



Health District
Board of Directors Meeting
5.20.26
MINUTES

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

Date: Wednesday, May 20, 2026

Time: 6:00 PM

Board Members Present:	Also Present:
Erin Hottenstein, Board President	Victor Kraft – CLA (Audit Presenter)
Lee Thielen, Board Vice President	Brian Ferrans – Executive Director
Sarah Hathcock, Secretary	Jacque Ferrero – Executive Assistant/Board Clerk
John McKay, PVH/UC Health Liaison	Courtney Green – Chief Administrative Officer
Julie Field, Treasurer (Remote/Zoom)	Dana Turner – VP of Client Experience
	Jessica Holmes – Controller/Finance Officer
	Alyson Williams – VP of Strategy & Impact
	Misty Manchester – Director of People & Business Operations
	Julie Kenney – HR Manager
	Marisa Dylan – VP of Marketing & Communications
	Michael Oliver – Information Systems Specialist
	Mike Lynch – Director of Infrastructure (Remote)
	Elizabeth Lebuhn – Legal Counsel (Remote)
	Juan Gonzales – ICC

I. Call to Order

The meeting was called to order at 6:01 PM by Board President Erin Hottenstein, with a quorum present. Guests and attendees were welcomed.

Pursuant to the bylaws, the conflict-of-interest statement was read. All board members confirmed no known or perceived conflicts of interest related to any agenda item. Directors Field and McKay, who joined after the statement was initially read, each confirmed no conflicts in the interest of transparency.

The agenda was approved unanimously upon motion by Director Thielen, seconded by Director Hathcock.

II. Public Comment

No public comment was received, either online or in person.

III. Presentations

a. Annual Audit Presentation – Victor Kraft, CLA

Victor Kraft of CLA presented the results of the annual audit for the fiscal year ended December 31, 2025. The Health District received an unmodified, or clean, opinion — the highest level of assurance available — meaning the financial statements are presented fairly in all material respects with no material errors or misstatements identified. The audit was conducted in accordance with required auditing standards, providing reasonable rather than absolute assurance. Kraft distinguished the financial audit from the forensic audit previously conducted, noting that a forensic audit is narrow and deep in scope and does not result in an opinion on the financial statements overall.

Key financial highlights include a net position of \$23.5 million, an increase of approximately \$2.2 million from the prior year. Of that total, \$467,000 is restricted per TABOR requirements. Total revenues were approximately \$15.2 million, with property taxes and specific ownership taxes comprising roughly 73% of that figure. Expenditures were approximately \$13 million, a minor increase of about \$500,000 from the prior year. The District came in under budget by approximately \$1.5 million with no compliance issues related to expenditures.

Regarding required communications to the board, accounting policies were found to be appropriate and consistently applied. Financial statement disclosures are neutral and clear with no evidence of bias. No high-risk estimates or unusual transactions were identified. Two immaterial misstatements were identified and corrected during the audit; no uncorrected misstatements remain in the final statements.

One significant deficiency was identified related to bank reconciliation review documentation: there was no documented evidence that reconciliations were being prepared and reviewed by separate individuals, either by physical sign-off or within NetSuite. This is a documentation issue rather than an accuracy concern — the reconciliations themselves were found to be accurate. The recommendation is to enable the reconciliation approval module in NetSuite or establish a physical sign-off process. Management confirmed outreach to NetSuite is already underway and a demo has been requested. Additionally, IT control observations were made, including opportunities to strengthen password requirements, implement a formal user-access review, enforce password policies consistently across all systems, and develop a formal IT security policy. No material weaknesses were identified. Board members congratulated management and staff on the clean audit result.

b. Branding & Communications Update – Marisa Dylan, VP Marketing & Communications

Dylan presented an update on the Health District's brand refresh and community communications campaign, covering where the organization has been, where it currently stands, and where it is headed. The rebrand reflects the Health District's current identity — representing connections among neighbors, partners, and community members — and conveys that no single entity owns the answers to public health challenges. The objective is one clear, recognizable brand mark with comprehensive guidelines, replacing sub-brands that diluted cohesion and confused the public. A core strategic principle is outside-in messaging: speaking to community members' needs rather than the organization's internal communications preferences.

Physical and environmental brand activations are well underway, including lobby desk logos, hanging ribbon graphics at the 120 and 202 locations, stairwell graphics, and 26 photographs

embedded throughout both buildings in which the Health District's icon mark has been placed within real community settings. Graphic designer Vance Sherwood was credited for enabling rapid implementation. Utility box art is in progress with artist China Maple; city approvals have been secured and painting is expected to begin within a few weeks. New program-specific brochures use an outside-in messaging approach, opening with statements that acknowledge the lived experience of the reader before describing services, and include transportation and multilingual service information.

A Storyline Wall was installed in the building several weeks prior, depicting the Health District's evolution alongside the community's development and acknowledging challenges openly while remaining future-forward. A Spanish-language version is planned. Internally, a new newsletter format has been introduced featuring Spotlights and Shout-Outs, Quick Kudos notepads from the Culture in Action (CIA) Committee, and an About Me User Guide initiative to improve team communication.

The Caring More campaign is the Health District's first community-facing advertising campaign, using a problem-first approach that leads with community members' challenges to build immediate relevance and trust. Current media placements include 20 billboards, 20 bench ads, 42 bus shelter ads in English and Spanish, 88 interior bus ads, five supermarkets, PSD newsletter placement, and Rocky Mountain Parents magazine. Early results are encouraging, with 80 to 100 organic daily searches for healthdistrict.org observed in the first week. A new website is expected to launch by end of Q2, featuring streamlined navigation around the three core service lines and analytics to track visitor journeys. A newly hired digital media specialist will expand social, Google Ads, and geo-targeted advertising.

Board members expressed strong appreciation for the overall direction and quality of the work. One board member raised a concern about the representation of identity in campaign imagery and the potential for unintentional perpetuation of racial stereotypes, asking whether focus groups have been conducted on how community members wish to be portrayed. Ms. Dylan acknowledged the concern, confirmed that three focus groups will be completed by year-end, and noted that a more detailed brand and imagery style guide is planned. A board member also asked whether marketing activity could outpace service capacity. Executive Director Brian Ferrans responded that the campaign has been a deliberate slow build, no significant demand surge has been observed, and open staff positions still provide a capacity buffer.

c. Employee Stay Interviews & Engagement Survey – Misty Manchester, Director of People & Business Operations, and HR Team

Manchester presented key themes from stay interviews conducted January 12 through 23, 2026, in which supervisors held 30-minute semi-structured one-on-one meetings with staff using five questions provided by HR. When asked why they stay, staff overwhelmingly cited the mission, community impact, and the relationships they have formed, along with compensation, professional development, and the organization's values-driven rather than quota-driven culture. Staff expressed a desire to learn more about leadership, organizational structure, decision-making, and how data drives strategy. They feel most supported when there is visible leadership, open dialogue, consistent expectations across the organization, and regular one-on-ones with clear feedback. Communication gaps during transitions and inconsistent accountability across programs were identified as key sources of feeling unsupported. Next stay interviews are scheduled for January 2027.

The employee engagement survey was conducted in April over 11 days and achieved an 80% response rate, up from 2025, placing the Health District at the top end of the national average of 70 to 80%. Notable improvements from 2025 to 2026 include increased transparency and communication, greater leadership engagement, a stronger sense of organizational direction,

and progress toward a cohesive culture. Employees remain deeply connected to the mission around community impact, access to care, and health equity. Positive trends include increased comfort sharing concerns with leadership, increased trust in the senior leadership team, increased pride in working for the Health District, and increased sense of career support. Areas requiring continued attention include workload management, team dynamics — with fewer employees reporting strong collaboration with their teams — and inconsistent communication of strategy across programs.

Survey questions on strategic plan integration revealed that while the plan is valued, its full impact depends on consistent organization-wide integration and stronger operational communication. The overall picture reflects an organization moving in a positive direction, with leadership communication strengthening, mission reinforced, and investment in culture and employees underway. Going forward, the HR cadence will include a spring engagement survey, annual performance reviews in July, an October pulse survey of seven to ten questions, and annual January stay interviews. Results will be shared with all staff at the quarterly Town Hall on Friday, May 22, 2026.

Board discussion included questions about the pulse survey format, the value of moving to a more sophisticated engagement platform such as Quantum to generate an actual engagement score, and strategies for connecting individual work to the broader strategic plan so employees can see and celebrate their contributions. HR Generalist Alexa Kuretsky was recognized for building the survey in Microsoft Forms.

IV. Consent Agenda

The consent agenda included approval of the draft meeting minutes from the April 22, 2026 regular board meeting, board public policy, and the ICC cybersecurity review.

The motion to approve the consent agenda was made by Director Thielen, seconded by Director Hathcock, and passed unanimously.

V. Action Items

No action items were presented at this meeting.

VI. Reports & Discussions

a. Board Member Reports

Director Hottenstein: Met with Victor Kraft from CLA regarding the audit and noted that the Public Policy Committee has wrapped up.

Director Thielen: Attended the Health District open house and found it very well done, well planned, well attended, and hospitable. Tours of the facilities were highlighted as a particularly effective and welcoming element.

Director Hathcock: Reported positive community feedback about Health District services and noted several encounters with staff outside of work, all of whom expressed that things are going well within the organization.

Director Field: Met with Victor Kraft and Executive Director Brian Ferrans regarding the audit and confirmed that the board public policy session is now concluded. Was unable to attend the open house due to being out of town.

Director McKay: Recognized Mental Health Awareness Month and expressed appreciation for the Health District's behavioral health practitioners. Acknowledged Asian American and Pacific Islander (AAPI) Heritage Month. Attended the 4th Annual Pride Prom for youth ages 13 to 19 who

identify as queer, held in partnership with the Discovery Museum, City of Fort Collins, and Poudre River Library District. Attended the UC Health Board meeting and reported the following: UC Health anticipates a Medicaid rate reduction of 1.5 to 3%, representing an estimated \$3 million revenue impact for Northern Colorado; the HR1 legislative impact is estimated at approximately \$7 million; a minimum 8% increase in employee healthcare benefits costs is anticipated organization-wide, and Director McKay suggested the Health District consider going to market to competitively bid its own coverage. UC Health is also anticipating a 3% merit increase, continued patient care growth in Northern Colorado, and the new behavioral health unit at Poudre Valley Hospital is expected to be fully operational within the next quarter.

b. Executive Director Report – Brian Ferrans

Ferrans opened by expressing gratitude for employee engagement survey results trending in a positive direction and credited the leadership team's work over the past nine months. Since the last meeting, Ferrans attended a community outreach event in Red Feather Lakes connected to an ongoing health access survey open through the end of May, currently at approximately 300 responses toward a goal of 350. He also attended a Mind Our Future Coalition roundtable on statewide strategies for youth mental health with approximately 8 to 10 community partners.

Looking ahead, the all-staff Town Hall is scheduled for Friday, May 22, 2026, featuring the employee engagement survey results and executive director priorities for the remainder of the year. Ferrans recapped the recent open house as a flawlessly executed event, crediting all-hands staff participation, strong community networking, connections formed among internal teams, and enthusiastic engagement from the dental team.

Board members were reminded of the Special District Association Conference, September 15 through 17, 2026 in Keystone, Colorado. Those interested in attending are asked to contact Jacque Ferrero to be registered.

VII. Executive Session

The meeting was recessed at approximately 7:45 PM. The executive session was convened at approximately 7:50 PM via Microsoft Teams and concluded at 9:04 PM. Upon reconvening the public Zoom meeting at 9:06 PM, Director Hottenstein asked whether any participant believed that any substantial discussion of matters outside the motion to enter executive session had occurred, or that any improper action had occurred in violation of the Open Meetings Law. No concerns were raised.

VIII. Adjournment

A motion to adjourn was made by Director Hathcock and seconded by Director Thielen. Passed unanimously.

The meeting was adjourned at 9:07 PM.