



**Board of Directors Special Meeting  
7.29.2025**

**MINUTES**

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Location: 120 Bristlecone Dr., Fort Collins, CO 80524 or Zoom

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Date: Tuesday, July 29, 2025

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Time: 10:00am-2:00pm

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<b>Board Members Present:</b>	<b>Also Present:</b>
Erin Hottenstein, Board President	Elizabeth G. LeBuhn - Hoffman, Parker, Wilson & Carberry, P.C
Lee Thielen, Board Vice President	CPS-David and Gloria
Julie Kunce Field, JD, Treasurer	Yashica Lind-The Lind Group
Sarah Hathcock, Secretary	Courtney Green - HD Chief Administrative Officer
John McKay, Liaison to PVHS/UCHealth North	Misty Manchester- HD Director of Business Operations
	Rachel Larson-Interim Digital Media Specialist
	Jacque Ferrero- Interim Executive Assistant

**I. Call to Order**

- a. Roll Call Board of Directors  
With a quorum present, the meeting was called to order at 10:04am pm by Board President, Erin Hottenstein.
- b. Welcome Guests & Attendees
- c. Conflict of Interest Statement  
No conflicts were reported.
- d. Approval of Agenda  
*Motion: To approve the July 29 meeting agenda, as presented.*  
*Moved by Director Hathcock, seconded by Director Thielen, motion passes.*

**II. Board Orientation**

The Health District of Northern Larimer County's Board Orientation Session 2 began with introductions and reflection on governance insights since June 25th. Key findings from Session One showed that knowing your role isn't the same as knowing what to do, trust is fragile with some voices holding back, and clear norms are needed beyond good intentions. Yashica Lind emphasized that trust comes from what gets codified and practiced, not intentions.

The session finalized board norms and explored day-to-day governance flow. For agenda input, what works includes clear submission processes and timely distribution; what causes confusion includes last-minute topics and unprepared staff. Information requests should flow through Chair for Board or ED for staff, who clarify the ask, ensure board alignment, and share responses with the full board.

The session distinguished governance from operations, emphasizing staying at the right altitude. Board-level business includes setting ED search direction and clarifying legal roles, while operational drift involves directing ad placement or investigating staff individually

After lunch, Associate Attorney Elizabeth LeBuhn presented a legal refresher on open meetings and records. The session covered board packet strategy and consent agendas, which group routine items for efficient block approval while allowing discussion when needed.

The presentation contrasted strategic thinking (long-term focus, mission-anchored decisions) with operational drift (reactive, detail-oriented). Strategic planning recommendations included focusing on direction over detail, reading packets for patterns, and showing up future-focused rather than reactive.

The session concluded with ED Search Committee discussion, participant reflections on key insights, and a confidential post-assessment for feedback on the session's effectiveness

### **Resolution of HD-2025-03 Discussion**

Dave Niemeyer and Gloria Timmons from CPS introduced their 12-14 week executive director search process with three phases: developing recruitment materials and brochures, conducting 30-day recruitment using database outreach and LinkedIn, and handling candidate screening, interviews, reference checks, and background checks. The BOD requested input on advertisement placement, and CPS welcomed suggestions within their budget.

Director Field analyzed staff surveys since 2022, identifying 25 key leadership characteristics including organizational understanding, strategic thinking, emotional intelligence, and building HR/finance/IT functions. She proposed hiring an 18-24 month transitional/transformational leader instead of a permanent director, citing seven or eight leadership changes since April 2022 and the need to address systemic issues before finding a long-term leader.

Director Thielen opposed this approach, arguing high-caliber candidates wouldn't commit to short-term positions and questioning the impact on staff morale after multiple transitions. CPS noted transitional searches attract smaller, different candidate pools, often including people in career transitions or specializing in organizational transformation. Gloria suggested focus groups with staff to gauge preferences.

The discussion revealed differences between relationship-building needs and systemic operational issues, with debate over whether one person could handle both or if roles should be separated. The discussion concluded that a search committee including board members and partners would be formed to gather additional stakeholder input before finalizing the search approach.

### III. Action Items

Director Hottenstein introduced Resolution 2025-03 for the executive director search committee. Director Hathcock moved and Director Thielen seconded. Based on legal counsel's recommendation, the board would serve as the official search committee but could include partners through a subcommittee or working group format.

Discussion centered on committee composition. Director Thielen suggested all five board members plus three partners, like the previous search. However, the last process used two board members to review applications and winnow down candidates, though all five could participate. With all five members, every meeting would require public notice.

Members debated between a working group of two with optional participation for others versus full board commitment despite scheduling challenges. They compared it to their legislative working group where two members review materials in publicly noticed meetings that anyone can attend. The previous search included non-voting partners from Summit Stone and CSU who provided input except during executive sessions.

Director Field suggested deferring specific composition decisions to their next meeting, noting the resolution accommodated any discussed option. Director Hathcock asked about timing for deciding the executive director position type (permanent versus transformational), with the Director Hottenstein confirming they would address this at their August meeting and likely September meeting.

The discussion concluded with calling for a vote on Resolution 2020-503 regarding the search committee and consulting firm agreement.

*Moved by John McKay, seconded by Erin Hottenstein; passed unanimously*

### IV. Adjourn

*Motion to adjourn the meeting at 2:00pm*

*Moved by John McKay, seconded by Erin Hottenstein; passed unanimously.*