currently identified materials would not constitute confirmation that the historical records transition is complete.

Attachments:

☐ Resolution
☐ Report
☐ Contract

☐ Letter
☐ Minutes
☐ Map

☒ Other:
Inventory of Park Hospital
District records currently held
by UCHealth

Board Action Needed:

Consider authorizing the District Coordinator to arrange for the transfer of the records currently identified in the inventory and to continue working with UCHealth to locate, inventory, and obtain all remaining permanent District records.

Suggested Motion:

"I move to authorize the District Coordinator to coordinate the transfer of the Park Hospital District records currently identified in the inventory and to continue working with UCHealth to locate, inventory, and arrange for the transfer of all remaining permanent District records, including Board meeting minutes from 2014 forward and all adopted Board resolutions. Acceptance of the currently identified materials shall not be considered completion of the District's historical records transition."

Election Materials

Downstairs Storage Room

- 1 box of sealed voted ballots to be destroyed June 2, 2025
- 6 boxes of 2014 secrecy sleeves
- 1 box of 2018 election ballots received after 7pm election day
- 1 envelope of returned to sender ballots February 11, 2019
- 8 boxes of 2018 unused election envelopes
- 2018 three ring binder election manual
- Misc. 2018 envelopes of return to sender/undeliverable ballots
- Small stack of unused ballot envelopes
- 1 box of misc. voting materials such as instructions, secrecy sleeves, etc.
- 1 box 2018 B.O.D. election completed ballots
- 1 box 2018 B.O.D. election materials, return envelopes, poll books, UOCA log, etc.

Executive Admin. Office

- 1 box 2018 B.O.D. election undeliverable ballots
- 3 boxes May 3, 2022, Regular election sealed voted ballot to be destroyed 25 months (June 3, 2025) after election or after time has expired for any contest proceedings, whichever is later. Including one thumb drive.

Park Hospital District Board Materials

Downstairs Storage Room

Three ring binders:

- PHD Board Meeting Minutes 2000-2011
- PHD Board Meeting Minutes 2008 w/handwritten notes January - December
- PHD Board Meeting Minutes 2008 January - July
- PHD Board Meeting Minutes 2008 August - December
- PHD Board Meeting Minutes 2009 January - July
- PHD Board Meeting Minutes 2009 August - December
- PHD Board Meeting Minutes 2010 January - May
- PHD Board Meeting Minutes 2010 June - December
- PHD Board Meeting Minutes 2011 January - May
- PHD Board Meeting Minutes 2011 June - December
- PHD Board Meeting Minutes 2012 January - December
- PHD Board Meeting Minutes 2013

One box PHD board meeting minutes from 1975-1983

One box of "board books" for the years 2000 – 2007

One clear plastic hanging file box containing loose misc. PHD board meeting minutes ranging from 1974 to 2007 including a master facility plan update from July 2005 and revised PHD bylaws from July 2011

Executive Admin. Office

One box of misc. paperwork including:

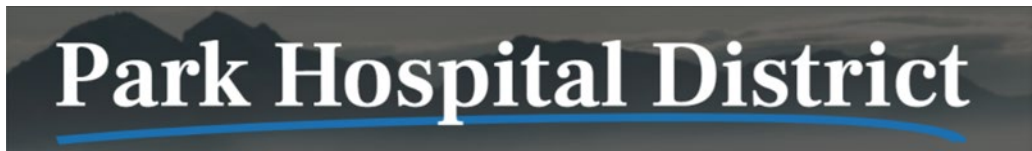
- 1977 Elizabeth Knutsson Memorial Hospital bylaws booklet
- Certified mail envelope of PHD abstract of title documents
- Multiple letters etc. dates ranging from 1984 to 1993 regarding proposed annex
- EPMC news clippings 1975-2000
- Proposal to conduct feasibility study
- December 1972 hospital feasibility study
- April 1973 hospital feasibility study
- January 1968 conference report
- EPMC history
- 1982, 1983, 1984 letters with proposed names
- 2017 signed Diana Van Der Pleog recall petitions
- 1982 service plan for proposed Park Hospital District (two copies)
- 2017 signed Chuck Levine recall petitions
- October 2009 Town of Estes commercial application/building permit

1995, 2009, 2012, 2017, and 2019 PHD BOD bylaws
2017 board resignation letters
2017 completed self-nomination forms
2017 PHD interim board signed oaths
2016 audit results to board – Clifton Larson Allen
2015-2017 open records requests
2017-2018 open records requests
2017 board elections miscellaneous
2018 board elections miscellaneous
2018 transparency notice
2017/2018 PHD board signed conflict of interest statements
2017-2018 PHD board signed confidentiality statements
PHD board limited fire group public official bond
2017 Estes Park Medical Center board committee assignments
2018 BOD oaths and surety bond (Batey and Begley)

Agenda Title: New Business

The New Business section for the September 23, 2026 Regular Board Meeting Includes:

- 7.A** Consideration of Resolution Reaffirming Support for the UCHealth Affiliation and Related Agreements (*Discussion/Action*)
- 7.B** Consideration of Memorandum Regarding the UCHealth Memorandum of Understanding (*Discussion/Possible Direction*)
- 7.C** Consideration of Proposed Amendment to the Integration and Affiliation Agreement and Related Resolution Regarding District Budget Authority (*Discussion/Action*)
- 7.D** Consideration of Proposed Invoice Inclusion, Transparency, and Privilege-Log Policy and Resolution (*Discussion/Action*)
- 7.E** Consideration of Resolution to Terminate Hall Render as District Legal Counsel (*Discussion/Action*)
- 7.F** Consideration of Proposed Hall Render Records Chain-of-Custody Policy and Resolution (*Discussion/Action*)
- 7.G** Proposed Administrative Spending Plan – September 1 through December 31, 2026 (*Discussion/Action*)
- 7.H** Appointment of PHD Budget Officer for the 2027 Budget (*Discussion/Action*)
- 7.I** Proposed Legal Services Access & Oversight Policy (*Discussion/Action*)
- 7.J** 2027 Budget Development Process and Schedule (*Discussion*)
- 7.K** May 2027 Regular Special District Election – Election Services (*Discussion/Action*)



September 23, 2026

Agenda Item: 7.A

Agenda Title: Consideration of Resolution Reaffirming Support for the UCHealth Affiliation and Related Agreements (*Discussion/Action*)

Background Information:

At the request of the Vice Chair, Mayo Alao of Hall Render prepared a proposed resolution reaffirming the Board’s support for the District’s affiliation with UCHealth and the validity and continuing effectiveness of the related Health System Operating Lease Agreement and Integration and Affiliation Agreement.

The proposed resolution states that the Board does not authorize efforts to challenge, rescind, invalidate, impair, or undermine the affiliation or the related agreements. It also provides that District funds, personnel, or other resources may not be used for such efforts unless expressly authorized by the Board. The resolution does not restrict an individual Director’s ability to express personal views or exercise rights afforded by law when acting in a personal capacity and without the use of District resources.

Attachments:

☒ Resolution: TBD	☐ Letter	☐ Other
☐ Report	☐ Minutes	
☐ Contract	☐ Map	

Board Action Needed:

Review and consider adoption of the proposed resolution prepared by Hall Render.

Suggested Motion:

“I move to adopt Resolution No. 2026-____, reaffirming the Park Hospital District Board of Directors’ support for the affiliation with University of Colorado Health and the validity of the related transaction documents, as presented.”

PARK HOSPITAL DISTRICT

RESOLUTION 2026-__

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE PARK HOSPITAL DISTRICT REAFFIRMING ITS SUPPORT FOR THE AFFILIATION WITH UNIVERSITY OF COLORADO HEALTH AND THE VALIDITY OF THE RELATED TRANSACTION DOCUMENTS

WHEREAS, the eligible electors of Park Hospital District (the “District”) overwhelmingly (80.3%) approved Ballot Issue 8A at the May 2, 2023 election, authorizing the District to enter into agreements with one or more nonprofit healthcare providers concerning the ownership, operation, and maintenance of the District’s hospital and related healthcare facilities and assets;

WHEREAS, Ballot Issue 8A specifically authorized the District to enter into agreements constituting multiple fiscal year financial obligations, within the meaning of Article X, Section 20(4)(b) of the Colorado Constitution, which contemplate the lease or other conveyance from the District of real and personal property, and the pledge of all or any portion of the District’s revenues pursuant to such agreements;

WHEREAS, the Board of Directors of the District (the “Board”), following an extensive evaluation and negotiation process and pursuant to the authority granted by the District’s eligible electors through Ballot Issue 8A, unanimously approved a Health System Operating Lease Agreement and an Integration and Affiliation Agreement (collectively, the “Definitive Agreements,” establishing the terms of the “Affiliation”) with University of Colorado Health (“UCHealth”) at a duly noticed public meeting held on May 15, 2025;

WHEREAS, the proposed Affiliation transaction underwent review by the Colorado Attorney General as required by applicable law and all governmental approvals and conditions necessary to closing were satisfied, and the Affiliation transaction closed on December 1, 2025;

WHEREAS, the Board finds and reaffirms that the Affiliation transaction was duly authorized, approved, executed, and consummated in accordance with applicable law, the authority granted by the District’s eligible electors, and the governing transaction documents; and

WHEREAS, the Board desires to reaffirm its support for the Affiliation and clarify the District’s position regarding any efforts to challenge, rescind, invalidate, impair, or undermine the Affiliation or the agreements implementing it.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE PARK HOSPITAL DISTRICT THAT:

RESOLVED FIRST, the Board hereby reaffirms its approval of and support for the Affiliation between the District and UCHealth and reaffirms the validity, enforceability, and continuing effectiveness of the Definitive Agreements and actions comprising the Affiliation.

RESOLVED SECOND, the Board does not endorse, support, or authorize any effort to challenge, rescind, invalidate, impair, or undermine the Affiliation or the Definitive Agreements implementing the Affiliation.

RESOLVED THIRD, no District funds, personnel, or other District resources shall be used to directly or indirectly support, finance, facilitate, assist, or participate in any effort to challenge, rescind, invalidate, impair, or undermine the Affiliation transaction or the Definitive Agreements implementing the Affiliation, unless expressly authorized by the Board.

RESOLVED FOURTH, no individual Director, officer, employee, or agent of the District acting without specific Board authorization may act on behalf of the District in connection with any effort to challenge, rescind, invalidate, impair, or undermine the Affiliation transaction or the Definitive Agreements implementing the Affiliation.

RESOLVED FIFTH, nothing in this Resolution shall be construed to restrict the rights of any individual, including any Director acting in a personal capacity and not on behalf of the District, to express personal views or otherwise exercise rights afforded by law, provided that no District resources are used for such activities.

ADOPTED, this ____ day of _____, 2026.

BY THE PARK HOSPITAL DISTRICT BOARD OF DIRECTORS

Cory Workman, Chair

ATTEST:

Janet Zeschin, Secretary

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 UCHealth approval rights over District fiscal matters
- any language limiting District appropriations
- any language conditioning District budget actions on UCHealth 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: _____

UCHealth 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: Proposed Administrative Spending Plan - September 1 through December 31, 2026 (*Discussion/Action*)

Submitted By: Brigitte Foust, Board Treasurer

Background Information:

Provided by Treasurer Foust: The District's 2026 administrative budget was amended to include an additional \$250,000 administrative allowance. The Treasurer prepared a short term internal spending plan for the period September 1 through December 31, 2026. The plan allocates the amended allowance across required administrative obligations for the remainder of the year.

The spending plan includes the approved 2025 and 2026 legal fees, the District's portion of anticipated Ascensus plan termination costs, accounting services for September through December, and anticipated new legal fees related to potential attorney onboarding. The plan also includes a \$25,000 reserve to cover early January 2027 administrative expenses. Under the MOU, the District is required to remit all received tax revenue to UCHHealth at month end, leaving the District with a zero cash balance on December 31, 2026. A reserve is therefore required to ensure the District can meet administrative obligations during the first days of January 2027.

A Miscellaneous amount of \$4,288.55 is included to balance the amended \$250,000 allowance. Because the amended administrative allowance must be allocated by Board action, the short term spending plan requires formal approval to authorize the Treasurer to proceed with payments in each category.

Attachments:

☐ Resolution
☐ Report
☐ Contract

☐ Letter
☐ Minutes
☐ Map

☒ Other

Board Action Needed:

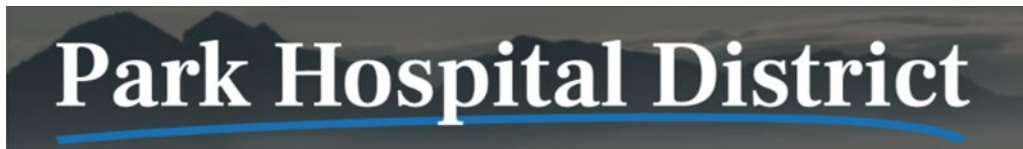
Review and consider approval of the 2026 Short-Term Administrative Spending Plan for September 1 through December 31, 2026, authorizing expenditures within the approved categories and amounts, subject to the District's applicable invoice review and payment procedures.

Suggested Motion:

"I move to approve the 2026 Short-Term Administrative Spending Plan for the period September 1 through December 31, 2026, as presented."

Short Term Administrative Budget (September 1 – December 31, 2026)

Amended Administrative Funding	\$250,000.00
2025 & 2026 Legal Fees – Approved A/P	\$180,711.45
Ascensus – District Portion	\$10,000.00
Accounting Services – Eide Bailly	\$5,000.00
Anticipated Legal Fees	\$25,000.00
Reserve – Early January 2027 Expenses	\$25,000.00
Miscellaneous	\$4,288.55
TOTAL	\$250,000.00



September 23, 2026

Agenda Item: 7.H

Agenda Title: Appointment of PHD Budget Officer for the 2027 Budget (*Discussion/Action*)

Background Information:

Colorado's Local Government Budget Law requires the governing body of each local government to designate or appoint a Budget Officer responsible for preparing and submitting the proposed annual budget to the governing body.

Pursuant to C.R.S. § 29-1-104, the Park Hospital District Board of Directors should appoint a Budget Officer for preparation of the District's 2027 budget. The Budget Officer will coordinate preparation of the proposed budget, including gathering the necessary financial information and estimates, and submitting the proposed budget to the Board within the applicable statutory time frame.

The proposed 2027 budget must be submitted to the Board no later than October 15, 2026. Following submission, the District must make the proposed budget available for public inspection and complete the required notice, public hearing, adoption, appropriation, and mill levy certification processes.

Attachments: None

Board Action Needed:

Appoint Brigitte Foust, Board Treasurer, as Budget Officer for preparation and submission of the Park Hospital District's 2027 proposed budget.

Suggested Motion:

I move to appoint Brigitte Foust, Board Treasurer, as Budget Officer for the Park Hospital District for the preparation and submission of the District's 2027 budget.

Agenda Title: Consideration of Proposed Legal Services Access & Oversight Policy
(*Discussion / Action*)

Submitted by: Brigitte Foust, Board Treasurer

Background Information:

Provided by Director Foust

The Park Hospital District Board identified the need for clear and consistent guidelines governing how legal services are accessed, authorized, and managed. Establishing defined procedures strengthens Board oversight of legal spending, ensures that legal work begins only with proper authorization, and provides uniform communication channels with counsel. A few past instances of work starting without a defined scope or cost estimate demonstrated the value of formalizing these expectations.

This policy sets structured processes for authorizing legal work, controlling costs, routing invoices, and managing CORA-related legal review. Its purpose is to ensure Board oversight, fiscal discipline, and transparent governance consistent with Colorado Title 32.

Attachments:

☐ Resolution

☐ Letter

☒ Other

☐ Minutes

• Proposed Policy

Board Action Needed:

Discussion and consideration of the proposed policy.

Suggested Motion:

I move to approve and adopt the Legal Services Access and Oversight Policy as presented.

Legal Services Access & Oversight Policy DRAFT

Park Hospital District Effective Upon Adoption

1. Purpose

This policy establishes clear rules for **access to legal counsel, authorization of legal work, cost control, invoice transparency, and CORA legal review**. Its purpose is to ensure lawful, efficient, and fiscally responsible use of legal services consistent with Colorado Title 32 and the District's fiduciary obligations.

2. Authorized Contacts with Legal Counsel

- Only the **Chair** and **Treasurer** may contact legal counsel.
- No other trustee may:
 - Request legal opinions
 - Send documents to counsel
 - Initiate legal work
- Legal counsel may not begin work unless contacted by the Chair or Treasurer under this policy.

3. Authorization of Legal Work

3.1 Board Approval Required

Legal work may begin only after the Board approves a **written scope** and **cost estimate** that includes:

- The specific question to be answered
- Expected hours
- Total projected cost

3.2 Prohibited Actions

- Trustees may not independently request legal analysis.
- Trustees may not forward materials to counsel.
- Legal counsel may not begin work without written authorization.

3.3 Unauthorized Work

Any legal work performed without prior authorization is **not payable** until reviewed and approved by the Board.

4. Emergency Legal Work

4.1 Emergency Authorization

In urgent situations requiring immediate legal action, only the **Chair** or **Treasurer** may authorize limited emergency work.

4.2 Post-Emergency Review

Emergency work must be documented and presented at the next Board meeting for ratification.

5. Legal Budget Compliance

- All legal work must comply with the Board-approved annual legal budget.
- Legal counsel must be informed of the District's legal budget limits.
- Work exceeding the approved budget requires Board approval before continuation.

6. Monthly Legal Fee Reporting

The Treasurer will provide monthly legal-fee reports including:

- Scope-to-invoice reconciliation
- Hours billed vs. hours authorized
- Remaining legal budget balance
- Variances requiring Board action

These reports are part of the District's fiduciary oversight obligations.

7. Invoice Routing & Transparency

7.1 Routing

All legal invoices must be sent **directly to the Treasurer**.

7.2 Privilege Log Requirement

Any redactions must include a **privilege log** describing:

- The nature of the withheld material
- The legal basis for withholding

7.3 Public Transparency

Non-privileged portions of legal invoices are public records and must be available for CORA release.

8. CORA Legal Review Flow

8.1 Custodian of Records

The Custodian of Records manages all CORA requests and identifies records that may require legal review.

8.2 Secretary Review

The Board Secretary applies the CORA checklist to determine whether legal review is potentially required and forwards flagged items to the Treasurer.

8.3 Treasurer Authorization

The Treasurer evaluates flagged items and may authorize **limited legal review up to \$500 per CORA request**.

8.4 Board Approval for Excess

Any legal review exceeding \$500 requires Board approval before counsel proceeds.

8.5 Counsel Contact

Legal counsel may only be contacted for CORA matters with Treasurer authorization.

9. Enforcement & Violations

Violations of this policy include:

- Unauthorized contact with legal counsel
- Initiating legal work without Board approval
- Exceeding authorized scope or budget
- Failure to route invoices to the Treasurer
- Bypassing CORA review procedures

Violations will be documented and addressed by the Board as governance breaches.

10. Policy Review

This policy will be reviewed annually or as needed to ensure continued compliance with Colorado law and District governance requirements.

Agenda Title: 2027 Budget Development Process and Schedule (*Discussion Only*)

Submitted By: Brigitte Foust, Board Treasurer

Background Information:

Provided by Treasurer Foust: The Treasurer will begin preparation of the 2027 draft budget using the same structure as the revised 2026 budget. The purpose of this agenda item is to outline the fall budget development schedule, confirm the review and adoption timeline, and ensure the Board is aligned on required steps for October and November.

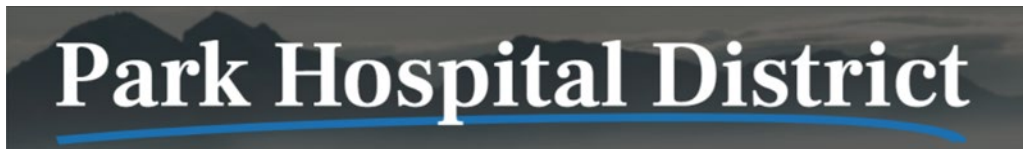
The discussion will cover the preparation of the draft budget, the anticipated schedule for Board review, and the adoption timeline for the final 2027 budget. This item is informational and intended to establish a clear workflow for the remainder of the budget cycle.

2027 Budget Calendar Table – Proposed Meeting Dates

Date	Meeting Type	Action	Statutory Deadline
Oct 7, 2026	Budget Presentation and Discussion	Submission of Proposed Budget (Treasurer)	Oct 15 (C.R.S. 29-1-105)
Dec 2, 2026	No Meeting	Posting of Notice of Budget Hearing — Posting Requirements (Notice must be posted ≥ 5 days before hearing; hearing Dec 9 $\rightarrow$ posting deadline Dec 4; posting on Dec 2 provides 7 days of notice)	Dec 4 (C.R.S. 29-1-106)
Dec 9, 2026	Budget Adoption Meeting	Adopt Budget & Mill Levy	Budget by Dec 31 (C.R.S. 29-1-108) / Mill Levy by Dec 15 (C.R.S. 39-5-128)
Jan 27, 2027	No Meeting	DOLA Filing — DOLA Filing Requirements (Adopted budget, budget message, appropriation resolution, mill levy certification must be filed)	Jan 31 (C.R.S. 29-1-113)

Board Action Needed:

Review and discuss the proposed 2027 budget planning timeline and provide direction to the Treasurer regarding the preparation, review, and adoption schedule. No formal Board action is required.



September 23, 2026

Agenda Item: 7.K

Agenda Title: May 2027 Regular Special District Election – Election Services (*Discussion/Action*)

Background Information:

The Park Hospital District's next regular special district election is scheduled for May 4, 2027. The District will need to begin preparing for the election and determine how the election will be administered.

Circuit Rider of Colorado provides election administration services for special districts, including mail ballot elections. The Board may wish to authorize the District Coordinator to contact Circuit Rider to discuss its availability, services, estimated costs, and contract requirements for administering the District's May 2027 election. Any proposal or agreement received would be presented to the Board for review and approval at a future meeting.

Board Action Needed:

Consider authorizing the District Coordinator to contact Circuit Rider of Colorado and request a proposal and contract information for administration of the District's May 4, 2027 mail ballot election.

Suggested Motion:

"I move to authorize the District Coordinator to contact Circuit Rider of Colorado and request a proposal and contract information for administration of the Park Hospital District's May 4, 2027 mail ballot election, with any proposed agreement to be presented to the Board for review and approval at a future meeting."

Agenda Title: Further Business

The Further Business section for the September 23, 2026 Regular Board Meeting Includes:

8.A Proposed Agenda Items for Future Meetings *(Discussion)*

8.B Meetings to Schedule *(Discussion)*

Upcoming Meetings:

- Next Regular Meeting of the Board of Directors
Wednesday, October 28, 2026 at 5:30pm – Town Hall, 170 MacGregor Avenue