



BOARD OF DIRECTORS REGULAR MEETING

**Health District of Northern Larimer County
Virtual Meeting**

See connection details at end of agenda

**Tuesday, September 28, 2021
4:00 p.m.**



AGENDA

BOARD OF DIRECTORS REGULAR MEETING

September 28, 2021

4:00 pm

Virtual Meeting (See connection details at end of agenda)

- 4:00 p.m. Call to Order; Introductions; Approval of Agenda..... Michael Liggett**
- 4:05 p.m. PUBLIC COMMENT**
Note: If you choose to comment, please follow the "Guidelines for Public Comment" provided on the back of the agenda.
- 4:10 p.m. EXECUTIVE SEARCH FIRM INTERVIEWS**
4:10 Grounding
4:15 Interview #1
5:05 Interview #2
5:55 Interview #3
- 6:45 p.m. EXECUTIVE SESSION**
For the purpose of determining positions relative to matters that may be subject to negotiations, developing strategy for negotiations, and instructing negotiators pursuant to §24-6-402(4)(e) of the C.R.S.
- 7:00 p.m. UPDATES AND REPORTS**
 - Brief Status Update, COVID and the Health District Carol Plock
 - Other Executive Director Updates Carol Plock
 - Liaison to PVHS/UCHealth North Report Celeste Kling
- 7:10 p.m. DISCUSSION AND POTENTIAL ACTION**
 - Possible Change in Policy 99-5..... Carol Plock
- 7:15 p.m. CONSENT AGENDA**
 - Approval of the July 27, 2021 Regular Meeting Minutes
 - June 2021 Financials, July 2021 Financials
 - Approval of Amendment to Policy 99-01: Contract Signature Policy
 - Approval of Amendment to Policy 10-01: Financial Accounts Signature Policy
 - Approval of Resolutions 2021-04 through 2021-15 updating signature authority
- 7:17 p.m. ANNOUNCEMENTS**
 - October 13, 2021, 5:00 p.m. – Board of Directors Special Meeting
 - October 28, 2021, 4:00 pm – Board of Directors Regular Meeting
 - November 9, 2021, 4:00 pm – Board of Directors Regular Meeting and Budget Hearing
- 7:20 p.m. ADJOURN**

Join Zoom Meeting

Registration is required. Click this link to register:

<https://healthdistrict.zoom.us/meeting/register/tZllceGqqjwTetcWt-pkntCMkevsMNYxz0Fs>

After registering, you will receive a confirmation email containing information about joining the meeting.

GUIDELINES FOR PUBLIC COMMENT

The Health District of Northern Larimer County Board welcomes and invites comments from the public. **Public comments or input are taken only during the time on the agenda listed as 'Public Comment.'** If you choose to make comments about any agenda item or about any other topic not on the agenda, please use the following guidelines.

- **Before you begin your comments please:** Identify yourself – spell your name – state your address. Tell us whether you are addressing an agenda item, or another topic.
- **Limit your comments to five (5) minutes.**

■ MISSION ■

The Mission of the Health District of Northern Larimer County is to enhance the health of our community.

■ VISION ■

- ❑ District residents will live long and well.
- ❑ Our community will excel in health assessment, access, promotion and policy development.
 - Our practice of **assessment** will enable individuals and organizations to make informed decisions regarding health practices.
 - All Health District residents will have timely **access** to basic health services.
 - Our community will embrace the **promotion** of responsible, healthy lifestyles, detection of treatable disease, and the **prevention** of injury, disability and early death.
 - Citizens and leaders will be engaged in the creation and implementation of ongoing **systems and health policy development** at local, state, and national levels.
 - Like-minded communities across the country will emulate our successes.

■ STRATEGY ■

The Health District will take a leadership role to:

- ❑ Provide exceptional health services that address unmet needs and opportunities in our community,
- ❑ Systematically assess the health of our community, noting areas of highest priority for improvement,
- ❑ Facilitate community-wide planning and implementation of comprehensive programs,
- ❑ Educate the community and individuals about health issues,
- ❑ Use Health District funds and resources to leverage other funds and resources for prioritized projects, and avoid unnecessary duplication of services,
- ❑ Promote health policy and system improvements at the local, state and national level,
- ❑ Continuously evaluate its programs and services for quality, value, and impact on the health of the community,
- ❑ Share our approaches, strategies, and results, and
- ❑ Oversee and maintain the agreements between Poudre Valley Health System, University of Colorado Health and the Health District on behalf of the community.

■ VALUES ■

- ❑ Dignity and respect for all people
- ❑ Emphasis on innovation, prevention and education
- ❑ Shared responsibility and focused collaborative action to improve health
- ❑ Information-driven and evidence-based decision making
- ❑ Fiscal responsibility/stewardship
- ❑ An informed community makes better decisions concerning health

MEMO

TO: Health District Board of Directors
FROM: Carol Plock, Executive Director
DATE: September 24, 2021
RE: Update on Executive Search Firm Search

It has been quite an interesting process to locate an Executive Search Firm that will be a good fit for the Health District's Executive Director search. The first thing that we learned is that Executive Search Firms are currently VERY busy. This is particularly true for those firms with the strongest focus on diversity. Some of the firms on our list, including NPAG, were too busy to even reply; one, KOYA, sent a very kind note letting us know that while the good news is that they are very busy, the result was that they had no current capacity to assist us.

However, there are several firms with excellent reputations and experience in our key required areas that, while also very busy, do have availability for our project, and we are pleased to be able to forward three of those for the Board's consideration.

The process we used to was to search for firms with expertise in public/nonprofit, and health and human services, a focus on diversity, and what appeared to be a quality approach that could be tailored to our specific needs. After finding about 24 potential firms, we narrowed the list down to 11 most likely to be the best potential fits. Our next step was to contact them, sending some very basic information about our situation and timeline, and requesting a time to do a screening conversation. When there was interest and availability, our HR Administrative Assistant held screening conversations, and if the firm was still interested and available, requested a proposal.

Of the 11 firms contacted, we had no response from 2. Three declined (no capacity, or not enough expertise in our field, or noted that they wouldn't be available for several months). Of the remaining 6, two were not able to complete both steps: the screening conversation and submission of a proposal. Four firms were given careful consideration, and three were chosen for interviews on September 28.

The three firms include the following; they are listed simply in order of the interview appointments, and no priority should be inferred:

- EFL Associates, Denver office
- Alliance Resource Consulting
- Raftelis (formerly known as the Novak Consulting Group)

Proposal from EFL Associates
For Executive Search Services for

Health District of Northern Larimer County

September 20, 2021



Consult First. Search Second.



Consult First. Search Second.

www.eflassociates.com





EFL Associates

Consult First. Search Second.

4600 S. Ulster St, Suite 900 ■ Denver, CO 80237

Main: 303.779.1724 ■ www.eflassociates.com

September 20, 2021

Ms. Julie Kenney
Administrative Assistant to the Assistant Director
Health District of Northern Larimer County
120 Bristlecone Dr.
Ft. Collins, CO 80524

Dear Julie:

Thank you for considering EFL Associates as a strategic partner to assist in the recruitment of an **Executive Director** for the **Health District of Northern Larimer County**. Our firm is uniquely qualified to handle this assignment for several reasons:

- This position is in our firm's "sweet spot." We have successfully completed numerous senior nonprofit leadership searches, both here in Denver and across the country, in our 40+ year history.
- EFL Associates has an enviable track record of success working with nonprofit entities to fill senior leadership needs. We're one of the very few search firms that is a proud member of the Colorado Nonprofit Association. We believe strongly in supporting our local nonprofit and human services agencies.
- We possess the stability and resources of a national recruiting company, yet you can expect the responsiveness and hands-on approach of a boutique organization. We have successfully filled senior leadership, including finance roles, from coast to coast and yet we have the ability to customize our search methodology to the individual needs of each client.
- Extensive, original research is conducted on every project rather than "recycling" contacts from our database. We proactively network through phone calls, emails, associations and social networking channels to generate interest in your position.
- We take the "consultant" aspect of our roles to heart. We're pleased to be able to offer the hiring executives or search committees we're privileged to serve, time-honored counsel at all stages of the search process.
- We understand the ultimate success of a search project is predicated on laying the proper foundation. We'll invest the time to understand the **Health District of Northern Larimer County** and the unique opportunities and challenges this **Executive Director** role offers.



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- Continuity of leadership is important for any organization. Our track record of placed candidate longevity, as well as candidate diversity, greatly exceeds industry averages for top leaders.
- We have proudly called Colorado “home” since 1978. We have a vested interest in exceeding the expectations of each of our clients but, especially those in our home state.

EFL Associates sincerely appreciates the opportunity to present this proposal. We are certain you will be pleased with the quality, dedication, and professionalism of our firm and the strong results we consistently achieve.

Sincerely,

Daniel J. Cummings
Senior Vice President & Managing Director
EFL Associates
720-200-1765
dcummings@eflassociates.com



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EXECUTIVE SUMMARY

Company Structure

EFL Associates is a management consulting firm specializing in executive search. For the past 43 years, since our founding in 1978, our firm has offered clients the competitive advantage of a nationally recognized recruiting company, along with a demonstrated record of accomplishment in attracting quality leadership to a variety of opportunities. EFL Associates historically ranks in the top two percent of the 2,500 national, retainer-based search firms.

Our firm employs multiple consultants, and offers the strategic advantage of a full-time professional research staff to support search activities from offices in Denver, Kansas City, and St. Louis. Clients benefit from the expertise, control, and quality of an in-house research team in comparison to other firms that outsource or offshore this critical aspect of overall project management.

You can be confident your engagement team possesses the technical resources to advise you on all matters the **Health District of Northern Larimer County** may encounter during your executive search.

National Recruiting Scope – EFL Associates has a national reputation with clients across the country while maintaining the personal attentiveness of a smaller firm. We possess first rate information technology resources, including our proprietary database of more than 450,000 professional contacts/candidates. However, any search conducted by EFL Associates relies upon original research to identify and network with top professionals in each industry or discipline.

Research Capability – As noted earlier, EFL Associates employs its own in-house research team, comprised of trained professionals, who conduct custom, original research to identify and network with potential candidates and sources of candidates. Although our proprietary database contains many nonprofit and human services agency professionals, both locally and across the country, we expect to perform extensive research to identify additional organizations and individuals in those organizations who may be candidates or sources of candidates for this position. With our strong reputation and roots in Colorado, we can quickly identify prospective candidates locally. Controlling this function in-house, with the resulting ability to change course or add research as needed, is a distinct advantage over firms that outsource this critical function.

Consultative Orientation – At EFL Associates we take the “consultant” aspect of our roles to heart. We’re pleased to be able to offer the hiring executives and boards we serve time-honored



We're right on point
with what you need.

- Strong understanding of the nonprofit and human services sectors
- Recognized knowledge of the ED/CEO function
- Deep contact portfolio of talented candidates
- Accessible and responsive team
- Tenured local consultants
- Best in class technological resources

counsel at all stages of the search process. We understand the unique dynamics and nuanced issues of shepherding hiring managers and/or boards through the search continuum.

Highly-Responsive Team – We can tell you, we take great pride in nurturing each of our clients through the search process as if they were our *only* client. Don't take our word for it, though. Ask our references about their experience with us and please ask very pointed questions about our accessibility and responsiveness. We're confident they will verify our claim.

Diversity & Longevity Success – Our Denver office has an outstanding record of success in identifying diversity candidates and candidate longevity. Over the past 15 years, 50% of our pension searches have been filled by diversity candidates. Additionally, in searches we completed more than five years ago, 67% of our placements remained in their positions for five or more years and many are still in their roles today.

Our CBIZ Connection

EFL Associates is affiliated with CBIZ, Inc. (NYSE: CBZ), a \$962 million professional services company headquartered in Cleveland, Ohio. CBIZ is the largest provider of multi-specialty professional service offerings to businesses of all sizes. We offer auditing and tax services, employee benefits consulting, human capital services, valuation assistance, retirement plan services, payroll, property & casualty insurance, and many others from 100 offices and through 5,000 associates located throughout the United States.



You deserve extraordinary value. That's our commitment to you.

COMPANY SUMMARY

We are committed to providing the **Health District of Northern Larimer County** with the highest quality service. Our engagement team can provide you with the expertise, personal attention, and progressive thinking to address all your talent management and compensation needs.



Local Expertise, National Resources

The **Health District of Northern Larimer County** can be assured we have the depth of resources ready and available to address any need that may arise during the search for your **Executive Director**. Your engagement team and over 5,000 professionals nationwide through our affiliation with CBIZ Inc. are at your service.



Established Industry Presence

We bring unique insight to the table, not just the ability to guide the **Health District of Northern Larimer County** through your executive search and leadership assimilation. The **Health District of Northern Larimer County** will benefit from our experience serving nonprofit and human services' clientele across the country.



We Value Efficiency

We understand your timeline for filling this need is aggressive. EFL Associates is fully prepared to do everything within our power to meet your needs. On average, we close searches 31 days quicker than the rest of the industry. This allows your team to get back to work faster.



Proactive Communication

It's true no one likes to be caught off guard in any situation, and this philosophy will be applied to our relationship with the **Health District of Northern Larimer County**. You can expect proactive communication and regular updates on our progress.



We Build Relationships, Not Client Lists

Our motto, "Consult First. Search Second" shows our commitment to doing what's best for our clients. We act as a fiduciary on your behalf when searching for your next key leader.

FIRM OVERVIEW

EFL Associates/CBIZ by the Numbers

While numbers aren't everything, we believe that these statistics say a lot about who we are as a firm. We take great pride in being at the forefront of the talent management and compensation professions.



WHO WE ARE

Ethics & Integrity

More than mere words, our culture is defined by our actions. We operate with honesty and accountability, always putting our clients' best interests first.

The values and ethics of EFL Associates inspire our people to do the right thing and shape how we approach our work, business relationships and decisions. Our values state that we are dedicated to the success of you, our client. We act on this as our guiding principle.

Diversity & Inclusion

Data demonstrates that organizations that embrace a diverse culture are more likely to consistently maximize performance. According to research by Deloitte, the most diverse and inclusive organizations are 1.7 times more likely to be innovative leaders in their industry. They are 1.8 times more likely to be ready for change and have 2.3 times higher cash flow per employee.

Diversity is not limited to simply ethnicity and gender but also extends to diversity in experience and thought. But, attracting and retaining diverse talent can be a daunting challenge.

That's where we come in. EFL Associates works with our client organizations to intentionally build workplaces that attract, develop and retain diverse talent. We strive to bring you a highly qualified candidate pool that represents individuals from varying backgrounds. Our history in providing diverse talent speaks for itself; 53% of our searches over the past 15 years have been filled by diverse candidates. It's a priority for us because it makes your organization stronger.

Mission, Vision, Values



Mission Statement

EFL Associates is a trusted business consultancy, providing expert counsel, market intelligence and process guidance that help organizations identify, attract, reward, develop and retain quality talent.



Vision Statement

To be recognized by our clients as the premier provider of retained executive search services and by our team members as their employer of choice.



Values

We do the right thing.

We strive to add value to your business.

We constantly seek improvement in all that we do.

We aim to exceed our client's expectations on every engagement.

COMPREHENSIVE SEARCH PROCESS

While over the course of our 40+ year history we have developed a time-honored and proven search methodology, we can easily customize and adapt specific steps in our search process to meet the unique needs of the **Health District of Northern Larimer County**. As a result, we're confident the search for your **Executive Director** will be handled professionally and smoothly from commencement to its successful conclusion.

The process will begin with your EFL Associates' consultants meeting with the **Health District of Northern Larimer County's** key leadership, board and senior staff members (if appropriate) to discuss and determine the desired profile and qualifications needed for this key leadership role of **Executive Director**. Using the information gained in these conversations and your own existing position description, we will develop a comprehensive candidate profile we call the Position Specifications reflecting the experience, skills, leadership and personality traits we jointly seek for this role. This document will be provided to the **Health District of Northern Larimer County's** leadership for review, revision and approval.

Upon approval of the Position Specifications, we will develop a **comprehensive search strategy and recruitment plan** with your leadership to identify and target well-qualified and diverse candidates, locally, regionally or nationally. We will draw upon our four decades of executive search experience and extensive work with other nonprofit and human services agencies to craft this recruitment strategy. An integral component of our search strategy will be the placement of appropriate ads and postings on local and regional channels, journals and publications. We will develop recommendations to be reviewed with your Board or their Search Committee and review the advisability and cost of ads before proceeding.

Although a number of potential candidates will be in our database, our efforts will also require extensive, original research for the purpose of identifying a solid list of possible candidates and/or referral sources. The target list will be developed from other nonprofit and human services agencies and other sectors we jointly determine may be appropriate.

Potential candidates and sources identified through our database and research activities will be contacted by phone, email, or both, by the consultant and/or our research staff to solicit interest and generate referrals. As with every search we undertake, we recognize the importance of identifying and recruiting a diverse slate of candidates, and will undertake specific diversity outreach primarily through networking. Extensive diversity related networking will be conducted through the use of social networking sites, such as LinkedIn. We will also likely suggest selective advertising on diversity websites. As noted elsewhere in this proposal, EFL Associates has an outstanding track record of diversity candidate placements and candidate longevity.

EFL will promptly acknowledge receipt of application materials to all respondents. Your EFL search team will then carefully review these materials for basic qualifications. We may ask applicants of interest to complete a customized supplemental questionnaire to aid us in determining the best qualified

Comprehensive Search Process (Cont.)

candidates. This questionnaire provides additional data points we will consider but, in no way substitutes for our in-depth candidate vetting protocol.

Upon review of returned supplemental questionnaires, our intensive candidate vetting process will commence. This process is in-depth and typically involves multiple steps. We interview candidates on at least two occasions. The first interview, typically done by telephone, if in-person is not feasible, focuses primarily on experiential questions. We'll mine down into a candidate's background to understand the depth of their experience and level of expertise. If we determine from this interaction they warrant further consideration, we'll then conduct a second interview via videoconference (again, if in-person is not feasible). In this interaction, we ask more situational questions and also make an assessment of the candidate's presentation skills, interpersonal skills, and professional image.

From this pool, we'll prepare and present written materials and review our assessment of the most viable candidates with the Search Committee. These materials will include an in-depth summary of our own assessment of each candidate's strengths and weaknesses relative to the key attributes identified in the Position Specifications. We'll gladly schedule a Candidate Review meeting with the Search Committee to review our findings. Such discourse will help guide you on specific issues or concerns to be explored in greater detail in the actual candidate interviews. Your EFL consultant will be prepared to address questions the Search Committee may have and provide guidance in selecting the candidates to be advanced to the interview stage.

A word about internal candidates: we welcome the participation of interested internal candidates for any search we undertake. We subscribe to the belief that all progressive organizations want to encourage upward mobility to valued team members, when appropriate. However, our duty of care, and this will be explained to any internal candidates, is owed solely to the **Health District of Northern Larimer County's** Board and the organization itself. Our commitment is to provide a slate of diverse *AND* highly-qualified candidates for the **Health District of Northern Larimer County's** consideration, regardless of where they might come from. Any internal candidates will be vetted in exactly the same fashion as all external candidates. As such, they can expect professionalism, honesty, transparency, and responsiveness from us just as we extend to external candidates.

Once finalist candidates have been identified, EFL will initiate our candidate "due diligence" process. EFL will arrange for comprehensive background investigations to be performed by an independent, third-party provider. We will gladly recommend a suitable provider or facilitate this step with a vendor chosen by the **Health District of Northern Larimer County**. Such investigations should, at a minimum, verify education, certification, credit, MVR, and criminal checks.

Comprehensive Search Process (Cont.)

EFL will also initiate media searches and detailed professional reference conversations. We ask candidates to provide references that have supervised their work, been professional peers, and those that have served under the candidate to get a “360” perspective on the individual. Written summaries of these professional reference conversations will be provided to you for your review and consideration.

Once again, we’ll make all arrangement for these final interviews and provide all necessary support materials. We’ll facilitate post-interview discussion and aid in the selection of the successful candidate. We’ll assist with offer formulation and, if desired, can leverage the expertise of compensation consulting colleagues within our parent organization, CBIZ. We can also provide guidance, if necessary, on any relocation expense reimbursement and assist the **Health District of Northern Larimer County** with an onboarding protocol to ensure the successful integration and assimilation of the new **Executive Director**.

We will gladly schedule periodic meetings and conference calls to discuss relevant recruitment developments, strategies, status, etc. We will, in addition, send weekly search update reports to keep your Board informed throughout the search process.

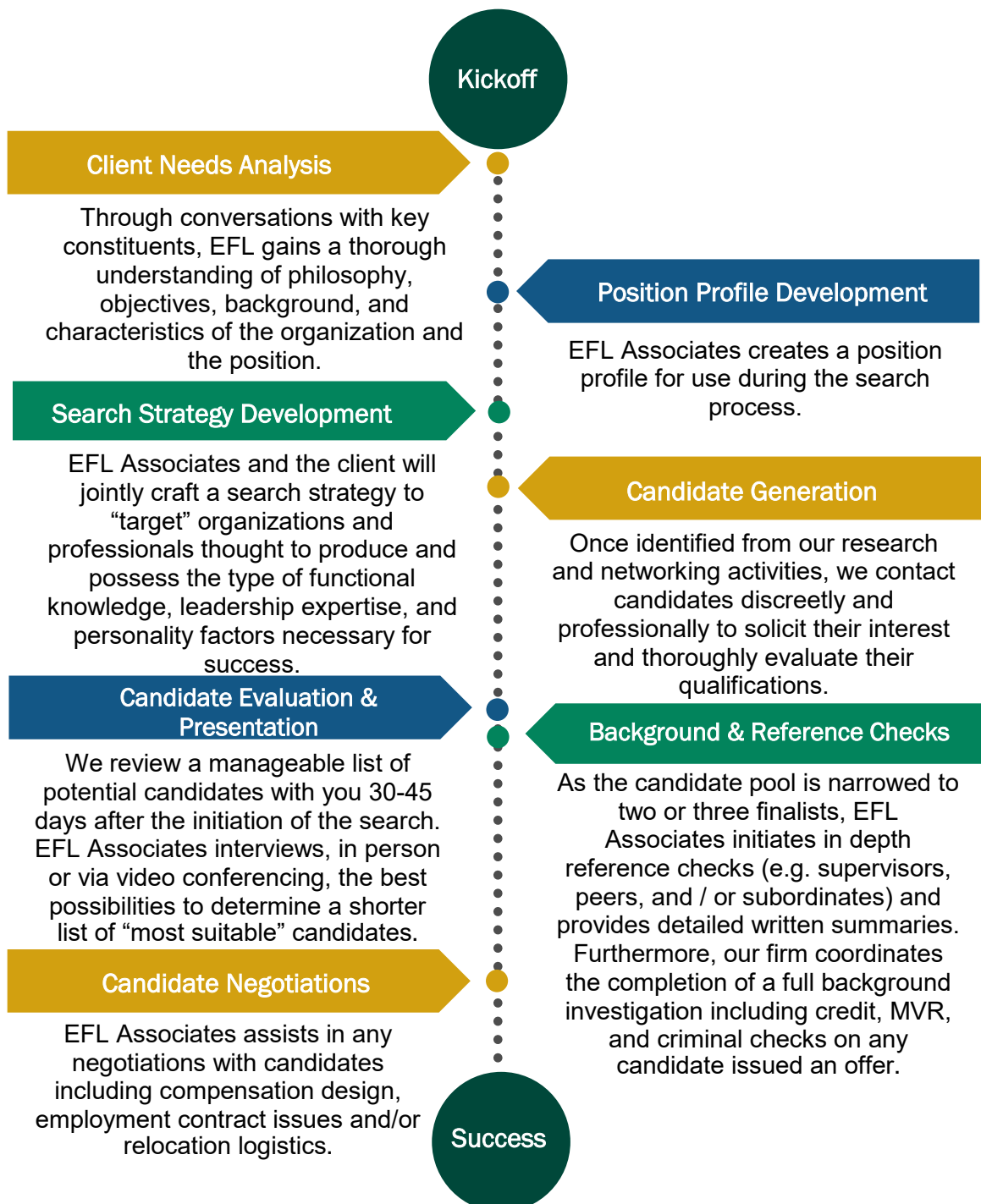
We can and will easily customize any/all steps in the search continuum to meet the **Health District of Northern Larimer County’s** unique needs.

What’s Expected of You?

We’ll ask key leadership of the **Health District of Northern Larimer County**, either in person or by videoconference, to be available during the **Client Needs Analysis** step of the search process to provide insights into the organization, its culture, the desired hard qualities and soft qualities for the successful **Executive Director** candidate. Subsequent to this involvement, we’ll ask the Search Committee to carefully review, edit and ultimately approve the Position Specifications document we will prepare and use as a guide for each search. Of course, your Search Committee members will need to be available for initial candidate interviews and post-interview discussion, as well as, for final candidate interviews and post-interview discussion/successful candidate selection.

FRAMEWORK FOR CONDUCTING A SEARCH

A graphic representation of key milestone steps in our search process is as follows:



PROJECT TIMELINE

As noted earlier in this proposal, EFL Associates has an enviable track record of completing search assignments well ahead of the industry average. One factor we credit for that metric is the fact that as your consultant, we recognize its incumbent upon us to be looking forward to those key search milestones when the **Health District of Northern Larimer County** leadership needs to be involved. We show those steps in red below. As the search commences and progresses, we will provide the **Health District of Northern Larimer County** with updated timelines to keep everyone apprised of search status. A possible timeline for this search follows.

EFL Associates is selected; engagement letter/contract is signed	September 29, 2021
All appropriate constituents interviewed; position specifications developed by EFL Associates and approved by the Health District of Northern Larimer County	October 15, 2021
Advertising, candidate identification, outreach completed; EFL vetting interviews completed; full candidate profiles on best qualified candidates reviewed with the Health District of Northern Larimer County ; the Health District of Northern Larimer County selects candidates for first interviews	December 1, 2021
The Health District of Northern Larimer County first round of candidate interviews completed; finalists selected	December 15, 2021
Background and reference checks by EFL Associates completed; the Health District of Northern Larimer County second round of interviews completed; successful candidate selected	January 8, 2022
Negotiations completed; offer accepted	January 10, 2022
Successful Executive Director candidate begins tenure with the Health District of Northern Larimer County	February 3, 2022

ENSURING A SUCCESSFUL OUTCOME

As with any construction undertaking, the ultimate success of the project is predicated on the integrity and “structural soundness” of the foundation that is laid. In the search world, that translates to investing the time and energy to truly understand each client’s unique culture and the soft and hard skills required of a successful hire. With our four decades of search experience, we understand this axiom. Your EFL consultant will invest the time to truly get to know the **Health District of Northern Larimer County** and what is required of the successful **Executive Director** candidate. We’ll certainly draw upon our vast body of prior nonprofit and human services’ agency work, but we also know each search project and, therefore, each client is unique and the greatest danger comes in short-circuiting that process and assuming too much.

We also believe EFL Associates is positioned ideally in that we’re large enough to identify and attract candidates on a national basis, but small enough that we’re accountable and accessible to our clients. With our extensive knowledge of nonprofit and human services agencies, the **Health District of Northern Larimer County** will benefit from our responsiveness and first-hand knowledge of the industry.

If hired for this project, we will be your representative to the public and the pool of interested candidates and referral sources. We take this responsibility seriously. We treat all those we come in contact with during the course of our work with professional respect, transparency, honesty, and accountability.

Lastly, this is not just “another” project for us. We’re proud of the good name we enjoy with nonprofit and human services agencies both here in Colorado and across the country. We’ve set a high bar. As such, we have a vested interest in exceeding our clients’ expectations, particularly for those domiciled right here in Colorado.

Rather than continuing to tout our capabilities, we strongly encourage you to talk with our professional references and ask them about their experience with EFL Associates. We’re confident they will attest to these differentiators and our level of attentiveness and responsiveness.

A SAMPLING OF REPRESENTATIVE PROJECTS

EFL Associates reports a healthy portfolio of experience in assisting organizations of all sizes in identifying, evaluating, and attracting top-flight professionals to fill senior executive positions. A small sampling of this body of work is disclosed below to document historical projects that could translate into a solid predictor of success for the **Health District of Northern Larimer County**.

Entity	Service(s) Provided
Crossroads Safehouse	Executive Director
Diversus Health (formerly AspenPointe)	President & CEO
El Paso County Public Health	Environmental Health Services Division Director
American Printing House for the Blind	CEO, Access Explorer
Colorado I Have a Dream Foundation	Executive Director
Community Health Partnership	Chief Executive Officer
RMC Health	Executive Director
Urban Peak	Chief Executive Officer
Comunidades Unidas Peru	Executive Director
Delta Dental of Colorado	Dental Director
EDCare Denver	Chief Executive Officer
Freedom Service Dogs	Executive Director
Health Forward Foundation	President & CEO
Heart & Health Center for Youth	Executive Director
Kansas Health Foundation	President & CEO
Morris Animal Foundation	President & CEO Chief Operating Officer
National Sports Center for the Disabled	President & CEO
Reach Healthcare Foundation	Executive Director
Connect for Health Colorado	Chief Executive Officer
Special Olympics Colorado	Chief Executive Officer
Teach for America-Colorado	Executive Director
The Colorado Trust	CEO

SEARCH TEAM

Daniel J. Cummings, CPA, Senior Vice President and Managing Director of our Denver office will serve as the key point person and will lead this project for the **Health District of Northern Larimer County**. Mr. Cummings brings 40 years of diverse business experience, and over 11 years of experience with EFL Associates, and 30 years total experience in executive search. Mr. Cummings has completed numerous successful senior leadership searches within the nonprofit sectors.

Mr. Cummings will serve as the primary contact for the **Health District of Northern Larimer County**. He will: manage the recruitment team and overall search strategy; and contact and network with individuals in the industry to solicit interest and referrals. He will attend all meetings with the **Health District of Northern Larimer County**; interview in person or by videoconference all candidates recommended to the **Health District of Northern Larimer County**; assist with interviews; and handle negotiations with the successful **Executive Director** candidate.

Mr. Cummings will be assisted in these efforts by **Lauren McElderry**, Associate Staff Consultant. Ms. McElderry will: manage our original research efforts and outreach to candidates identified through those efforts; handle all advertising and posting; conduct reach to potential candidates; review candidate resumes for basic qualifications; and, coordinate all ongoing correspondence with candidates.

Resumes for each of these team members follow.

Professional Summary



Daniel J. Cummings, CPA

Senior Vice President &
Managing Director
CBIZ Talent & Compensation Solutions
EFL Associates
720.200.1765
dcummings@eflassociates.com

Daniel (Dan) Cummings offers over 30 years of diverse business experience to the Denver office of EFL Associates and its clients. As a Senior Vice President & Managing Director, he directs all aspects of highly targeted search assignments, from investigation of organizational talent needs through candidate identification, evaluation, selection and project completion.

Cummings began his career as an Auditor with the Kansas City office of KPMG, the world's largest audit, tax and organizational consulting firm. He specialized in serving the office's largest, publicly-held client companies and became well versed in the requirements of mandated SEC reporting. Equipped with this expertise, Cummings joined Butler Manufacturing Co. as an Assistant Controller, charged with overseeing all aspects of the corporation's financial reporting and analysis.

In 1985, Cummings founded the Kansas City office of then-Source Finance, a multi-office, national contingency search firm specializing in the placement of accounting and finance professionals. Over the next eight years, he oversaw the growth and success of this office which became the leading provider of its kind in the local marketplace. Cummings regularly earned membership in the firm's highest performer categories.

In 1993, Cummings founded his own firm, specializing in the placement of high level accounting/financial professionals for some of Kansas City's largest employers. Over the next 12 years, he supervised the rapid expansion of this practice until he was recruited to join Uhlig LLC. Cummings led all operational aspects of Uhlig's largest division, Illustratus. Under his direction were sales, customer service, marketing, product development, production, art & editorial, and business development. Named Senior Vice President-Business Development in 2008, Cummings spearheaded the company's aggressive acquisition of seven competing companies. Along with highly successful growth from a well-coordinated internal sales strategy, these acquisitions allowed the division to more than quadruple its annual sales during this time.

Cummings currently serves as a state board member for the Colorado Mountain Club and is a member of the Benedictine College Business School Advisory Board. He has also served his alma mater's alumni and collegiate fraternal organization boards in various roles.

Education

Master of Business Administration, University of Kansas
Bachelor of Science, Business Administration, University of Kansas

Professional Affiliations

Certified Public Accountant, Missouri and Kansas

Professional Summary



Lauren McElderry
Associate Staff Consultant
CBIZ Human Capital Services
EFL Associates

720.200.7021
lmcelderry@eflassociates.com

Lauren McElderry's ability to quickly analyze and understand a client's organizational culture and incorporate that knowledge into a project's executive recruiting and research strategy ensures clients receive highly qualified candidate slates and superior customer service. McElderry, has more than 10 years of experience in management and supervisory positions where she was responsible for recruiting, hiring and training.

McElderry began her career in various positions at the University of Montana where she held progressive roles allowing her to assist students and their families with their student loan programs. In 2006, McElderry entered into the hospitality industry with ever increasing roles as business and restaurant manager to director of sales. After relocating to Denver in 2012, McElderry worked as a business development manager assisting start-up businesses with operational structure, developing organizational charts and business plan and strategy.

Throughout her career, McElderry has developed skills in many different industries; K-12 and higher education, insurance, hospitality, financial services, real estate and IT. Her broad background gives her the ability to comprehend your organization quickly with a deep understanding.

McElderry has volunteered with Dress for Success in Denver, Colorado as a career coach and personal stylist since January 2016. She is a member of Denver Young Professionals.

Education

Bachelor of Science, Business Administration, University of Montana

FEE SCHEDULE

As is customary in the retained executive search world, our typical professional services fee is generally calculated at 33.3 percent of the selected candidate's assured first-year's cash compensation. We have found, however, that majority of our nonprofit clientele prefer a fixed-fee arrangement versus a variable arrangement so that their investment is known at the onset. **As such, we are pleased to offer the Health District of Northern Larimer County a discounted, flat-fee of \$50,000 for this engagement.**

We also typically bill for incidental expenses at the rate of \$725 per month for the duration of the search. This charge covers items such as copies, delivery charges, etc. **EFL Associates is pleased to waive this charge in its entirety for the Health District of Northern Larimer County.**

Other reasonable and customary search expenses we'll ask to be reimbursed for. These charges are all subject to your express pre-approval, will be billed to the **Health District of Northern Larimer County** our actual cost, with all appropriate supporting documentation. These charges would include standard and reasonable candidate and consultant travel costs (if any), any required/requested advertising charges, as well as background investigation charges. We're happy to provide estimates of such charges at the **Health District of Northern Larimer County's** request.

It's also typical that a client is billed on a retainer basis during the course of a given project. Our Professional Services fee will be invoiced in three equal consecutive monthly installments beginning at commencement of the search. Reimbursable expenses will be invoiced as they occur and, again, will be supported by appropriate documentation. We will also entertain alternative billing arrangements if that is the desire of the **Health District of Northern Larimer County**.

If additional candidates become employed by the **Health District of Northern Larimer County** as a result of our efforts on this assignment, the professional services fee will be 25 percent of the first year's total assured cash compensation.

If a project is cancelled for any reason, the **Health District of Northern Larimer County** is obligated to pay only for those retainers billed and expenses incurred up to the date of cancellation.



First and foremost, EFL Associates encourages you to select a search partner based upon credentials, work ethic and integrity – a mutually agreed to price will be a natural outcome. The fees outlined herein are benchmarked as one of the most value oriented quotations in the industry. We have a “no surprises” policy.

PROFESSIONAL REFERENCES

Building Relationships

We are committed to establishing and nurturing client relationships. We strive for excellence in meeting the needs of our customers and have the record to prove it. Please feel free to contact any of the following references.

BRIDGE Healthcare Partners | Tracey Campbell, Chief Executive Officer

4700 S. Syracuse St., Ste. 900, Denver, CO 80237

p (720) 450-8502

tcampbell@bridgehcp.com

American Printing House for the Blind | Vicki Buns , Vice President, Human Resources

1839 Frankfort Ave, Louisville, KY 40206

p (502) 899-2239

vbuns@aph.org

Family Tree | Denise Berridge, Human Resources Director

3805 Marshall Street, Wheatridge, CO 80033

p (303) 422-2133

dberridge@thefamilytree.org

Colorado I Have a Dream Foundation | Leslie Ginsburg, Board Member & Search Committee Chair

1836 Grant Street, Denver, CO 80203

p (303) 880-2500

lginsburg12@gmail.com

Diversus Health (formerly AspenPointe) | Adam Roberts, President & CEO

675 Southpointe Ct. Ste. 100, Colorado Springs, CO 80906

p (719) 314-4301

adam.roberts@diversushealth.org

STANDARDS OF PROFESSIONALISM & GUARANTEES

Off-Limits Provisions

EFL Associates subscribes to the Code of Professional Practice and follows the Standards of Excellence of the Association of Executive Search Consultants. Our firm will not recruit any person from the **Health District of Northern Larimer County Health District** of Northern Larimer County for a period of one year after completion of this search assignment. Furthermore, EFL Associates will never recruit an executive who is hired by your organization through the direct efforts of our firm.

Placement Guarantee

No guarantee is made that the search project will be completed successfully within a defined time frame. EFL Associates' efforts and resources will continue to be engaged until the search is filled or cancelled. Upon hiring a candidate, our firm guarantees continued employment of this individual for **twelve (12) months** or EFL Associates will reengage in one equivalent replacement search on an expenses-only basis unless the candidate's departure has been caused by significant changes in reporting structure, responsibility, or factors beyond the control of the individual or the search.

Non-Discrimination Policy

EFL Associates firmly supports the principle and philosophy of equal opportunity for all individuals, regardless of age, race, gender, creed, national origin, disability, veteran status or any other protected category pursuant to applicable federal, state or local law.



At EFL Associates and CBIZ we guarantee continued employment of this individual for

- 12 months or we will reengage in one equivalent replacement search on an expense-only basis.
- Our firm will not recruit any person from your company for a period of one year after completion of the search assignment.
- We will never recruit an executive who is hired by your organization through the direct efforts of our firm.

SUMMARY

EFL Associates is honored and appreciative of the opportunity to present this proposal for the **Health District of Northern Larimer County's** consideration. We are confident in our abilities to provide you with outstanding and attentive service in producing a slate of highly qualified candidates from which to make a selection as your next **Executive Director**. We look forward to your decision and the possibility of partnering with the **Health District of Northern Larimer County Health District** on this important endeavor and encourage you to pose any questions this proposal does not address.

Executive Recruitment Search

EXECUTIVE DIRECTOR

Health District of Northern Larimer County





EXECUTIVE DIRECTOR

Health District of Northern Larimer County

September 22, 2021

VIA EMAIL

Julie Kenney
Administrative Assistant to the Assistant Director
Health District of Northern Larimer County
120 Bristlecone Drive
Fort Collins, CO 80524

Dear Ms. Kenney:

Alliance Resource Consulting is pleased to submit this proposal to assist the Health District of Northern Larimer County in its efforts to recruit and screen candidates for the Executive Director position. Enclosed is our proposal which outlines how we would partner with your organization to recruit the best individuals. It describes the steps we will take to accomplish the recruitment within your desired timeframe.

Alliance Resource Consulting's corporate motto is "The Power of Partnership." We take this seriously and have built our reputation on providing services of the highest quality. Alliance Resource Consulting was formed in 2004 and has a proven track record of success with more than 550 placements to our credit. We are a minority and female-owned company and have an outstanding track record of diversity outreach.

We do not have any potential conflicts of interest from past recruitments or relationships. We will be happy to answer any additional questions you may have. We look forward with great interest to working with you on this very important assignment.

Sincerely,

A handwritten signature in black ink, appearing to read "Cindy Krebs", is written over a light blue horizontal line.

Cindy Krebs
National Director

EXECUTIVE DIRECTOR

Health District of Northern Larimer County

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EXECUTIVE DIRECTOR

Health District of Northern Larimer County

1 – OUR UNDERSTANDING

It is our understanding that the Health District of Northern Larimer County wishes to engage an executive search firm to assist in its Executive Director recruitment.

The Health District of Northern Larimer County has been meeting local healthcare needs since 1960. They provide dental, mental health, prescription assistance, cholesterol and blood pressure testing, quit tobacco, health insurance assistance and advance care planning services to the residents of northern Larimer County.

Alliance Resource Consulting prides itself on its commitment to customer service to both the client and the candidates.

2 – FIRM QUALIFICATIONS

1. Project Team

In 2004, Alliance Resource Consulting acquired the national executive recruiting practice of MAXIMUS. We are committed to providing our clients with the highest caliber of service in the industry. Our team of dedicated professionals utilizes custom-built state-of-the-art technology in conducting a search.

We are based out of La Palma, California. We also have consultants based in Palo Alto, California; Tallahassee, Florida and Seattle, Washington.

Our current staffing is:

Sherrill Uyeda – Founding Partner
Cindy Krebs - National Director
David McDonald – Regional Director, East Coast
Sean Joyce – Regional Director, West Coast
Syldy Tom – Manager
Richard Kaplan – Research Consultant
Sheryl Stewart – Research Consultant
Linda Kann – Special Projects and Graphics Manager

Cindy Krebs and Sherrill Uyeda will work on this recruitment. Biographies can be found in Appendix A and references can be found in Appendix B.

2. Our Experience

We believe we are exceptionally well qualified to assist you. We have extensive nationwide experience recruiting executives for government agencies and special districts and have helped to place excellent people with diverse backgrounds and experiences in organizations large and small.

In the past few years, we have conducted the following recruitments in human and social services:

- Director of Human Services - Broward County, FL
- Deputy Director for Programs, Department of Homelessness - City and County of San Francisco, CA
- Director, Office of Early Care and Education - City and County of San Francisco, CA
- Behavioral Health and Recovery Services Director - County of Mendocino, CA



EXECUTIVE DIRECTOR

Health District of Northern Larimer County

- Director of Health and Human Services - City of Long Beach, CA
- Employment and Human Services Director - Contra Costa County, CA
- Deputy Director of Human Services - Broward County, FL
- Director of Human Services & Recreation - City of Pasadena, CA
- Executive/Program Director - San Francisco Head Start (San Francisco State University)

Our ability to carry out the work required by your agency is enhanced by our past experience in providing similar services to others. It should be noted that all of the recruitments listed above were completed on time and within budget.

We will preserve the confidential nature of any information received from you or developed during our work on this recruitment in accordance with our established professional standards.

We assure you that we will devote our best efforts to carrying out the work required. The results obtained, our recommendations and any written material we provide will be our best judgment based on the information available to us.

2.3 Advantages of Our Firm

Relative to your present search requirements, we believe the principal advantages in using Alliance Resource Consulting which differentiate us from other firms are:

- Our track record of success in placing superior senior level executives in particularly sensitive and highly responsible/accountable positions.
- Our specialization in public sector executive search on a nationwide basis.
- Our extensive experience recruiting executives for government agencies and special districts.
- Our PROACTIVE recruitment of candidates who may not be seeking new employment and would not normally respond to routine advertising and highly qualified candidates who might be overlooked by traditional recruiting approaches.
- Our ability to develop and meet a recruitment timeline to fit your needs.
- The fact that we assign two professionals to each recruitment to ensure we are always available to quickly respond to your most pressing requirements.
- The quality of our work and the fact that most of our clients have retained our services on more than one engagement.
- Our proven ability to identify and recommend qualified female and minority candidates.
- The transparency of our recruitment process. We will prepare weekly updates for you throughout the peak of the recruiting process.
- Our reputation among clients and candidates for timely communication and documentation (e.g., acknowledgement of receipt of candidate application, client status reports, candidate interviews, client meetings and candidate feedback).
- The thoroughness of our documented reference, internet and background checks. We request very specific references from candidates and supplement our reports with information gathered from available information sources such as LexisNexis and public records. Our ability to enhance the recruitment process through stakeholder outreach, the use of online surveys, and targeted research.
- The fact that all of our graphics work is done in-house, saving our clients time and money.
- Our promise to conduct the recruitment at the cost proposed. We have never charged a client more than our proposed amount.

EXECUTIVE DIRECTOR

Health District of Northern Larimer County

3—RECRUITMENT METHODOLOGY & APPROACH

Alliance Resource Consulting believes that the best way to assist you is to act as an extension of your organization, working within your expectations and guidelines. Our objective is to find the best qualified candidates. While notices in professional journals may be helpful, many of the best candidates must be sought out and their interest encouraged. Our general familiarity with the organization, knowledge of the field and our relationships with professional organizations make us well qualified to assist you.

Our clients have found that we are able to:

- Develop the appropriate specifications for a position.
- Encourage the interest of top-level people who would be reluctant to respond to advertisements.
- Preserve the confidentiality of inquiries, consistent with State public disclosure and open meeting laws.
- Save a considerable amount of time for client staff in developing and responding to candidates.
- Protect the confidentiality of the information discussed with or received from the client.
- Build consensus among those involved in the hiring process.
- Independently and objectively assess the qualifications and suitability of candidates for the particular position for which we are recruiting.
- Adhere to client's budget and schedule expectations.

We will do the following for the Executive Director recruitment:

1. *Strategy Development*

We will interview members of the Search Committee and other client contacts to obtain a detailed understanding of the position, key goals and challenges, and organizational culture. We will also discuss expectations regarding desirable training, experience and personal characteristics of candidates. In addition, should you request it, we will conduct/facilitate community outreach meetings and focus group discussions.

We also have experience creating and managing community surveys, should the organization want input from its constituents. We will also gather/review relevant information about the organization, such as budgets, organization and/or department goals, organization charts, etc.

Once our findings have been summarized, we will submit a Recruitment Profile with the desired qualifications and characteristics to you for approval. The Recruitment Profile that will be sent to potential candidates will include information about the organization, the job and the criteria established by you.

2. *Active Recruitment*

Once you have approved the Recruitment Profile, we will actively seek out individuals who meet your expectations. To achieve the best response, we will take a two-prong approach to attracting candidates:

1. **Direct Contact** – We will mail invitations and recruitment profiles to targeted individuals in comparable organizations at the appropriate level. These invitations will be followed up with direct phone calls to potential candidates to gauge interest.
2. **Advertisements** – We will place job advertisements in the appropriate professional journals and on-line sites.



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As a matter of corporate policy, we do not discriminate against any applicant for employment on the basis of race, religion, creed, age, color, marital status, sex, sexual preference, disabilities, medical condition, veteran status or national origin. A substantial percentage of the placements made by our firm have been minority or female candidates.

Frequent communication with our clients is a hallmark of our firm. While consultants will provide regular updates on the progress of your search, you will also be able to access up-to-date 'real time' information regarding your search from our secure website.

3. Candidate Evaluation

We will review, acknowledge and evaluate all resumes received. Candidate evaluation will begin with an analysis based upon criteria contained in the Recruitment Profile, information contained in the resumes submitted to us, and our knowledge of the people and organizations for which they work.

The next phase in candidate evaluation will focus on gaining additional information from the qualified group of candidates through written supplemental information questionnaires and other resources. Telephone interviews will be conducted with the most promising candidates to gain a better understanding of their backgrounds, qualifications and interest in the position.

4. Progress Report Meeting

After the resume deadline, we will submit to you a progress report of the leading candidates. This report will include summary resumes, supplemental information, and the original resumes of those candidates we believe to be best qualified for the position. Supplemental information on a candidate typically includes: the size of the organization for which the person works, reporting relationships, budget responsibility, the number of people supervised, related experience and reasons for interest in the position. Any other specific information will be dictated by the criteria set forth in the Recruitment Profile.

The purpose of our progress report is two-fold. It allows you an opportunity to review the candidates and choose those who you would like to invite to be interviewed for the position. It also allows us to receive feedback on the caliber of the candidates recruited. In addition, at this point we will have conducted preliminary background checks on each of the presented candidates. Of course, we are flexible and may consider other individuals as final candidates who are subsequently identified and were not included in the progress report.

5. Preliminary Interviews

We will interview (either in person or via video-conference) those candidates identified by you to be the leading candidates. We will conduct a preliminary interview with questions that focus on the selection criteria. Additionally, we will verify degrees and certifications and continue to gather information about the candidate's professional backgrounds.

6. Client Interviews & Interview Books

We will assist you in scheduling final candidates for interview with your organization, and will send the candidates packets of information which we obtain from you should you request it (e.g., information about the organization and the geographic area, budgets, etc.).

EXECUTIVE DIRECTOR

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We will prepare final interview books for the selection panel. These books will include interviewing/selection tips, suggested interview questions, and rating forms for your use. Candidates will not be ranked, for we believe it will then be a matter of chemistry between you and the candidates.

We will facilitate the interview process on-site or virtually, based on your preference. We will brief the interview panel at the start of the interviews and will facilitate the process throughout the day. After the last candidate interview, we will assist you in "debriefing" the interview panel members.

As part of our process in evaluating candidates, we make telephone reference checks. In conducting these references, it is our practice to speak directly with individuals who are, or have been, in a position to evaluate the candidate's performance on the job. To gain a well-rounded impression of the candidates, we speak with current and prior supervisors, peers and subordinates. These references and our evaluations provide you with a frank, objective appraisal of the candidates. Once we finalize references on the top one or two candidates and conduct credit/criminal/civil litigation/motor vehicle record checks through an outside service, we will provide you with a detailed candidate evaluation report.

3.7 Special Assistance

Our efforts do not conclude with presentation of the final report. We are committed to you until a successful placement is made. Services that are routinely provided include:

- Arranging the schedule of interviews and the associated logistics for final candidates.
- Advising on starting salary, fringe benefits, relocation trends and employment packages.
- Acting as a liaison between client and candidate in discussing offers and counter offers.
- Conducting a final round of reference checking with current employers (if not previously done for reasons of confidentiality).
- Notifying those candidates who were not recommended for interview of the decision. Following up with the client and the selected candidate once he/she has joined the organization to ensure a smooth transition.

4 – OUR CLIENT'S ROLE

The client has a very important role in the recruitment process. While we may identify and recommend qualified candidates, it is the client who must make the decision about which candidate to hire.

In order to insure that the best candidates are available from which to choose, our clients should be willing to do the following:

- Clearly inform us about matters relevant to the search that you wish to keep confidential (e.g., salary, personnel issues, and other privileged information).
- Supply us with the names of people you have previously interviewed/ considered for this position.
- Forward us copies of the resumes you receive, to avoid duplication of effort.

EXECUTIVE DIRECTOR

Health District of Northern Larimer County

- Provide feedback to Alliance Resource Consulting regarding the information and recommendations provided by us.
- Promptly decide upon and follow up in scheduling interviews with the most promising candidates.
- Assist in providing information to candidates that will enable them to make their career decisions.
- Uphold confidentiality (while respecting relevant state laws about open disclosure) to protect the integrity of the recruitment process, as well as the candidate's involvement.

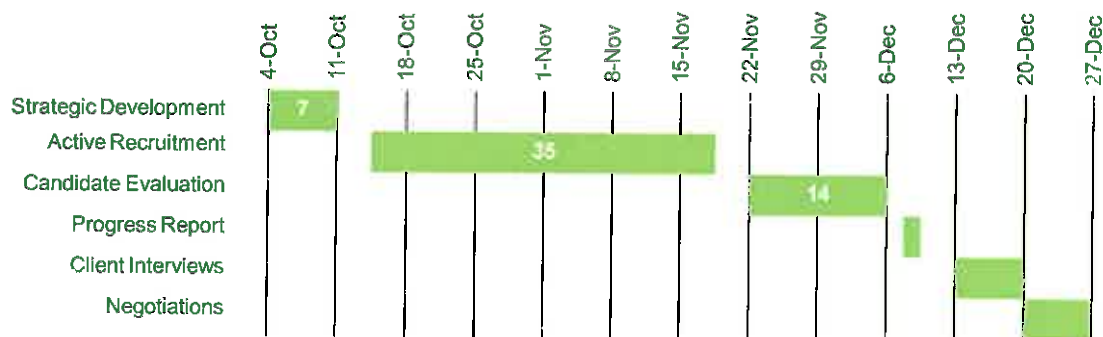
By doing the above, we will maximize the likelihood of mutual success.

Finally, please be reminded that the United States Immigration Reform and Control Act of 1986 requires that all employers verify an employee's eligibility to work in the United States. Since Alliance Resource Consulting cannot serve as your agent in this matter, your hiring process should include this verification procedure.

5 – PROJECTED TIMELINE

The following is a typical schedule to conduct a thorough recruitment. However, we would be pleased to modify this to meet your needs:

1st Week	Meet with the appropriate individuals to gather background information. Develop and obtain approval for the Recruitment Profile.
2nd - 3rd Week	Develop a list of potential candidates to target. Prepare and place advertisements, if desired.
4th - 7th Week	Active recruitment—solicit, receive and acknowledge resumes.
8th - 9th Week	Evaluate resumes and gather supplemental information. Submit progress report and meet with you to review leading candidates.
10th Week	Verify degrees and certifications and interview the best qualified candidates.
11th Week	Submit final report and initiate the interview process with you.
Following Interviews	Conduct references, credit/criminal/civil litigation/motor vehicle record checks, and assist with negotiations.





EXECUTIVE DIRECTOR

Health District of Northern Larimer County

6 – ALLIANCE ADVANTAGES

1. *Technology*

Alliance Resource Consulting is proud to announce the launch of our new client/candidate management system. This cutting edge system allows candidates to upload their resumes and cover letters on our website with one quick click. (For candidates who wish to email or mail us a hard copy of their resume, we will upload the information for them.) One of the benefits of our system is that it enables our consultants to contact the applicants and clients quickly with accurate and timely information.

In addition, we utilize social media to best market the recruitment. We have active accounts on LinkedIn, Twitter and Facebook. The use of social media allows us to contact our network and “followers” to alert them to our recruitment announcements, informational updates and reminders. It allows us to stay one step ahead of our competitors.

Alliance Resource Consulting is always searching for new ways technology can help us save our client's money. One way we do this is by using Skype, Facetime or Zoom to interview out of area candidates. Our innovative ways have set us apart from our more traditional competitors. We are able to interact with our candidates swiftly and effectively.

2. *Stakeholder Outreach*

Our firm has used several methods, including stakeholder meetings, community forums and surveys, for stakeholder outreach in a number of previous recruitments. For example, for the previous City of San José City Manager recruitment, our consultants facilitated 13 community outreach meetings where citizens were invited to attend and express their opinions about what they were looking for in city manager candidates. For the City of Alexandria's City Manager recruitment, we also met with special interest groups such as business leaders, Chamber of Commerce members and historic preservation groups.

During the recruitment of the City Administrator for the City of Huntington Beach (CA), the consultants met with each councilperson, each department head, conducted an open citizen forum and a forum for a group of stakeholders comprised of two citizens recommended by each councilperson. For the City Manager recruitment conducted for the City of Moreno Valley (CA), the consultants conducted a community panel as well. Our previous experience in stakeholder outreach makes our firm very qualified to conduct the meetings with the Mayor's Office and City Council Members as well as facilitate multiple stakeholder outreach forums throughout the City that your request for proposal outlined.

Lastly, our firm has significant experience in creating community surveys should you wish to provide this option to your community. We have utilized surveys for many of our recruitments and can prepared them in different languages, if required. The surveys can be accessed on-line, or at our office and our client's office.

3. *Diversity Outreach*

Striving for diversity in our recruitments is a hallmark of our firm. We use a variety of sources for outreach to various minority communities to ensure the desired diversity of our candidate pool. In addition to our personal contacts in various minority communities, we advertise our positions in publications that target minorities in government and further publicize the position through minority organizations such as Blacks in Government and the International Hispanic Network. To ensure a diverse pool, we also create a recruiting list of qualified candidates from communities that have a comparable level of diversity as our client's community.

EXECUTIVE DIRECTOR

Health District of Northern Larimer County

We have created lists for comparable diversity during recruitments for the City Manager for the City of Compton (CA), the City of Tigard (OR), the Assistant City Manager/Chief Operating Officer for the City of Ventura (CA), and the Assistant City Manager for the City of Irvine, CA. The final pool for the City of Irvine included three women among the six finalists. We also collect Equal Employment Opportunity (EEO) information on our candidate pool. This information is accessible to our clients in real time on our company website.

6.4 Weekly Client Updates

Our consultants provide our client contacts written recruitment updates on a weekly basis. These updates include work done that was completed during the week and what we expect to work on the following week.

7 – RECRUITMENT COSTS

We propose a fixed fee of \$38,000 for the work outlined above, which includes up to three main meetings: one to develop the Recruitment Profile (which may occur over several days to ensure all stakeholders are included), one to present our Progress Report, and one to attend the first round of candidate interviews. If additional on-site meetings, community meetings, or stakeholder outreach forums are required, an additional fee of \$2,000 per meeting will be added. Please note that this amount does not include reimbursement of candidates who travel to be interviewed by you. Unless you notify us to the contrary, we will assume that you will handle these reimbursements directly.

Our fee will be split among four equal invoices. All invoices are due and payable upon receipt. We do NOT base our fees on a percentage of the position's salary.

Our billing schedule on a retained fee (and based not on an hourly rate) is as follows:

1st Billing	Due after Start Meeting	First Phase	\$9,500
2nd Billing	Due upon our submittal of a draft recruitment profile	Second Phase	\$9,500
3rd Billing	Due after we meet and submit our Progress Report to you	Third Phase	\$9,500
4th Billing	Due after the client conducts interviews with finalists	Fourth Phase	\$9,500

Please note that this is a standard billing schedule and can be modified as requested.

You may discontinue this assignment at any time by written notification. In the unlikely event that this occurs, you will be billed for all expenses incurred to the date of the cancellation, and for professional fees based upon the time elapsed from the commencement of the assignment to the date of cancellation. If a cancellation occurs within the first 30 days of the assignment, following either verbal or written authorization to proceed, one-third of the professional fee will be due. If a cancellation occurs thereafter, the fee beyond the first one-third will be prorated based upon the number of calendar days which have elapsed. If a cancellation occurs after 90 days, all professional fees will be due in full.

In the event that the Client hires, within one year of completion of this recruitment project, any candidates identified during the Progress Report as a result of Consultant's recruitment project for any position other than the Executive Director, the Client agrees to pay Consultant a fee of \$10,000 for each additional candidate hired.

EXECUTIVE DIRECTOR

Health District of Northern Larimer County

Guarantee

If the selected candidate (recommended by us for hire, and excluding internal candidates) should be terminated within one year from the date of hire, we will conduct a new search at a 25-50% discount from the original fee, in addition to reimbursement for direct expenses related to the new search.

8 – ALLIANCE SUMMARY

Thank you for reviewing our proposal. Should you decide to retain Alliance Resource Consulting for your executive search needs, we will do the following:

- Partner with you and act as an extension of your organization.
- Define a recruitment strategy and timeline, develop a recruitment profile and attract/research prospective candidates.
- Conduct a multi-layered candidate screening analysis on the applicants.
- Communicate frequently and on-time with both the client and candidates.

Our firm's motto is "the Power of Partnership" and we are committed to adding value to your organization's goals and mission. We bring an ethical, transparent and well-documented recruitment process to all our clients.

9 – CONTACT INFORMATION

Cindy Krebs Office: (562) 901-0769 x336
Fax: (562) 901-3082
E-mail: ckrebs@alliancerc.com

Sherrill Uyeda Office: (562) 901-0769 x331
Fax: (562) 901-3082
E-mail: suyeda@alliancerc.com

ALLIANCE RESOURCE CONSULTING LLC HEADQUARTERS

1 Centerpointe Drive, Suite 440
La Palma, CA 90623

TALLAHASSEE, FLORIDA

SEATTLE, WASHINGTON

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 twitter.com/GoAllianceRC

 Alliance Resource Consulting LLC

EXECUTIVE DIRECTOR

Health District of Northern Larimer County

APPENDIX–A BIOGRAPHIES

Cindy Krebs – National Director

Cindy would be the lead for this recruitment. Cindy has worked with Alliance Resource Consulting since 2012. In that time, she has helped to place more than 250 well-qualified individuals in leadership positions at utility districts, non-profit organizations, cities, and counties, cultivating countless professional relationships along the way.

Prior to joining Alliance Resource Consulting, Cindy served in a number of high profile positions that benefitted from her excellent project management, communication, leadership, and organizational skills. Known as a creative problem solver and consensus builder, Cindy is highly adept at working with executives, managers, support staff, Board members, and community groups.

Cindy holds Bachelor of Art degrees in Communications and Spanish. She is also a graduate of CORO's Orange County Leadership program. Cindy is a dedicated community volunteer who loves spending time with her family and friends, participating in outdoor activities, pursuing creative endeavors, and learning.

Sherrill A. Uyeda – Founding Partner

Sherrill would assist with this recruitment. Sherrill has over twenty years of public sector executive search experience. She began her career in 1998 as an executive search consultant with MAXIMUS. In 2004, she co-founded Alliance Resource Consulting LLC with Eric Middleton.

Sherrill has an impressive track record of recruiting high-profile government executives across the nation in various industries. Additional areas of expertise include facilitating community forums and outreach meetings, conducting multi-lingual citizen surveys, and handling compensation and benefit negotiations.

Sherrill graduated from the University of Southern California, with both a Bachelor of Arts degree in Communication Arts and Sciences and a Master of Public Administration degree. She is a member of the Society for Human Resources Management.

EXECUTIVE DIRECTOR

Health District of Northern Larimer County

APPENDIX–B REFERENCES

City and County of San Francisco, CA

Name: Kate Howard

Title: Managing Deputy Human Resources Director

Phone #: (415) 557-4944

Email: kate.howard@sfgov.org

City of San Jose, CA

Name: Sharon Zimmerman

Title: Senior Employment Analyst, Human Resources Department

Phone #: (408) 975-1443

Email: sharon.zimmerman@sanjoseca.gov

Mendocino County, CA

Name: Juanie Cranmer

Title: Human Resources Manager

Phone #: (707) 234-6602

Email: cranmerj@mendocinocounty.org

Health District of Northern Larimer County





Diversity and inclusion are an integral part of Raftelis' core values.

We are committed to doing our part to fight prejudice, racism, and discrimination by becoming more informed, disengaging with business partners that do not share this commitment, and encouraging our employees to use their skills to work toward a more just society that has no barriers to opportunity.

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Fee

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September 23, 2021

Michael Liggett
Board President
Health District of Northern Larimer County
120 Bristlecone Drive
Fort Collins, Colorado 80524

Dear Mr. Liggett and Board members:

We are pleased to submit this proposal for executive search services to assist the Health District of Northern Larimer County with the recruitment of an Executive Director. Our focus has always been to help local government, special district, and utility clients solve their financial, organizational, and technology challenges. We are dedicated to providing management consulting services, including executive search, to organizations across the country.

The Novak Consulting Group (TNCG) and Raftelis have always shared a focus on delivering lasting solutions for public-sector agencies. In January 2020, TNCG joined Raftelis. Today, we provide our clients with wide-ranging capabilities and resources in financial, management, technology, and communications consulting for all areas of local government. Our clients now have the expertise of over 120 of the country's leading public-sector consultants. We know that our combined capabilities and resources will provide added value to our clients.

Our project team for the Health District of Northern Larimer County comprises skilled professionals, seasoned in local government management with search experience across the country. Our team has completed over 210 searches, and we have had significant success in identifying and retaining successful candidates who meet each organization's unique set of needs and expectations. We are confident our approach will result in a successful leader for the organization. Our mission is to strengthen communities, and we do this by helping them find the best leaders to help move their organizations forward.

We look forward to the opportunity to serve the Health District of Northern Larimer County. If you have any questions, please contact Catherine Tuck Parrish, our executive search practice leader, using the following contact information.

Catherine Tuck Parrish, Vice President
Phone: 240.832.1778 / Email: ctuckparrish@raftelis.com

Sincerely,

A handwritten signature in black ink, appearing to read 'Julia Novak'.

Julia Novak
Executive Vice President

Executive Search Strategy

When organizations need to fill key positions, they turn to Raftelis and benefit from this guiding principle: meaningful hiring involves finding the right employee and preparing them for ongoing success. Our approach to executive search services comprises three key phases.

Inquiring, Understanding, and Defining

Each of our clients has a unique culture and set of objectives. Because selecting the right individual is critical to success, we begin our relationship by conducting a needs assessment to identify the specific benchmarks the search must accomplish. We will identify qualifications and requirements as well as map out the new hire's first-year goals, so both our client and the employee remain on the same track for success. We will build an accurate position profile, thus ensuring we attract the right people for the position.

Candidate Search and Evaluation

To reach the right candidates, Raftelis/TNCG customizes each search process to fit the client's needs. Often, the professionals who best fit an open position are already employed and not searching for a traditional job posting. So, we leverage our extensive, diverse professional network to attract the best talent nationwide. We have been successful in identifying a candidate pool that is racially, ethnically, and gender diverse. We are committed to helping local government leadership positions reflect the communities they serve. We work closely with several organizations that support this goal, and we advertise in national publications that target people of color and women, including the National Forum of Black Public

Administrators (NFBPA), Local Government Hispanic Network, and the League of Women in Government. We intentionally seek well-qualified women and people of color, so our clients have excellent choices. Once the right candidates are found, we help manage the hiring process from interviews to background checks. Our in-depth service empowers clients to achieve their goals at every step.

39% of our recruitments resulted in the hiring of women.

21% of our recruitments resulted in the hiring of people of color.

Supporting Success

We support the top candidate's long-term success by creating a goals-driven work plan actionable from day one. Many firms focus solely on finding qualified applicants, leaving the client on their own once the position is filled. Our team, however, uses the objectives gathered during the inquiry stage to prepare new hires for their first year. We follow up to ensure continued progress, productivity, and satisfaction for the employee and our client.

We take a tailored, goals-based approach to each recruitment. By looking beyond the hiring process, our holistic view ensures that each candidate will fit the role as well as the organization. In the end, we are not just looking for a successful professional; we are finding the right employee to be successful in their new position long after they are hired.

Work Plan

THE FOLLOWING PROVIDES A DETAILED DESCRIPTION OF OUR WORK PLAN FOR THE EXECUTIVE DIRECTOR RECRUITMENT.

Activity 1 – Develop Candidate Profile

Our project team will begin this engagement by developing a clear picture of the successful candidate for this position. We will first speak with each Board member of the Health District and then meet with the Board together. We will also facilitate meetings to gather input from key management staff and other key stakeholders. Our team will discuss not just the technical skills needed for the position but also what makes for the right organizational fit in terms of traits and experiences.

We generally conduct our initial work, candidate review meeting, and interviews in person and are well situated to do that. However, we can facilitate this work via video calls, online mechanisms, or small group meetings to adhere to local public health protocols and/or to facilitate convening groups more quickly. We have done this successfully for all phases of recruitments based on the needs of our clients.

Based on the information learned from our meetings, our team will develop a recruitment plan and timeline that includes Colorado and the nation. We will prepare a position profile that is unique to the Health District of Northern Larimer County. The profile will identify the organization's needs, the strategic challenges of the position, and the personal and professional characteristics of the successful candidate. This document drives the recruitment. It focuses our efforts on the most capable candidates, and it helps us to persuade candidates to pursue the position.

We will also develop first-year organizational goals for the successful candidate. These goals will ensure that the applicants know what will be expected of them should they be hired, the Board has thought about what it wants the person to accomplish in the first year, and the successful candidate can hit the ground running with a work plan. Once drafted, we will review the recruitment plan and timeline, position profile, and first-year goals with the hiring manager. Modifications will be made as necessary before recruitment begins.

DELIVERABLES:

- Detailed recruitment process documents, including recruitment plan and timeline, position profile, and first-year goals

Activity 2 – Conduct Active Recruitment and Screening

As part of the recruitment plan, we will identify key states and metro areas to focus our targeted recruitment. Our team will prepare and place advertisements in state and national publications and websites to attract candidates from throughout the United States. While this will be a national search, we will target our efforts to those key areas identified in the recruitment plan.

We will place job postings with national, state, and regional professional organizations that are appropriate for the position and other places as identified in the recruitment plan.

As soon as the advertisements are completed, our team will begin the process of actively and aggressively marketing the position and identifying qualified candidates for assessment. We will pinpoint individuals and jurisdictions to reach out to directly through phone and email. We will also utilize social media (LinkedIn, Twitter, and Facebook) to broaden our reach. We have found that this combination of outreach is an effective way to reach top applicants, especially those who are not currently in the job market but may be willing to consider a move to an excellent organization like the Health District.

Our team will reach out to the applicants in our extensive database as well as the prospective candidates we have targeted in previous recruitments for similar jurisdictions. We will also develop a list of additional candidates to pursue based on the Health District's unique needs. Our outreach includes seeking well-qualified women and people of color and encouraging them to apply.

As applications are received, we will acknowledge each one and keep applicants aware of the status of the process. We will screen each applicant against the position profile and first-year goals. We will conduct interviews via phone or videoconference with those who most closely meet the profile to learn more about their interest, qualifications, and experience for this position. A written summary of these candidates will be prepared and shared with Health District. We will then meet with the Board to review the most qualified candidates who have the requisite skills, experiences, and traits needed for success in the position. Based on the Health District's direction, we will finalize a list of four to six candidates to invite for in-person interviews.

DELIVERABLES

- Placement of ads and job postings
- Targeted outreach to passive candidates
- Candidate review materials including screening results and internet search

Activity 3 – Support Interviews and Selection

Each person you wish to interview will then be contacted again by our recruitment team. Our project team will plan and facilitate a multi-step interview process specific to the position. The process could include writing exercises, presentations, panel interviews, tours, and a key staff meet-and-greet. A book that contains customized interview questions and information about each of the candidates invited to interview will be provided to those involved in the interview process. We will also facilitate pre- and post-interview briefings.

Our team will coordinate the logistics of the process and provide the candidates with the details along with any travel policy requirements or other information. We will also work with a Health District contact to ensure a suitable venue is arranged for the interviews. Expenses for the candidates will be borne and reimbursed directly by Health District.

The Board will select the top candidate. We can help make a well-informed choice by framing what we have learned about the candidates in the context of the position and its requirements. We will speak with candidates' references to confirm the strength of their credentials. We will also conduct a media check to review published information found in search engines, online publications, and social media. Reference and background checks will be performed based on direction from the Board.

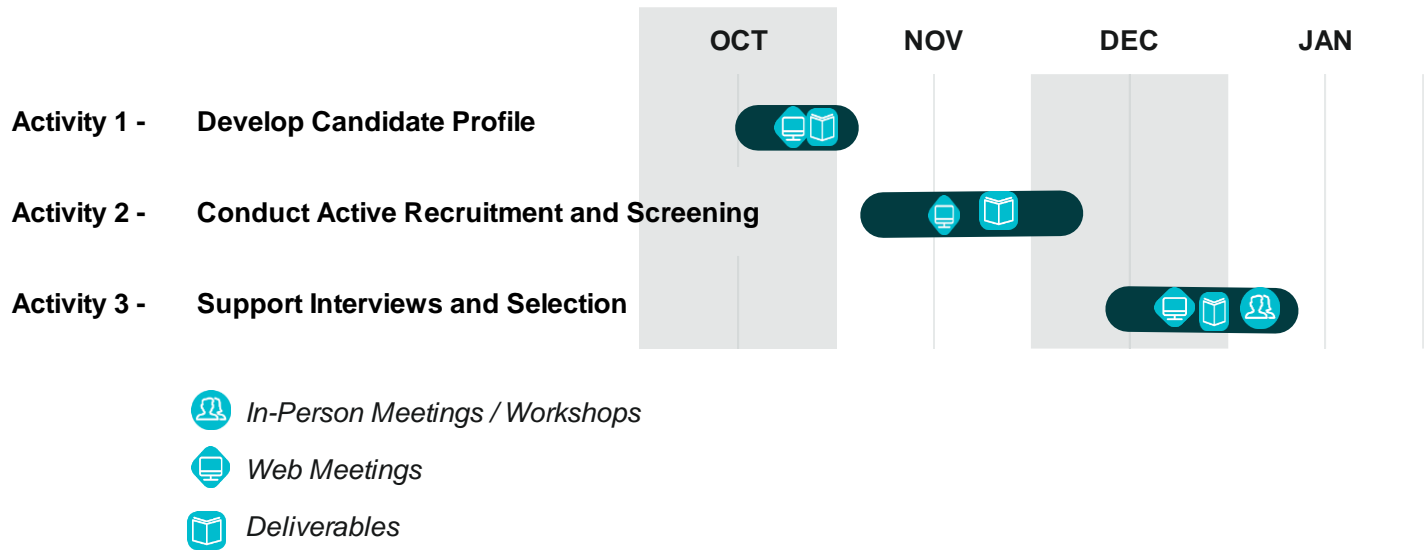
We also can assist in negotiating the employment offer, if requested. We will keep candidates apprised of their status and release them at the appropriate time.

DELIVERABLES

- Interview book materials including references and background checks

Recruitment Schedule

Included below is a draft timeline. We expect to review this with the Board during Activity 1 and adjust it as necessary as we develop the recruitment plan.



References

Raftelis/TNCG is uniquely positioned to perform this recruitment because of our knowledge of local government and special districts and our extensive network across the nation. Our clients tell us we are more than just consultants—we are trusted advisors. The following table lists a few comparable recruitments we have conducted and references for each of them.

Client	Reference
City of Hillsboro, Oregon <ul style="list-style-type: none"> Assistant City Manager (2020) Library Director (2014, 2020) City Manager (2019) Assistant City Manager, Community and Organizational Engagement (2018) Fire Chief (2017) Police Chief (2013) Human Resources Director (2012) 	<p>Robby Hammond, City Manager (503) 681-5214 robby.hammond@hillsboro-oregon.gov</p> <p>Lisa Colling, Human Resources Director (503) 681-6460 lisa.colling@hillsboro-oregon.gov</p>
Spokane Regional Health District <ul style="list-style-type: none"> Deputy Administrative Officer (2021) Health Officer (2021) HR Manager (in progress) 	<p>Amelia Clark, DrPH, MA, Administrative Officer (509) 324-1518 aclark@srhd.org</p>
Washington County, Oregon <ul style="list-style-type: none"> County Counsel (2020) County Administrator (2019) Interim County Administrator (2019) 	<p>Kathryn Harrington, Chair (503) 846-8681 kathryn.harrington@oregonmetro.gov</p> <p>Tanya Ange, County Administrator (503) 846-8685 tanya_ange@co.washington.or.us</p>
City of Fort Collins, Colorado <ul style="list-style-type: none"> Community Services Director (2021) Compensation, Benefits, and Wellbeing Leader (2021) Environmental Services Director (2021) Deputy City Manager (2020) Community Development and Neighborhood Services Director (2020) 	<p>Teresa Roche, Chief Human Resources Officer (970) 221-6535 troche@fcgov.com</p> <p>Catherine MacGowan, HR Partner (970) 221-6819 cmaggowan@fcgov.com</p>
City of Boulder, Colorado <ul style="list-style-type: none"> City Attorney (2021) City Manager (2020) HRIS Manager (2020) Human Resources Senior Manager (2020) Independent Police Monitor (2020) Planning and Development Services Director (2020) 	<p>Chris Meschuk, Deputy City Manager (303) 441-3388 meschukc@bouldercolorado.gov</p> <p>Jen Sprinkle, Human Resources Director (303) 441-3048 sprinklej@bouldercolorado.gov</p>

Client	Reference
<ul style="list-style-type: none"> • Total Rewards Senior Manager (2020) • Human Resources Director (2017) 	
<p>Loudoun County, Virginia</p> <ul style="list-style-type: none"> • Community Corrections Director (2021) • Assistant County Administrator (2014, 2017, 2018, 2020) • Chief Financial Officer (2020) • Director of Family Services (2016, 2020) • Director of Information Technology (2020) • Planning and Zoning Director (2018) • Systemwide Fire Chief (2018) • Assistant Director of Human Resources (2018) • County Attorney (2014) • Director of Mapping and Geographic Information (2017) • Finance Director (2016) • Mental Health, Substance Abuse, and Developmental Services Director (2015) • Director of Animal Services (2015) • Director of Parks, Recreation and Community Services (2014) • Director of Planning and Zoning (2014) • Director of Economic Development (2013) 	<p>Tim Hemstreet, County Administrator tim.hemstreet@loudoun.gov</p> <p>John Sandy, Assistant County Administrator john.sandy@loudoun.gov</p> <p>Jeanette Green, Human Resources Director (703) 777-0213 jeanette.green@loudoun.gov</p>

Who We Are

RAFTELIS AND THE NOVAK CONSULTING GROUP, STRENGTHENING ORGANIZATIONS FOR THE COMMUNITIES THEY SERVE AND THE PEOPLE WHO WORK IN THEM

Raftelis/TNCG provides public-sector organizations with insights and expertise to help them operate as high-performing, sustainable entities providing essential services to their citizens. We help our clients solve their financial, organizational, technology, and communication challenges, achieve their objectives, and, ultimately, make their communities better places to live, work, and play.

TNCG is Now Part of Raftelis

The Novak Consulting Group and Raftelis have always shared a focus on delivering lasting solutions for public-sector agencies. In January 2020, The Novak Consulting Group joined Raftelis. Today, we provide our clients with wide-ranging capabilities and resources in financial, management, technology, and communications consulting for all areas of local government. Our clients now have the expertise of more than 120 of the country's leading public sector consultants, who have decades of local government experience. We know that our combined capabilities and resources will provide added value to our clients, and we're excited about what we can accomplish together.

Firm History

Raftelis is a subchapter S-Corporation incorporated in the state of North Carolina on April 23, 2004. The predecessor to Raftelis, Raftelis Environmental Consulting Group, Inc., was established on May 10, 1993 by George A. Raftelis to provide financial and management consulting services of the highest quality to public-sector clients. In 1999, the firm's name was changed to Raftelis Financial Consulting, PA. Following the sale of a portion of the firm to a group of employees on April 22, 2004, the firm's name changed to Raftelis Financial Consultants, Inc., which remains the firm's legal name. We currently do business as Raftelis.

Number of Staff

The Health District of Northern Larimer County will have the support of our full staff of 146 employees, including 127 consultants and 19 support staff to provide administrative, billing, and graphic design services.

Number of Clients Served

Our staff has assisted more than 1,200 local governments and utilities across the U.S., including some of the largest and most complex agencies in the nation.

+ VISIT [RAFTELIS.COM](https://raftelis.com) OR [THENOVAKCONSULTINGGROUP.COM](https://thenovakconsultinggroup.com) TO LEARN MORE

Firm Capabilities



Finance

- Affordability
- Debt issuance support
- Financial and capital planning
- Rate, charge, and fee studies



Technology

- Billing, permitting, and customer information audits
- Business process development
- Data management, analytics, and visualization
- Performance measurement and dashboarding
- Software solutions



Management

- Executive recruitment
- Organizational and operational assessments
- Program development and implementation support
- Strategic planning



Communication

- Graphic design and creative services
- Media and spokesperson training
- Public involvement and community outreach
- Risk and crisis communication
- Social media strategy
- Strategic communication planning



The Right Fit



RESOURCES & EXPERTISE

This engagement will require the resources necessary to effectively recruit for your unique position and the skillsets to complete all of the required components.

With over 120 consultants, Raftelis/TNCG has one of the largest local government management and financial consulting practices in the nation. Our depth of resources will allow us to provide the Health District of Northern Larimer County with the technical expertise necessary to meet your objectives. In addition to having many of the industry's leading management and financial consultants, we also have experts in key related areas, like stakeholder engagement and data analytics, to provide additional insights as needed.



DECADES OF COLLECTIVE EXPERIENCE

Our associates and subject matter experts have decades of experience in strengthening local municipalities and nonprofit organizations.

They've served in a wide range of positions, from city manager to public works director to chief of police.



PERSONAL SERVICE FROM SENIOR-LEVEL CONSULTANTS

You appreciate it when deadlines are met, phone calls are returned, and your challenges are given in-depth, out-of-the-box thinking.

While other firms may assign your business to junior-level people, our approach provides exceptional service from senior-level consultants.



NICHE EXPERTISE

Our expertise lies in strengthening public-sector organizations.

We're consulting specialists rather than generalists, focusing our strengths to do a highly effective job for a specific group of clients.

Recent Executive Search Experience

Client	Position
AZ Clarkdale	Town Manager
AZ Cottonwood	City Manager
AZ Oro Valley	Chief Financial Officer
AZ Oro Valley	Police Chief
AZ Payson	Town Manager
AZ Peoria	Human Resources Director
AZ Scottsdale	Economic Development Director
AZ Yuma	City Administrator
CO Aspen	Community Development Director
CO Boulder	City Manager
CO Boulder	HRIS Manager
CO Boulder	Human Resources Director
CO Boulder	Independent Police Monitor
CO Boulder	Planning and Development Services Director
CO Boulder	Total Rewards Senior Manager
CO Fort Collins	Deputy City Manager
CO Lafayette	City Administrator
CO Louisville	City Manager
CO Louisville	Director of Parks and Recreation
CO Louisville	Director of Planning and Building Safety
CO Loveland	Budget Manager*
CO Loveland	Chief Financial Officer*
CO Loveland	Economic Development Director*
CO Northglenn	Human Resources Director
CT Greenwich	Town Administrator
CT Mansfield	Town Manager
CT Meriden	City Manager
CT Windsor	Police Chief
DE Kent County	County Engineer/Public Works Director

Client	Position
DE Lewes	Municipal Planning and Development Officer
DE Milford	City Manager
DE Milton	Town Manager
DE Rehoboth Beach	City Manager
IA Cedar Rapids	Utilities Director
IL Peoria County	Director, Animal Protection Services
IN Bloomington	Traffic and Transportation Engineer
KS Baldwin City	City Administrative Officer
KS Edgerton	Building Inspector
KS Edgerton	Community Development Director
KS Johnson County	Human Resources Director
KS Merriam	Finance Director
KS Tonganoxie	City Manager
LA Orleans Parish School Board	Chief Operations Officer
MD Aberdeen	Director of APG Privatization
MD Aberdeen	Police Chief
MD Aberdeen	Public Works Director
MD Berwyn Heights	Code Supervisor
MD Berwyn Heights	Town Administrator
MD Cambridge	City Manager
MD Charles County	Director of Community Services*
MD Charles County	Engineer IV*
MD Gaithersburg	City Manager
MD Gaithersburg	Director of Finance and Administration
MD Gaithersburg	Engineering Services Division Chief
MD Gaithersburg	Finance Director
MD Gaithersburg	Public Works Director
MD Garrett Park	Town Manager
MD La Plata	Planning Director

Client	Position
MD La Plata	Police Chief
MD La Plata	Town Manager
MD La Plata	Town Treasurer
MD Mount Rainier	City Manager
MD New Carrollton	City Administrative Officer
MD Ocean Pines Association	General Manager
MD Riverdale Park	Town Manager
MD Rockville	City Manager
MD Rockville	Community Planning and Development Services Director
MD Sykesville	Town Manager
MD Takoma Park	Deputy City Manager*
MD Westminster	Finance Director
MD Westminster	Human Resources Director
MI Ann Arbor	Human Resources Director
MI Novi	Assistant City Manager
MI Novi	Finance Director
MI Oakland County	Human Resources Director
MI Rochester Hills	Chief Financial Officer
MO Chesterfield	City Administrator
MO Clayton	City Manager
MO Lee's Summit	Human Resources Director
MT Helena	City Manager
NH Keene	City Manager
NM Las Cruces	City Manager
NY Batavia	City Manager
NY Oneonta	City Manager
OH Centerville	City Manager
OH Cleveland Heights	City Manager
OH Cleveland Heights	Finance Director

Client	Position
OH Dayton	Financial Officer
OH Dublin	City Manager
OH Dublin	Director of Public Service
OH Granville	Village Manager
OH Hilliard	City Manager
OH Hudson	City Manager
OH Jackson Township	Township Administrator
OH Miami Township	Township Administrator
OH Moraine	City Manager
OH Oberlin	Fire Chief
OH Oberlin	Police Chief
OH Portsmouth	City Manager
OH Prairie Township	Township Administrator
OH Sandusky	City Manager
OH Solid Waste Authority of Central Ohio (SWACO)	Director of Administration
OH The Port - an Ohio Port Authority	Industrial Development Manager
OH The Port - an Ohio Port Authority	Vice President of Communications and Marketing
OH The Port - an Ohio Port Authority	Vice President of Economic Equity
OH Union County	County Administrator
OH Upper Arlington	Assistant City Manager*
OH Upper Arlington	Police Chief
OH Washington Township	Township Administrator
OH West Chester Township	Township Administrator
OH Westerville	City Manager
OH Westerville	Deputy Director of Planning and Development
OH Westerville	Finance Director
OH Worthington	Assistant Fire Chief
OR Beaverton	Interim City Manager
OR Hillsboro	Library Director

Client		Position
OR	Hood River	Public Works Director
OR	Lake Oswego	City Attorney
OR	Lane County	Public Works Director
OR	Newberg	Assistant City Manager
OR	Newberg	Public Works Director
OR	Washington County	County Administrator
OR	Washington County	County Counsel
OR	Washington County	Interim County Administrator
PA	Breakneck Creek Regional Authority	Manager
PA	Carlisle Borough	Police Chief
PA	Farrell	City Manager
TX	Abilene	City Engineer
TX	Abilene	Library Director
TX	Lancaster	Assistant City Manager
TX	Lancaster	Finance Director
TX	University Park	Human Resources Director
VA	Albemarle County	Chief Financial Officer
VA	Alexandria	Controller
VA	Arlington County	Central Library Services Division Chief*
VA	Arlington County	Housing Director*
VA	Ashland	Town Manager
VA	Bedford County	County Administrator
VA	Bedford County	Deputy Fire Chief*
VA	Bedford County	Finance Director
VA	Fairfax	City Manager
VA	Fairfax	Police Chief
VA	Fairfax County	County Executive
VA	Fairfax County	Deputy County Executive
VA	Harrisonburg	City Manager
VA	Harrisonburg	Human Resources Director

Client		Position
VA	Harrisonburg	Police Chief
VA	Leesburg	Town Attorney
VA	Loudoun County	Animal Services Director
VA	Loudoun County	Assistant County Administrator
VA	Loudoun County	Assistant Director of Human Resources
VA	Loudoun County	Chief Financial Officer
VA	Loudoun County	County Attorney
VA	Loudoun County	Economic Development Director
VA	Loudoun County	Family Services Director
VA	Loudoun County	Finance Director
VA	Loudoun County	Mapping and Geographic Information Director
VA	Loudoun County	Mental Health, Substance Abuse, and Developmental Services Director
VA	Loudoun County	Parks, Recreation, and Community Services Director
VA	Loudoun County	Planning and Zoning Director
VA	Loudoun County	Systemwide Fire Chief
VA	Newport News	Engineering Director
VA	Newport News	Waterworks Director
VA	Virginia Retirement System	Human Resources Director
VA	Warrenton	Town Manager
WA	Camas	City Administrator
WA	Sammamish	Public Works Director
WA	Shoreline	Administrative Services Director
WA	Shoreline	City Manager
WA	Shoreline	Human Resources and Organizational Development Director
WA	Spokane Regional Health District	Deputy Administrative Officer
WI	Central Brown County Water Authority	Manager
WI	Mequon	City Administrator
WV	Morgantown	City Manager

Catherine Tuck Parrish

PROJECT DIRECTOR

Vice President – Executive Search

PROFILE

Catherine has 30 years of management experience working for local governments of all sizes, nonprofit organizations, and associations. She leads the firm's executive search practice and has conducted over 160 searches for manager/ administrator; police chief; fire chief; directors of public works, planning, economic development, finance, human resources, and human services; and many other key positions in local governments across the country.

In addition to executive recruitment, she has facilitated numerous governing body workshops, staff retreats, and strategic planning sessions. Her work as a consultant includes project management and contributions to several local government projects such as process improvement studies, departmental assessments, planning and permitting process reviews, and policy development.

Catherine's most recent local government experience was as deputy city manager in Rockville, Maryland, where she oversaw parks and recreation, human resources, information technology, finance, neighborhood resources (citizen engagement), communications, customer service, and intergovernmental functions. She also served as acting city manager in Rockville for nearly a year. Before joining the City of Rockville, Catherine served as assistant to the county executive in Fairfax County, Virginia, working on change management issues, including a new pay system, employee surveys, implementation plans, and internal communication improvements. Catherine also served as an ethics advisor at the International City/County Management Association (ICMA), counseling elected officials and citizen groups regarding employment agreements, form of government issues, and recruitment. Additionally, she worked for the city of Denton, Texas.

She chaired the ICMA's Acting Manager Task Force, which produced a handbook for interim managers. She also led the Maryland City/County Management Association (MCCMA) as president and vice president. She served as president, vice president, and secretary of the Metropolitan Association of Local Government Assistants in the Washington, D.C. metro area. Catherine has spoken at national and state conferences on a variety of topics, including recruitment trends, civility, effective councils, ethics, forms of government, human resources, long-term financial planning, budget strategies, developing high performing organizations, and leadership. She has also spoken at the National League of Cities' Leadership Training Institute on recruiting and evaluating the CEO. She is a certified instructor of the Myers-Briggs Type Indicator instrument.



Specialties

- Executive search
- Strategic planning
- Facilitation
- Strategy development and implementation
- Community engagement
- Employee engagement

Professional History

- Raftelis: Vice President (2020-present)
- The Novak Consulting Group: Executive Search Practice Leader (2010-2020)
- Management Partners: Senior Manager (2009-2010)
- City of Rockville, Maryland: Deputy City Manager/Acting City Manager/Assistant City Manager (2001-2009)
- Fairfax County, Virginia: Assistant to the County Executive (1998 -2001)
- ICMA: Ethics Advisor/ Senior Local Government Programs Manager (1994-1998)
- City of Denton, Texas: Administrative Assistant to the City Manager (1990-1994)

Education

- Master of Public Administration - University of Kansas (1990)
- Bachelor of Arts in Communication Studies/Personnel Administration - University of Kansas (1988)

Professional Memberships

- International City/County Management Association (ICMA)
- Engaging Local Government Leaders (ELGL)
- Maryland City/County Management Association (MCCMA)

Heather Gantz

LEAD RECRUITER

Manager

PROFILE

Heather has over 20 years of leadership experience in recruiting, talent acquisition, and executive search, with the last 13 years focused on local government. She leads executive searches for the firm, where she is known for her thoroughness as well as engendering trusting relationships with both the client and candidate while providing exceptional customer service throughout the process.

Heather has conducted over 65 searches in the public sector. She has delivered positive search outcomes for dozens of high profile public organizations and is an expert at guiding strategy and tailoring outreach to find even the most niche candidates. Heather has successfully recruited for city and county managers and administrators, deputy and assistant managers, human resources, finance, community and economic development, public safety, parks and recreation, public works, and many more local government professionals. In addition, she has led numerous executive-level searches in the social/nonprofit sector and recruited leadership positions for technology, creative, accounting, and finance professionals in the private sector.

In addition to executive recruitment, Heather has experience supporting organizational effectiveness. She is known for providing effective leadership development and contributing to employee growth and development initiatives. Heather has advised individuals and small groups on career transition and job search strategies. Topics include knowledge and skill assessment, resume development, LinkedIn, networking, interview preparation, and salary and offer negotiation. Heather has also completed several leadership evaluations and performance reviews for local government leaders.

Heather has a passion for supporting diversity and innovation in the public sector. She served as an early Advisory Board Member for ELGL and remains an active and involved member in support of their mission of engaging the brightest minds in local government. In addition, Heather has served as a recurring speaker and presenter at the Northwest Women's Leadership Academy (NWWLA) in support of advancing women into leadership roles from a variety of backgrounds in local government.



Specialties

- Executive Search
- Leadership Development
- Employee Growth and Development
- Innovation
- Facilitation
- Project Management
- Community Engagement
- Diversity of Thought

Professional History

- Raftelis: Manager (2020-present)
- Waldron: Director (2007-2020)
- Private Sector Recruiter (1996-2007)

Education

- Bachelor of Arts in Business Management - University of Phoenix (2000)

Professional Memberships

- Engaging Local Government Leaders (ELGL)

Carly Trimboli

RECRUITMENT SPECIALIST

Associate Consultant

PROFILE

Before joining Raftelis in 2021, Carly served as the Associate Director of the University of Cincinnati Carl H. Lindner College of Business Career Services Center.

As an Associate Director for Career Services, Carly supervised several staff members and managed a caseload of over 600 undergraduate and graduate marketing students, providing career development and coaching services related to job search strategies. She partnered with local, regional, and national employers to identify and hire top talent. Carly also led curriculum design and content for all career-related courses required for business students through continuous improvement, data-driven decision making, and best practices for instructional pedagogy. *Creating and Improving a Career Success Strategies Course* was recently published in the National Association of Colleges and Employers Journal in late 2020. This publication analyzed confidence outcomes for undergraduate business students over a three-year period utilizing pre- and post-assessment data.

Prior to working in Career Services, Carly was an academic advisor for business students and a career counselor for UC's regional campus in Blue Ash, Ohio.

Carly has a Bachelor of Science in communication from Ohio University and a master's in counselor education (school counseling) from The Ohio State University.



Specialties

- Executive search
- Recruiting
- Data analysis

Professional History

- Raftelis: Associate Consultant (2021-present)
- University of Cincinnati Carl H. Lindner College of Business Career Services Center, Associate & Assistant Director (2015-2021)
- University of Cincinnati Carl H. Lindner College of Business Undergraduate Programs Office, Assistant Director (2013-2015)
- University of Cincinnati Blue Ash College, Career Counselor (2008-2013)

Education

- Master of Arts, School Counseling, The Ohio State University, Columbus, OH (2008)
- Bachelor of Science in Communication, Ohio University, Athens, OH (2006)

Fee

The total fixed fee to complete the Executive Director recruitment, as outlined in this proposal, is \$31,500. This includes all professional fees and expenses for Raftelis.

We estimate the following additional costs to the Health District, which would be billed at cost.

Advertising	Approximately \$2,000-\$2,500
Background checks	Estimated at \$175-\$500/finalist
Finalists' interview travel	Borne and reimbursed directly to the finalists by Health District

Advertising and background checks are invoiced as completed. The fixed fee will be invoiced as follows:

Activity 1 – \$11,830	After delivery of the recruitment documents <ul style="list-style-type: none">• Recruitment plan• Recruitment brochure• First-year goals
Activity 2 – \$11,710	After the candidate review
Activity 3 – \$7,960	After the interviews are completed

MEMO

TO: Health District Board of Directors
FROM: Carol Plock, Executive Director
DATE: September 24, 2021
RE: Possible change to Policy 99-5

There is a request that would require a change to Policy 99-5; the attached language has been drafted for your consideration. Here is the history:

Board member Johanna Ulloa Giron asked whether the Health District might be able to providing funding for some of the costs of a community Dia de Muertos (Day of the Dead) celebration. The community group planning the celebration intend to include several activities, including a display of altars, a community ceremony, and a community parade in downtown Fort Collins. In her words, "I think this is a perfect match for the Health District as promoting culture is a way to ensure the promotion of health in our communities. In this case, creating a space for collective grieving seems to be one of the most needed processes in our community in general. Please see La Cultura Cura." The request was not to provide funding to any group, but rather pay for a particular expense, for example a portion of the location fees, The group would include the logo of the District.

Although the Health District hasn't sponsored an event that's not directly related to our specific projects for many years (and don't have a specific budget for it), I remembered that we did have a policy that might relate. However, when we looked it up, it wasn't quite on point. Attached to this is a possible change to the wording.

When I responded to Johanna, I asked whether it might be possible for the Health District to have a culturally attuned health-related sign or banner at the event, for example, to promote COVID vaccinations. Although the event is a celebration of loved ones who have gone before us, and we wouldn't want to interfere with that spirit, helping to *prevent* preventable deaths is something to celebrate too. Johanna's response was that a really good banner would be an amazing idea.

If the policy is revised, it is likely that this year we could find unspent funds that could be utilized, although in future years, we would want to include the funds in the budget.

HEALTH DISTRICT OF NORTHERN LARIMER COUNTY
**99-5 Pol: District Sponsored Attendance at
Nonprofit Fundraising Events, or District Sponsorship of
Nonprofit Events When Important Health Messaging
Opportunity Exists**

Approved June 16, 1999
Ratified June 24, 2003
[possibly Ratified September 28, 2021]

Purpose of Policy: To represent and promote the Health District at community nonprofit fundraising events, or to sponsor a significant community nonprofit event when an important health messaging opportunity exists, and to show support for other community agencies.

Policy: The District may sponsor representatives of the Health District staff and board at nonprofit fundraising events benefiting organizations in the district's boundaries, or it may sponsor significant nonprofit events when an important health messaging opportunity exists, as long as:

- The events' purpose is compatible with the mission of the Health District,
- Tax dollars are not used,
- The amount does not exceed ~~\$1,500~~3,000 dollars per event and ~~\$6,000~~4,500 per fiscal year (not including the cost of the health messaging), and
- Sponsorship has been approved by the Executive Director.

ADOPTED, on the 16th day of June, A.D., 1999
RATIFIED, on this 24th day of June, A.D., 2003
[possibly RATIFIED, on this 28th day of September, A.D., 2021]

Attest:

Michael D. Liggett, President

Molly J. Gutilla, Vice President

Celeste Kling, Liaison to PVHS

Johanna Ulloa Giron, Secretary

Joseph W. Prows, Treasurer

HEALTH DISTRICT
of Northern Larimer County
June 2021
Summary Financial Narrative

Revenues

The Health District is 3.0% ahead of year-to-date tax revenue projections. Interest income is 86.6% behind year-to-date projections. Lease revenue is at year-to-date projections. Yield rates on investment earnings remained the same at 0.24% (based on the weighted average of all investments). Fee for service revenue from clients is 9.7% behind year-to-date projections and revenue from third party reimbursements is 8.4% ahead of year-to-date projections. Total operating revenues for the Health District (excluding grants and special projects) are 0.1% ahead of year-to-date projections.

Expenditures

Operating expenditures (excluding grants and special projects) are 19.8% behind year-to-date projections. Program variances are as follows: Administration 12.4%; Board 60.1%; Connections: Mental Health/Substance Issues Services 26.1%; Dental Services 17.5%; MH/SUD/Primary Care 19.4%; Health Promotion 16.8%; Community Impact 22.7%; Program Assessment and Evaluation 13.6%; Health Care Access 16.8%; and Resource Development 13.2%.

Capital Outlay

Capital expenditures are 1.7% behind year-to-date projections.

HEALTH DISTRICT OF NORTHERN LARIMER COUNTY
BALANCE SHEET
As of 6/30/2021

ASSETS

Current Assets:	
Cash & Investments	\$7,921,899
Accounts Receivable	161,633
Property Taxes Receivable	2,419,621
Specific Ownership Tax Receivable	55,560
Prepaid Expenses	38,946
Total Current Assets	<u>10,597,658</u>
Property and Equipment	
Land	4,592,595
Building and Leasehold Improvements	7,171,247
Equipment	1,214,487
Accumulated Depreciation	(3,035,752)
Total Property and Equipment	<u>9,942,577</u>
Total Assets	<u><u>20,540,235</u></u>

LIABILITIES AND EQUITY

Current Liabilities:	
Accounts Payable	866,001
Deposits	7,786
Deferred Revenue	1,312,214
Total Current Liabilities	<u>2,186,000</u>
Long-term Liabilities:	
Compensated Absences Payable	49,113
Total Long-term Liabilities	<u>49,113</u>
Deferred Inflows of Resources	
Deferred Property Tax Revenue	280,838
Total Deferred Inflows of Revenues	<u>280,838</u>
Total Liabilities & Deferred Inflows of Resources	<u>2,515,952</u>
EQUITY	
Retained Earnings	13,900,525
Net Income	4,123,758
TOTAL EQUITY	<u>18,024,283</u>
TOTAL LIABILITIES AND EQUITY	<u><u>20,540,235</u></u>

HEALTH DISTRICT OF NORTHERN LARIMER COUNTY
STATEMENT OF REVENUES AND EXPENSES
As of 6/30/2021

	<u>Current Month</u>	<u>Year to Date</u>
Revenue		
Property Taxes	2,138,783	7,994,130
Specific Ownership Taxes	55,559	322,432
Lease Revenue	99,598	585,983
Interest Income	1,190	8,050
Fee For Service Income	14,159	75,474
Third Party Income	103,489	477,703
Grant Income	103,621	261,446
Special Projects	4	3,332
Miscellaneous Income	904	15,168
Total Revenue	<u>2,517,306</u>	<u>9,743,716</u>
Expenses:		
Operating Expenses		
Administration	93,549	486,741
Board Expenses	2,113	14,062
Connections: Mental Health/Substance Issues Svcs	146,031	783,711
Dental Services	266,296	1,590,511
Integrated Care (MHSA/PC)	79,225	491,814
Health Promotion	61,120	358,369
Community Impact	45,819	275,611
Program Assessment & Evaluation	19,334	114,501
Health Care Access	79,975	500,487
Resource Development	14,067	83,890
Mulberry Offices	5,793	35,411
Special Projects	(18,290)	505,410
Grant Projects	100,534	260,776
Total Operating Expenses	<u>895,566</u>	<u>5,501,294</u>
Depreciation and Amortization		
Depreciation Expense	20,309	118,664
Total Depreciation and Amortization	<u>20,309</u>	<u>118,664</u>
Total Expenses	<u>915,875</u>	<u>5,619,958</u>
Net Income	<u><u>1,601,431</u></u>	<u><u>4,123,758</u></u>

HEALTH DISTRICT OF NORTHERN LARIMER COUNTY
Statement of Revenues and Expenditures - Budget and Actual
As of 6/30/2021

	Current Month			Year to Date			Annual	Remaining
	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Funds
Revenue:								
Property Taxes	\$2,216,981	\$2,138,783	(\$78,198)	\$7,991,866	\$7,994,130	\$2,264	\$8,274,968	\$280,838
Specific Ownership Taxes	54,893	55,559	666	296,800	322,432	25,632	650,000	327,568
Lease Revenue	99,598	99,598	0	585,983	585,983	0	1,183,569	597,586
Interest Income	11,000	1,190	(9,810)	60,000	8,050	(51,951)	130,000	121,951
Sales Revenue	50	0	(50)	300	0	(300)	600	600
Fee for Services Income	13,923	14,159	236	83,541	75,474	(8,067)	167,081	91,607
Third Party Reimbursements	107,685	103,489	(4,196)	440,833	477,703	36,870	881,666	403,963
Grant Revenue	85,377	103,621	18,244	402,369	261,446	(140,923)	1,404,188	1,142,742
Partnership Revenue	2,058	4	(2,053)	12,348	3,332	(9,015)	24,695	21,363
Donations Sponsorships/Fundraising	0	0	0	0	30	30	0	(30)
Miscellaneous Income	1,635	904	(731)	9,813	15,168	5,355	19,625	4,457
Total Revenue	\$2,593,200	\$2,517,306	(\$75,894)	\$9,883,852	\$9,743,746	(\$140,106)	\$12,736,392	\$2,992,646
Expenditures:								
Operating Expenditures								
Administration	\$107,599	\$93,549	\$14,050	\$555,377	\$486,741	\$68,636	\$922,567	\$435,826
Board Expenses	3,468	2,113	1,354	35,218	14,062	21,155	75,523	61,461
Connections: Mental Health/Substance Issues Svcs	175,395	146,031	29,364	1,060,595	783,711	276,883	2,121,411	1,337,700
Dental Services	321,356	266,296	55,060	1,929,031	1,590,511	338,519	3,864,795	2,274,284
Integrated Care (MH/SUD/PC)	101,517	79,225	22,292	610,012	491,814	118,198	1,219,791	727,977
Health Promotion	72,495	61,120	11,374	430,701	358,369	72,332	865,158	506,789
Community Impact	59,105	45,819	13,286	356,735	275,611	81,125	713,580	437,969
Program Assessment & Evaluation	21,987	19,334	2,653	132,591	114,501	18,090	265,194	150,693
Health Care Access	98,314	79,975	18,339	601,704	500,487	101,217	1,208,842	708,355
Resource Development	16,105	14,067	2,038	96,631	83,890	12,741	193,262	109,372
Mulberry Office	15,961	5,793	10,167	95,764	35,411	60,353	191,529	156,118
Contingency (Operations)	0	0	0	0	0	0	60,000	60,000
Special Projects	174,482	(18,290)	192,772	912,619	505,410	407,210	3,191,396	2,685,986
Grant Projects	69,959	100,534	(30,575)	372,228	260,776	111,451	114,047	(146,729)
Total Operating Expenditures	\$1,237,742	\$895,566	\$342,176	\$7,189,206	\$5,501,294	\$1,687,912	\$15,007,095	\$9,505,801
Net Income	\$1,355,459	\$1,621,741	\$266,282	\$2,694,646	\$4,242,451	\$1,547,806	(\$2,270,704)	(\$6,513,155)

HEALTH DISTRICT OF NORTHERN LARIMER COUNTY

STATEMENT OF NON OPERATIONAL EXPENDITURES - BUDGET TO ACTUAL

For 6/1/2021 to 6/30/2021

	<u>Current Month</u> <u>Budget</u>	<u>Current Month</u> <u>Actual</u>	<u>Current Month</u> <u>Variance</u>	<u>Year to Date</u> <u>Budget</u>	<u>Year to Date</u> <u>Actual</u>	<u>Year to Date</u> <u>Variance</u>	<u>Annual Budget</u>	<u>Annual Funds</u> <u>Remaining</u>
Non-Operating Expenditures								
Building	10,000	-	10,000	2,777,000	2,750,131	26,869	2,818,500	68,369
Capital Equipment	5,000	-	5,000	10,000	-	10,000	14,300	14,300
General Office Equipment	-	-	-	-	-	-	60,000	60,000
Medical & Dental Equipment	10,000	8,640	1,360	69,945	69,683	262	121,775	52,092
Computer Equipment	-	-	-	-	-	-	-	-
Computer Software	-	-	-	-	-	-	-	-
Equipment for Building	12,000	-	12,000	17,700	5,670	12,030	57,700	52,030
Total Non-Operating Expenditures	<u>\$ 37,000</u>	<u>\$ 8,640</u>	<u>\$ 28,360</u>	<u>\$ 2,874,645</u>	<u>\$ 2,825,484</u>	<u>\$ 49,161</u>	<u>\$ 3,072,275</u>	<u>\$ 246,791</u>

HEALTH DISTRICT OF NORTHERN LARIMER COUNTY
Statement of Program Revenues and Expenditures - Budget and Actual
As of 6/30/2021

	Current Month			Year to Date			Annual	Remaining
	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Funds
<u>Administration</u>								
Revenue:								
Miscellaneous Income	\$875	\$0	(\$875)	\$5,250	\$7,452	\$2,202	\$10,500	\$3,048
Total Revenue	875	0	(875)	5,250	7,452	2,202	10,500	3,048
Expenditures:								
Salaries and Benefits	47,970	44,730	3,240	287,819	266,089	21,730	575,638	309,549
Supplies and Purchased Services	59,629	48,819	10,811	267,558	220,651	46,907	346,929	126,278
Total Expenditures	107,599	93,549	14,050	555,377	486,741	68,636	922,567	435,826
<u>Board of Directors</u>								
Expenditures:								
Salaries and Benefits	0	0	0	8,612	8,120	493	8,612	493
Supplies and Purchased Services	3,468	2,113	1,354	20,606	5,943	14,663	37,911	31,968
Election Expenses	0	0	0	6,000	0	6,000	29,000	29,000
Total Expenditures	3,468	2,113	1,354	35,218	14,062	21,155	75,523	61,461
<u>Connections: Mental Health/substance Issue</u>								
Revenue:								
Fees, Reimbursements & Other Income	2,083	1,866	(217)	12,500	14,572	2,072	25,000	10,428
Total Revenue	2,083	1,866	(217)	12,500	14,572	2,072	25,000	10,428
Expenditures:								
Salaries and Benefits	149,724	133,535	16,189	898,344	710,775	187,568	1,796,687	1,085,912
Supplies and Purchased Services	25,671	12,495	13,175	162,251	72,936	89,315	324,724	251,788
Total Expenditures	175,395	146,031	29,364	1,060,595	783,711	276,883	2,121,411	1,337,700
<u>Dental Services</u>								
Revenue:								
Fees, Reimbursements & Other Income	54,982	94,814	39,833	329,890	407,577	77,688	659,779	252,202
Total Revenue	54,982	94,814	39,833	329,890	407,577	77,688	659,779	252,202
Expenditures:								
Salaries and Benefits	260,167	222,412	37,755	1,561,005	1,343,261	217,743	3,122,009	1,778,748
Supplies and Purchased Services	61,189	43,883	17,305	368,026	247,250	120,776	742,786	495,536
Total Expenditures	321,356	266,296	55,060	1,929,031	1,590,511	338,519	3,864,795	2,274,284

HEALTH DISTRICT OF NORTHERN LARIMER COUNTY
Statement of Program Revenues and Expenditures - Budget and Actual
As of 6/30/2021

	Current Month			Year to Date			Annual	Remaining
	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Funds
<u>Integrated Care (MHSA/PC)</u>								
Revenue:								
Fees, Reimbursements & Other Income	51,319	7,416	(43,903)	102,638	49,983	(52,655)	205,275	155,292
Total Revenue	51,319	7,416	(43,903)	102,638	49,983	(52,655)	205,275	155,292
Expenditures:								
Salaries and Benefits	90,153	74,507	15,646	540,917	454,524	86,393	1,081,834	627,310
Supplies and Purchased Services	11,364	4,718	6,646	69,095	37,291	31,805	137,957	100,666
Total Expenditures	101,517	79,225	22,292	610,012	491,814	118,198	1,219,791	727,977
<u>Community Impact</u>								
Revenue:								
Fees, Reimbursements & Other Income	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0
Expenditures:								
Salaries and Benefits	51,732	42,839	8,893	310,394	257,308	53,087	620,789	363,481
Supplies and Purchased Services	7,373	2,980	4,393	46,341	18,303	28,038	92,791	74,488
Total Expenditures	59,105	45,819	13,286	356,735	275,611	81,125	713,580	437,969
<u>Program Assessment & Evaluation</u>								
Revenue:								
Fees, Reimbursements & Other Income	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0
Expenditures:								
Salaries and Benefits	18,778	17,658	1,120	112,667	105,137	7,530	225,333	120,196
Supplies and Purchased Services	3,209	1,676	1,533	19,925	9,364	10,561	39,861	30,497
Total Expenditures	21,987	19,334	2,653	132,591	114,501	18,090	265,194	150,693
<u>Health Promotion</u>								
Revenue:								
Fees, Reimbursements & Other Income	700	100	(600)	4,201	300	(3,901)	8,402	8,102
Total Revenue	700	100	(600)	4,201	300	(3,901)	8,402	8,102
Expenditures:								
Salaries and Benefits	57,328	50,613	6,715	343,968	309,056	34,912	687,936	378,880
Supplies and Purchased Services	15,167	10,508	4,659	86,733	49,313	37,420	177,222	127,909
Total Expenditures	72,495	61,120	11,374	430,701	358,369	72,332	865,158	506,789

HEALTH DISTRICT OF NORTHERN LARIMER COUNTY
Statement of Program Revenues and Expenditures - Budget and Actual
As of 6/30/2021

	Current Month			Year to Date			Annual	Remaining
	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Funds
Health Care Access								
Revenue:								
Fees, Reimbursements & Other Income	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0
Expenditures:								
Salaries and Benefits	81,971	73,772	8,199	491,824	440,097	51,726	983,647	543,550
Supplies and Purchased Services	16,343	6,203	10,140	109,880	60,390	49,491	225,195	164,805
Total Expenditures	98,314	79,975	18,339	601,704	500,487	101,217	1,208,842	708,355
Resource Development								
Revenue:								
Fees, Reimbursements & Other Income	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0
Expenditures:								
Salaries and Benefits	13,946	13,310	636	83,676	79,011	4,665	167,352	88,341
Supplies and Purchased Services	2,159	757	1,402	12,955	4,879	8,076	25,910	21,031
Total Expenditures	16,105	14,067	2,038	96,631	83,890	12,741	193,262	109,372
Mulberry Offices								
Revenue:								
Fees, Reimbursements & Other Income	13,335	14,356	1,021	80,008	85,507	5,499	160,016	74,509
Total Revenue	13,335	14,356	1,021	80,008	85,507	5,499	160,016	74,509
Expenditures:								
Salaries and Benefits	0	0	0	0	0	0	0	0
Supplies and Purchased Services	15,961	5,793	10,167	95,764	35,411	60,353	191,529	156,118
Total Revenue	15,961	5,793	10,167	95,764	35,411	60,353	191,529	156,118

Health District of Northern Larimer County

Investment Schedule June 2021

Investment	Institution	Current Value	%	Current Yield	Maturity
Local Government Investment Pool	COLOTRUST	\$ 1,383	0.018%	0.01%	N/A
Local Government Investment Pool	COLOTRUST	\$ 6,028,363	79.996%	0.05%	N/A
Flex Savings Account	First National Bank	\$ 238,467	3.164%	0.05%	N/A
Certificate of Deposit	Advantage Bank	\$ 141,221	1.874%	1.60%	12/27/2021
Certificate of Deposit	Advantage Bank	\$ 114,377	1.518%	2.15%	9/2/2021
Certificate of Deposit	Points West	\$ 115,322	1.530%	0.70%	12/12/2021
Certificate of Deposit	Points West	\$ 156,532	2.077%	1.00%	4/2/2022
Certificate of Deposit	Adams State Bank	\$ 240,012	3.185%	1.59%	10/7/2021
Certificate of Deposit	Cache Bank & Trust	\$ 250,000	3.317%	1.01%	1/9/2022
Certificate of Deposit	Farmers Bank	\$ 250,138	3.319%	0.65%	6/27/2022
Total/Weighted Average		<u>\$ 7,535,815</u>	<u>100.000%</u>	<u>0.24%</u>	

Notes:

The local government investment pool invests in U.S. Treasury securities, U.S. Government agency securities, certificate of deposits, commercial paper, money market funds and repurchase agreements backed by these same securities.

HEALTH DISTRICT
of Northern Larimer County
July 2021
Summary Financial Narrative

Revenues

The Health District is 1.3% ahead of year-to-date tax revenue projections. Interest income is 84.5% behind year-to-date projections. Lease revenue is at year-to-date projections. Yield rates on investment earnings decreased slightly from 0.24% to 0.20% (based on the weighted average of all investments). Fee for service revenue from clients is 6.9% behind year-to-date projections and revenue from third party reimbursements is 7.0% ahead of year-to-date projections. Total operating revenues for the Health District (excluding grants and special projects) are 0.8% ahead of year-to-date projections.

Expenditures

Operating expenditures (excluding grants and special projects) are 19.5% behind year-to-date projections. Program variances are as follows: Administration 11.3%; Board 59.7%; Connections: Mental Health/Substance Issues Services 24.3%; Dental Services 17.6%; MH/SUD/Primary Care 20.1%; Health Promotion 17.3%; Community Impact 22.7%; Program Assessment and Evaluation 13.2%; Health Care Access 17.1%; and Resource Development 12.9%.

Capital Outlay

Capital expenditures are 2.2% behind year-to-date projections.

HEALTH DISTRICT OF NORTHERN LARIMER COUNTY
BALANCE SHEET
As of 7/31/2021

ASSETS

Current Assets:	
Cash & Investments	\$9,333,846
Accounts Receivable	159,580
Property Taxes Receivable	280,839
Specific Ownership Tax Receivable	61,154
Prepaid Expenses	33,699
Total Current Assets	<u>9,869,118</u>
Property and Equipment	
Land	4,592,595
Building and Leasehold Improvements	7,171,247
Equipment	1,222,521
Accumulated Depreciation	(3,056,080)
Total Property and Equipment	<u>9,930,283</u>
Total Assets	<u><u>19,799,401</u></u>

LIABILITIES AND EQUITY

Current Liabilities:	
Accounts Payable	816,366
Deposits	8,332
Deferred Revenue	1,214,516
Total Current Liabilities	<u>2,039,215</u>
Long-term Liabilities:	
Compensated Absences Payable	49,113
Total Long-term Liabilities	<u>49,113</u>
Deferred Inflows of Resources	
Deferred Property Tax Revenue	157,038
Total Deferred Inflows of Revenues	<u>157,038</u>
Total Liabilities & Deferred Inflows of Resources	<u>2,245,366</u>
EQUITY	
Retained Earnings	13,900,525
Net Income	3,653,509
TOTAL EQUITY	<u>17,554,035</u>
TOTAL LIABILITIES AND EQUITY	<u><u>19,799,401</u></u>

HEALTH DISTRICT OF NORTHERN LARIMER COUNTY
STATEMENT OF REVENUES AND EXPENSES
As of 7/31/2021

	<u>Current Month</u>	<u>Year to Date</u>
Revenue		
Property Taxes	123,800	8,117,930
Specific Ownership Taxes	61,153	383,585
Lease Revenue	99,598	685,580
Interest Income	2,776	10,826
Fee For Service Income	15,285	90,759
Third Party Income	54,101	531,803
Grant Income	43,720	305,166
Special Projects	0	3,332
Miscellaneous Income	2,040	17,208
Total Revenue	<u>402,473</u>	<u>10,146,189</u>
Expenses:		
Operating Expenses		
Administration	60,665	547,406
Board Expenses	1,101	15,163
Connections: Mental Health/Substance Issues Svcs	153,722	937,433
Dental Services	268,859	1,859,371
Integrated Care (MHSA/PC)	78,080	569,895
Health Promotion	57,953	416,322
Community Impact	46,933	322,544
Program Assessment & Evaluation	20,032	134,533
Health Care Access	81,434	581,921
Resource Development	14,323	98,213
Mulberry Offices	8,043	43,454
Special Projects	50,980	556,389
Grant Projects	10,268	271,045
Total Operating Expenses	<u>852,394</u>	<u>6,353,688</u>
Depreciation and Amortization		
Depreciation Expense	<u>20,328</u>	<u>138,991</u>
Total Depreciation and Amortization	<u>20,328</u>	<u>138,991</u>
Total Expenses	<u>872,722</u>	<u>6,492,680</u>
Net Income	<u>(470,248)</u>	<u>3,653,509</u>

HEALTH DISTRICT OF NORTHERN LARIMER COUNTY
Statement of Revenues and Expenditures - Budget and Actual
As of 7/31/2021

	Current Month			Year to Date			Annual	Remaining
	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Funds
Revenue:								
Property Taxes	\$43,579	\$123,800	\$80,221	\$8,035,445	\$8,117,930	\$82,485	\$8,274,968	\$157,038
Specific Ownership Taxes	61,398	61,153	(245)	358,198	383,585	25,387	650,000	266,415
Lease Revenue	99,598	99,598	0	685,580	685,580	0	1,183,569	497,988
Interest Income	10,000	2,776	(7,224)	70,000	10,826	(59,174)	130,000	119,174
Sales Revenue	50	0	(50)	350	0	(350)	600	600
Fee for Services Income	13,923	15,285	1,362	97,464	90,759	(6,705)	167,081	76,322
Third Party Reimbursements	56,366	54,101	(2,265)	497,199	531,803	34,604	881,666	349,863
Grant Revenue	76,777	43,720	(33,057)	479,147	305,166	(173,981)	1,404,188	1,099,022
Partnership Revenue	2,058	0	(2,058)	14,405	3,332	(11,073)	24,695	21,363
Donations Sponsorships/Fundraising	0	0	0	0	30	30	0	(30)
Miscellaneous Income	1,635	2,040	405	11,448	17,208	5,760	19,625	2,417
Total Revenue	\$365,385	\$402,473	\$37,089	\$10,249,236	\$10,146,219	(\$103,017)	\$12,736,392	\$2,590,173
Expenditures:								
Operating Expenditures								
Administration	\$61,831	\$60,665	\$1,166	\$617,208	\$547,406	\$69,802	\$922,767	\$375,361
Board Expenses	2,418	1,101	1,317	37,635	15,163	22,472	75,523	60,360
Connections: Mental Health/Substance Issues Svcs	178,536	153,722	24,814	1,239,131	937,433	301,697	2,121,411	1,183,978
Dental Services	326,369	268,859	57,510	2,255,399	1,859,371	396,029	3,864,795	2,005,425
Integrated Care (MH/SUD/PC)	103,004	78,080	24,924	713,016	569,895	143,122	1,219,791	649,896
Health Promotion	72,783	57,953	14,830	503,483	416,322	87,162	865,158	448,836
Community Impact	60,428	46,933	13,495	417,163	322,544	94,620	713,580	391,036
Program Assessment & Evaluation	22,408	20,032	2,375	154,999	134,533	20,466	265,194	130,661
Health Care Access	100,576	81,434	19,142	702,280	581,921	120,359	1,208,842	626,921
Resource Development	16,105	14,323	1,782	112,736	98,213	14,523	193,262	95,049
Mulberry Office	15,961	8,043	7,917	111,725	43,454	68,271	191,529	148,074
Contingency (Operations)	0	0	0	0	0	0	60,000	60,000
Special Projects	165,482	50,980	114,502	1,078,101	556,389	521,712	2,673,230	2,116,841
Grant Projects	73,833	10,268	63,564	446,060	271,045	175,016	1,404,188	1,133,143
Total Operating Expenditures	\$1,199,732	\$852,394	\$347,338	\$8,388,938	\$6,353,688	\$2,035,250	\$15,779,270	\$9,425,582
Net Income	(\$834,348)	(\$449,921)	\$384,427	\$1,860,298	\$3,792,531	\$1,932,233	(\$3,042,878)	(\$6,835,409)

HEALTH DISTRICT OF NORTHERN LARIMER COUNTY

STATEMENT OF NON OPERATIONAL EXPENDITURES - BUDGET TO ACTUAL

For 7/1/2021 to 7/31/2021

	<u>Current Month</u> <u>Budget</u>	<u>Current Month</u> <u>Actual</u>	<u>Current Month</u> <u>Variance</u>	<u>Year to Date</u> <u>Budget</u>	<u>Year to Date</u> <u>Actual</u>	<u>Year to Date</u> <u>Variance</u>	<u>Annual Budget</u>	<u>Annual Funds</u> <u>Remaining</u>
Non-Operating Expenditures								
Building	10,000	-	10,000	2,787,000	2,750,131	36,869	2,818,500	68,369
Capital Equipment	-	-	-	10,000	-	10,000	14,300	14,300
General Office Equipment	5,000	-	5,000	5,000	-	5,000	60,000	60,000
Medical & Dental Equipment	7,830	8,640	(810)	77,775	77,717	58	121,775	44,058
Computer Equipment	-	-	-	-	-	-	-	-
Computer Software	-	-	-	-	-	-	-	-
Equipment for Building	-	-	-	17,700	5,670	12,030	57,700	52,030
Total Non-Operating Expenditures	<u>\$ 22,830</u>	<u>\$ 8,640</u>	<u>\$ 14,190</u>	<u>\$ 2,897,475</u>	<u>\$ 2,833,518</u>	<u>\$ 63,957</u>	<u>\$ 3,072,275</u>	<u>\$ 238,757</u>

HEALTH DISTRICT OF NORTHERN LARIMER COUNTY
Statement of Program Revenues and Expenditures - Budget and Actual
As of 7/31/2021

	Current Month			Year to Date			Annual	Remaining
	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Funds
Administration								
Revenue:								
Miscellaneous Income	\$875	\$0	(\$875)	\$6,125	\$7,452	\$1,327	\$10,500	\$3,048
Total Revenue	875	0	(875)	6,125	7,452	1,327	10,500	3,048
Expenditures:								
Salaries and Benefits	47,970	44,718	3,252	335,789	310,807	24,981	575,638	264,831
Supplies and Purchased Services	13,861	15,947	(2,086)	281,419	236,598	44,821	347,129	110,531
Total Expenditures	61,831	60,665	1,166	617,208	547,406	69,802	922,767	375,361
Board of Directors								
Expenditures:								
Salaries and Benefits	0	0	0	8,612	8,120	493	8,612	493
Supplies and Purchased Services	2,418	1,101	1,317	23,023	7,043	15,980	37,911	30,868
Election Expenses	0	0	0	6,000	0	6,000	29,000	29,000
Total Expenditures	2,418	1,101	1,317	37,635	15,163	22,472	75,523	60,360
Connections: Mental Health/substance Issue								
Revenue:								
Fees, Reimbursements & Other Income	2,083	4,232	2,149	14,583	18,804	4,221	25,000	6,196
Total Revenue	2,083	4,232	2,149	14,583	18,804	4,221	25,000	6,196
Expenditures:								
Salaries and Benefits	149,724	136,082	13,642	1,048,067	846,857	201,210	1,796,687	949,830
Supplies and Purchased Services	28,812	17,640	11,172	191,063	90,576	100,487	324,724	234,148
Total Expenditures	178,536	153,722	24,814	1,239,131	937,433	301,697	2,121,411	1,183,978
Dental Services								
Revenue:								
Fees, Reimbursements & Other Income	54,982	43,483	(11,498)	384,871	451,060	66,189	659,779	208,719
Total Revenue	54,982	43,483	(11,498)	384,871	451,060	66,189	659,779	208,719
Expenditures:								
Salaries and Benefits	260,167	222,293	37,874	1,821,172	1,565,555	255,617	3,122,009	1,556,454
Supplies and Purchased Services	66,202	46,566	19,636	434,228	293,816	140,412	742,786	448,970
Total Expenditures	326,369	268,859	57,510	2,255,399	1,859,371	396,029	3,864,795	2,005,425

HEALTH DISTRICT OF NORTHERN LARIMER COUNTY
Statement of Program Revenues and Expenditures - Budget and Actual
As of 7/31/2021

	Current Month			Year to Date			Annual	Remaining
	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Funds
<u>Integrated Care (MHSA/PC)</u>								
Revenue:								
Fees, Reimbursements & Other Income	0	7,416	7,416	102,638	57,399	(45,239)	205,275	147,876
Total Revenue	0	7,416	7,416	102,638	57,399	(45,239)	205,275	147,876
Expenditures:								
Salaries and Benefits	90,153	71,830	18,323	631,070	526,354	104,716	1,081,834	555,480
Supplies and Purchased Services	12,851	6,250	6,601	81,947	43,541	38,406	137,957	94,416
Total Expenditures	103,004	78,080	24,924	713,016	569,895	143,122	1,219,791	649,896
<u>Community Impact</u>								
Revenue:								
Fees, Reimbursements & Other Income	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0
Expenditures:								
Salaries and Benefits	51,732	43,102	8,631	362,127	300,409	61,718	620,789	320,380
Supplies and Purchased Services	8,696	3,832	4,864	55,037	22,135	32,902	92,791	70,656
Total Expenditures	60,428	46,933	13,495	417,163	322,544	94,620	713,580	391,036
<u>Program Assessment & Evaluation</u>								
Revenue:								
Fees, Reimbursements & Other Income	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0
Expenditures:								
Salaries and Benefits	18,778	17,340	1,437	131,444	122,477	8,967	225,333	102,856
Supplies and Purchased Services	3,630	2,692	938	23,554	12,056	11,499	39,861	27,805
Total Expenditures	22,408	20,032	2,375	154,999	134,533	20,466	265,194	130,661
<u>Health Promotion</u>								
Revenue:								
Fees, Reimbursements & Other Income	700	15	(685)	4,901	315	(4,586)	8,402	8,087
Total Revenue	700	15	(685)	4,901	315	(4,586)	8,402	8,087
Expenditures:								
Salaries and Benefits	57,328	51,964	5,364	401,296	361,019	40,277	687,936	326,917
Supplies and Purchased Services	15,455	5,989	9,465	102,187	55,302	46,885	177,222	121,920
Total Expenditures	72,783	57,953	14,830	503,483	416,322	87,162	865,158	448,836

HEALTH DISTRICT OF NORTHERN LARIMER COUNTY
Statement of Program Revenues and Expenditures - Budget and Actual
As of 7/31/2021

	Current Month			Year to Date			Annual	Remaining
	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Funds
Health Care Access								
Revenue:								
Fees, Reimbursements & Other Income	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0
Expenditures:								
Salaries and Benefits	81,971	72,695	9,276	573,794	512,792	61,002	983,647	470,855
Supplies and Purchased Services	18,605	8,740	9,866	128,486	69,129	59,357	225,195	156,066
Total Expenditures	100,576	81,434	19,142	702,280	581,921	120,359	1,208,842	626,921
Resource Development								
Revenue:								
Fees, Reimbursements & Other Income	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0
Expenditures:								
Salaries and Benefits	13,946	13,292	654	97,622	92,303	5,319	167,352	75,049
Supplies and Purchased Services	2,159	1,031	1,128	15,114	5,911	9,203	25,910	19,999
Total Expenditures	16,105	14,323	1,782	112,736	98,213	14,523	193,262	95,049
Mulberry Offices								
Revenue:								
Fees, Reimbursements & Other Income	13,335	16,280	2,945	93,343	101,787	8,444	160,016	58,229
Total Revenue	13,335	16,280	2,945	93,343	101,787	8,444	160,016	58,229
Expenditures:								
Salaries and Benefits	0	0	0	0	0	0	0	0
Supplies and Purchased Services	15,961	8,043	7,917	111,725	43,454	68,271	191,529	148,074
Total Revenue	15,961	8,043	7,917	111,725	43,454	68,271	191,529	148,074

Health District of Northern Larimer County

Investment Schedule July 2021

Investment	Institution	Current Value	%	Current Yield	Maturity
Local Government Investment Pool	COLOTRUST	\$ 1,383	0.016%	0.01%	N/A
Local Government Investment Pool	COLOTRUST	\$ 7,180,123	82.627%	0.03%	N/A
Flex Savings Account	First National Bank	\$ 238,477	2.744%	0.05%	N/A
Certificate of Deposit	Advantage Bank	\$ 141,406	1.627%	1.60%	12/27/2021
Certificate of Deposit	Advantage Bank	\$ 114,577	1.319%	2.15%	9/2/2021
Certificate of Deposit	Points West	\$ 115,715	1.332%	0.70%	12/12/2021
Certificate of Deposit	Points West	\$ 156,922	1.806%	1.00%	4/2/2022
Certificate of Deposit	Adams State Bank	\$ 240,964	2.773%	1.59%	10/7/2021
Certificate of Deposit	Cache Bank & Trust	\$ 250,000	2.877%	1.01%	1/9/2022
Certificate of Deposit	Farmers Bank	\$ 250,272	2.880%	0.65%	6/27/2022
Total/Weighted Average		<u>\$ 8,689,839</u>	<u>100.000%</u>	<u>0.20%</u>	

Notes:

The local government investment pool invests in U.S. Treasury securities, U.S. Government agency securities, certificate of deposits, commercial paper, money market funds and repurchase agreements backed by these same securities.

99-01 Pol: Contract Signature Policy

Approved July 23, 1996

Amended August 23, 2016

Amended September 28, 2021

Preamble: The business of operating the Health District of Northern Larimer County requires the execution of a wide variety of agreements and contracts. In order to facilitate the execution of those documents, it is appropriate for the Board to determine a policy of limitation of authority for contracts in which Health District funds (not grant, partner, or other funds) will be expended.

Note: *For the second and third categories below, if time is of the essence and the Board President determines that the contract is likely to be non-controversial to the Board, the Board President may approve and sign the contract, subject to ratification by the Board at the subsequent meeting.*

Memos of Agreement and Contracts Under \$10,000

When a memo of agreement, contract, or other document implements a board-adopted program or budget, and is in an amount less than \$10,000, the Program Director is authorized to sign the agreement. If a Memo of Agreement with a health care provider or consultant sets a price per service or hour but does not set a total amount, the Program Director is responsible for monitoring payments on the contract to insure that expenditures do not exceed the approved budget.

Memos of Agreement and Contracts under \$50,000

When a memo of agreement, contract, or other document implements a program or budget that has been included in the budget authorized by the Board of Directors, and is in an amount less than \$50,000, the Executive Director (or, in the Executive Director's absence, his/her staff designee) is authorized to sign the agreement.

Memos of Agreement and Contracts from \$50,000 to \$150,000

Projects that are in the amount of \$50,000 to \$150,000 require the general approval of the Board of Directors, and the corresponding contract or other document will be signed by the Executive Director (or, in the Executive Director's absence, his/her staff designee), and the Board President (or, in the Board President's absence, the Board Vice President). "General approval" means that the Board has considered the general concept of the project in a board meeting and has voted to approve the expenditure.

Memos of Agreement and Contracts Exceeding \$150,000

Projects that are in an amount exceeding \$150,000 will require specific approval of the Board of Directors, and the wording of the actual contract or other document will be submitted to board members for their review prior to signature. The document will be signed by the Executive Director (or, in the Executive Director's absence, his/her staff designee), and the Board President (or, in the Board President's absence, the Board Vice President).

ADOPTED, on the 23rd day of July, A.D., 1996

RATIFIED, on the 11th day of February, A.D., 1999

RATIFIED, on the 24th day of February, A.D., 2004

AMENDED, on the 23rd day of October, A.D., 2012

AMENDED, on the 23rd day of August, A.D., 2016

AMENDED, on the 28th day of September, A.D., 2021

Attest:

Michael D. Liggett, President

Molly J. Gutilla, Vice President

Johanna Ulloa Giron, Secretary

Joseph W. Prows, Treasurer

Celeste Kling, Board Liaison to UCHealth-North/PVHS



2010-01: FINANCIAL ACCOUNTS SIGNATURE POLICY [Amended September 28, 2021]

Presented for Approval: September 28, 2021

Purpose of Policy

In order to maintain internal control on the financial accounts for the Health District of Northern Larimer County while still allowing for a reasonable flow of business, the following designations and restrictions on signatures shall apply:

1) Designated officials for expenditures (excluding funds transfers):

- **Expenditures of Up to \$25,000:** require **one** of the following signatures
- **Expenditures of Over \$25,000:** require **two** of the following signatures (officials with an asterisk "*" must be one of the signatures)
 - *Executive Director
 - Finance Director (limit: \$15,000)
 - Board President
 - Board Secretary
 - *Board Treasurer

Generally the signatures of the Finance Director and/or Executive Director will be used.

2) Fund Transfers by Phone, ONLY to Health District Accounts

The following individuals are authorized to contact banks and investment firms to transfer funds, but only between Health District accounts. There is no limit on the amount of funds that can be transferred between Health District accounts. Expenditures from those accounts are limited by the policies above. Funds transfer report forms will be kept and filed with bank statements

- Finance Director
- Executive Director
- Board Treasurer
- Board Secretary

3) Automated Clearing House (ACH) transactions

~~The following individuals are authorized to initiate ACH transactions for vendor payments for goods and services (excluding employee benefit premiums) within expenditure limits specified above; and for payments of employee benefit premiums (no dollar amount limit).~~

- ~~○ Executive Director~~
- ~~○ Finance Director~~

The following individuals are authorized to initiate Automated Clearing House (ACH) transactions through the First National Bank Cash Management System for:

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- ♦ Vendor payments for goods and services (excluding employee benefit premiums and insurance premiums). Individual vendor invoices for payment must include authorized signature(s) in accordance with Policy 21-01: Contract Signature Policy. (Invoices over \$25,000 require two signatures). No dollar amount limit).
- ♦ Payments of employee benefit premiums and insurance premiums (No dollar amount limit).

Carol A. Plock, Executive Director

Laura B. Mai, Finance Director

4) Wire Transfers

Most fund transfers will take place only between District accounts. In rare occasions, a wire transfer may be necessary from the District checking account. Should such a wire transfer be necessary, the following procedure will apply:

- a) Individuals authorized to initiate wire transfers include:
 - o Finance Director
 - o Executive Director
 - o Board Secretary
 - o Board Treasurer
- b) Wire transfer authorization must be performed in person at the bank by **two** of the individuals listed above, which must include one staff member and one board member.
- c) Wire transfer report forms will be kept and filed with bank statements.

ADOPTED, this 28th day of September, A.D., 2021.

Attest:

Michael D. Liggett, President

Molly J. Gutilla, Vice President

Johanna Ulloa Giron, Secretary

Joseph W. Prows, Treasurer

Celeste Kling,
UCHealth North/PVHS Board Liaison



**RESOLUTION TO APPROVE SIGNATORS
FOR ACCESS TO
SAFE DEPOSIT BOXES 2219 AND 5542**

Resolution 2021-04

BE IT RESOLVED BY THE Board of Directors of the Health District of Northern Larimer County that any two of the following signators are approved to have access to the Health District's Safety Deposit Boxes 2219 and 5542 at the First National Bank, 205 West Oak Street, Fort Collins, Colorado.

Approved for Signatures

Johanna Ulloa Giron, Secretary
Joseph W. Prows, Treasurer
Carol A. Plock, Executive Director
Laura B. Mai, Finance Director
Anita K. Benavidez, Assistant to the Executive Director and the Board of Directors

ADOPTED, this 28th day of September, A.D., 2021.

Attest:

Michael D. Liggett, President

Molly J. Gutilla, Vice President

Johanna Ulloa Giron, Secretary

Joseph W. Prows, MD, Treasurer

Celeste Kling
UC Health-North/PVHS Board Liaison

Replaces the Following Resolution:

2010-10 Adopted July 21, 2010
2014-10 Adopted May 21, 2014
2016-14 Adopted July 21, 2016
2018-12 Adopted September 25, 2018
2019-03 Adopted March 28, 2019

Resolution 2021-04



RESOLUTION TO APPROVE SIGNATORS FOR ACCESS TO SAFE DEPOSIT BOX 4919

Resolution 2021-05

BE IT RESOLVED BY THE Board of Directors of the Health District of Northern Larimer County that any one of the following signators are approved to have access to the Health District's Safety Deposit Box 4919 at the First National Bank, 205 West Oak Street, Fort Collins, Colorado.

Approved for Signatures

Johanna Ulloa Giron, Secretary
Joseph W. Prows, Treasurer
Carol A. Plock, Executive Director
Laura B. Mai, Finance Director
Anita K. Benavidez, Assistant to Executive Director and Board of Directors

ADOPTED, this 28th day of September, A.D., 2021.

Attest:

Michael D. Liggett, President

Molly J. Gutilla, Vice President

Johanna Ulloa-Giron, Secretary

Joseph W. Prows, MD, Treasurer

Celeste Kling
UC Health-North/PVHS Board Liaison

Replaces the Following Resolution:
2012-5 Adopted September 6, 2012
2014-11 Adopted May 21, 2014
2016-15 Adopted July 21, 2016
2018-13 Adopted Sept. 25, 2018
2019-04 Adopted March 28, 2019

Resolution 2021-05



**RESOLUTION TO APPROVE SIGNATORS
FOR ACCESS TO
SAFE DEPOSIT BOX 5546**

Resolution 2021-06

BE IT RESOLVED BY THE Board of Directors of the Health District of Northern Larimer County that any one of the following signators are approved to have access to the Health District's Safety Deposit Box 5546 at the First National Bank, 205 West Oak Street, Fort Collins, Colorado.

Approved for Signatures

Johanna Ulloa Giron, Secretary
Joseph W. Prows, Treasurer
Carol A. Plock, Executive Director
Laura B. Mai, Finance Director
Anita K. Benavidez, Assistant to Executive Director and Board of Directors

ADOPTED, this 28th day of September, A.D., 2021.

Attest:

Michael D. Liggett, President

Molly J. Gutilla, Vice President

Johanna Ulloa Giron, Secretary

Joseph W. Prows, MD, Treasurer

Celeste Kling
UC Health-North/PVHS Board Liaison

Replaces the Following Resolution:
2018-14 Adopted Sept. 25, 2018
2019-04 Adopted March 28, 2019



**RESOLUTION TO APPROVE SIGNATORS
FOR ACCESS TO
SAFE DEPOSIT BOX 5742**

Resolution 2021-07

BE IT RESOLVED BY THE Board of Directors of the Health District of Northern Larimer County that any one of the following signators are approved to have access to the Health District's Safety Deposit Box 5742 at the First National Bank, 205 West Oak Street, Fort Collins, Colorado.

Approved for Signatures

Carol A. Plock, Executive Director
Laura B. Mai, Finance Director
Anita K. Benavidez, Assistant to Executive Director and Board of Directors
Johanna Ulloa Giron, Secretary
Joseph W. Prows, Treasurer

ADOPTED, this 28th day of September, A.D., 2021.

Attest:

Michael D. Liggett, President

Molly J. Gutilla, Vice President

Johanna Ulloa Giron, Secretary

Joseph W. Prows, MD, Treasurer

Celeste Kling
UC Health-North/PVHS Board Liaison

Replaces the Following Resolutions:
2016-18 Adopted on November 15, 2016
2018-15 Adopted on September 25, 2018
2019-06 Adopted on March 28, 2019



**RESOLUTION TO APPROVE SIGNATORS
FOR COLOTRUST *PRIME* + FINANCIAL
ACCOUNT NUMBER CO-XX-XX27-4001**

Resolution 2021-08

BE IT RESOLVED BY THE Board of Directors of the Health District of Northern Larimer County that any one of the following signators are approved for signing authorization or making fund transfers from the Health District's Colorado Local Government Liquid Asset Trust (COLOTRUST) financial account Number CO-XX-XX27-4001, but only to account numbers CO-XX-XX27-8001 at COLOTRUST or XXXX934 at First National Bank, 205 West Oak Street, Fort Collins, CO., and only according to the Revised Board Policy 2021-01: Financial Accounts Signature Policy adopted by the Health District's Board on the 28th day of September, 2021.

Approved for Signatures

Joseph W. Prows, Treasurer
Carol A. Plock, Executive Director
Laura B. Mai, Finance Director

ADOPTED, this 28th day of September, A.D., 2021.

Attest:

Michael D. Liggett, President

Molly J. Gutilla, Vice President

Johanna Ulloa Giron, Secretary

Joseph W. Prows, MD, Treasurer

Celeste Kling
UC Health-North/PVHS Board Liaison

Replaces the Following Resolution:

2008-19 Adopted October 21, 2008
2014-13 Adopted July 22, 2014
2016-07 Adopted July 21, 2016
2018-05 Adopted September 25, 2018



RESOLUTION TO APPROVE SIGNATORS FOR COLOTRUST *PLUS* + FINANCIAL ACCOUNT NUMBER CO-XX-XX27-8001

Resolution 2021-09

BE IT RESOLVED BY THE Board of Directors of the Health District of Northern Larimer County that any one of the following signators are approved for signing authorization or making fund transfers from the Health District's Colorado Local Government Liquid Asset Trust (COLOTRUST) financial account Number CO-XX-XX27-8001, but only to account number: CO-XX-XX27-4001 at Colorado Trust or XXXX934 at First National Bank, 205 West Oak Street, Fort Collins, CO., and only according to the Revised Board Policy 2021-01: Financial Accounts Signature Policy adopted by the Health District's Board on the 28th day of September, 2021.

Approved for Signatures

Joseph W. Prows, Treasurer
Carol A. Plock, Executive Director
Laura B. Mai, Finance Director

ADOPTED, this 28th day of September, A.D., 2021.

Attest:

Michael D. Liggett, President

Molly J. Gutilla, Vice President

Johanna Ulloa Giron, Secretary

Joseph W. Prows, MD, Treasurer

Celeste Kling
UC Health-North/PVHS Board Liaison

Replaces the Following Resolution:

2008-17 Adopted October 21, 2008
2014-15 Adopted July 22, 2014
2016-08 Adopted July 21, 2016
2018-05 Adopted September 25, 2018



RESOLUTION TO APPROVE SIGNATORS FOR FIRST NATIONAL BANK ACCOUNT NUMBER XXX4934

Resolution 2021-10

BE IT RESOLVED BY THE Board of Directors of the Health District of Northern Larimer County that the following signators are approved for signing checks, making fund transfers from this Health District account at First National Bank, 205 West Oak Street, Fort Collins, CO, or signing investment documents in accordance with Health District of Northern Larimer County Investment Guidelines. All allowable signatures or authorizations must conform to Policy 2021-01: Financial Accounts Signature Policy adopted by the Health District on the 28th day of September, 2021.

Approved for Check Signatures (two signatures required for checks over \$25,000, one signature required for checks \$25,000 or less)

Michael D. Liggett, Board President
Johanna Ulloa Giron, Secretary
Joseph W. Prows, Treasurer
Carol A. Plock, Executive Director
Laura B. Mai, Finance Director (limit: \$15,000)

Approved to Authorize Fund Transfers ONLY to Health District Accounts

Johanna Ulloa Giron, Secretary
Joseph W. Prows, Treasurer
Carol A. Plock, Executive Director
Laura B. Mai, Finance Director

Approved to Make Automated Clearing House (ACH) transactions through the First National Bank Cash Management System for:

- ♦ Vendor payments for goods and services (excluding employee benefit premiums and insurance premiums). Individual vendor invoices for payment must include authorized signature(s) in accordance with Policy 21-01: Contract Signature Policy. (Invoices over \$25,000 require two signatures). No dollar amount limit).
- ♦ Payments of employee benefit premiums and insurance premiums (No dollar amount limit).

Carol A. Plock, Executive Director
Laura B. Mai, Finance Director

Approved to Make Wire Transfers (two in-person authorizations required; one must be a Board member, the other a staff member)

Johanna Ulloa Giron, Secretary (Board Member)
Joseph W. Prows, Treasurer (Board Member)
Carol A. Plock, Executive Director (Staff member)
Laura B. Mai, Finance Director (Staff member)

Approved to Sign Investment Documents (two signatures required); requires prior approval by Executive Director or designee.

Johanna Ulloa Giron, Secretary
Joseph W. Prows, Treasurer
Carol A. Plock, Executive Director
Laura B. Mai, Finance Director

ADOPTED, this 28th day of September, A.D., 2021.

Attest:

Michael D. Liggett, President

Molly J. Gutilla, Vice President

Johanna Ulloa Giron, Secretary

Joseph W. Prows, MD, Treasurer

Celeste Kling
UC Health-North/PVHS Board Liaison

Replaces the Following Resolutions:

2018-07 Adopted July 21, 2016
2014-05 Adopted May 21, 2014
2010-05 Adopted June 29, 2010
2008-13 Adopted June 24, 2008
2008-4 Adopted
2006-5 Adopted June 27, 2006
2004-8 Adopted February 24, 2004
2002-5 Adopted June 25, 2002
2001-3 Adopted August 28, 2001
2000-16 Adopted October 24, 2000
2000-9 Adopted August 22, 2000
2018-07 Adopted September 25, 2018



**RESOLUTION TO APPROVE SIGNATORS
FOR FIRST NATIONAL BANK ACCOUNT
NUMBER XXXX0218**

Resolution 2021-11

BE IT RESOLVED BY THE Board of Directors of the Health District of Northern Larimer County that the following signators are approved for signing checks, and making fund transfers to/from this Health District account at First National Bank, 205 West Oak Street, Fort Collins, Colorado. All allowable signatures or authorizations must conform to Policy 2021-01: Financial Accounts Signature Policy adopted by the Health District on the 28th day of September, 2021.

Approved for Check Signatures (two signatures required for checks over \$25,000, one signature required for checks \$25,000 or less)

Michael D. Liggett, Board President
Johanna Ulloa Giron, Secretary
Joseph W. Prows, Treasurer
Carol A. Plock, Executive Director
Laura B. Mai, Finance Director (limit: \$15,000)

Approved to Authorize Fund Transfers ONLY to Health District Accounts

Johanna Ulloa Giron, Secretary
Joseph W. Prows, Treasurer
Carol A. Plock, Executive Director
Laura B. Mai, Finance Director

Approved to Make Automated Clearing House (ACH) transactions through the First National Bank Cash Management System for vendor payments. (Dollar amount limits as specified above).

Carol A. Plock, Executive Director
Laura B. Mai, Finance Director

ADOPTED, this 28th day of September, A.D., 2021.

Attest:

Michael D. Liggett, President

Molly J. Gutilla, Vice President

Johanna Ulloa Giron, Secretary

Joseph W. Prows, MD, Treasurer

Celeste Kling
UC Health-North/PVHS Board Liaison

Replaces the Following Resolutions:

2009-04	Adopted May 6, 2009
2010-08	Adopted June 29, 2010
2014-08	Adopted May 21, 2014
2016-10	Adopted July 21, 2016
2018-08	Adopted September 25, 2018



**RESOLUTION TO APPROVE SIGNATORS
FOR FIRST NATIONAL BANK ACCOUNT
NUMBER XXX6405**

Resolution 2021-12

BE IT RESOLVED BY THE Board of Directors of the Health District of Northern Larimer County that the following signators are approved for signing checks or making fund transfers from this Health District account at First National Bank, 205 West Oak Street, Fort Collins, CO. This account is to be used solely as a payroll imprest account. All allowable signatures or authorizations must conform to Policy 2021-01: Signature Policy adopted by the Health District on the 28th day of September, 2021.

Approved for Check Signatures (two signatures required for checks over \$25,000, one signature required for checks \$25,000 or less)

Michael D. Liggett, Board President
Johanna Ulloa Giron, Secretary
Joseph W. Prows, Treasurer
Carol A. Plock, Executive Director
Laura B. Mai, Finance Director (limit: \$15,000)

Approved to Authorize Fund Transfers ONLY to Health District Accounts

Johanna Ulloa Giron, Secretary
Joseph W. Prows, Treasurer
Carol A. Plock, Executive Director
Laura B. Mai, Finance Director

ADOPTED, this 28th day of September, A.D., 2021.

Attest:

Michael D. Liggett, President

Molly J. Gutilla, Vice President

Johanna Ulloa Giron, Secretary

Joseph W. Prows, MD, Treasurer

Celeste Kling
UC Health-North/PVHS Board Liaison

Replaces the Following Resolution(s):

2000-10 Adopted August 22, 2000
2002-06 Adopted June 25, 2002
2004-07 Adopted February 24, 2004
2006-06 Adopted February 27, 2006
2008-12 Adopted June 24, 2008
2010-06 Adopted June 29, 2010
2014-06 Adopted May 21, 2014
2016-11 Adopted July 21, 2016
2018-09 Adopted September 25, 2018



**RESOLUTION TO APPROVE SIGNATORS
FOR FIRST NATIONAL BANK
SAVINGS ACCOUNT
NUMBER XXXX7351**

Resolution 2021-13

BE IT RESOLVED BY THE Board of Directors of the Health District of Northern Larimer County that the following signators are approved for fund transfers to/from this Health District account at First National Bank, 205 West Oak Street, Fort Collins, Colorado. All allowable signatures or authorizations must conform to Policy 2021-01: Financial Accounts Signature Policy adopted by the Health District on the 28th day of September, 2021.

Approved to Authorize Fund Transfers ONLY from/to Health District Accounts

Johanna Ulloa Giron, Secretary
Joseph W. Prows, Treasurer
Carol A. Plock, Executive Director
Laura B. Mai, Finance Director

ADOPTED, this 28th day of September, A.D., 2021.

Attest:

Michael D. Liggett, President

Molly J. Gutilla, Vice President

Johanna Ulloa Giron, Secretary

Joseph W. Prows, MD, Treasurer

Celeste Kling
UC Health-North/PVHS Board Liaison

Replaces the Following Resolutions:

2009-05 Adopted August 18, 2009
2010-07 Adopted June 29, 2010
2014-07 Adopted May 21, 2014
2016-12 Adopted July 21, 2016
2018-10 Adopted September 25, 2018



RESOLUTION TO APPROVE SIGNATORS FOR CERTIFICATE OF DEPOSIT ACCOUNTS

Resolution 2021-14

BE IT RESOLVED BY THE Board of Directors of the Health District of Northern Larimer County that the following signators are approved for signing authorization to purchase, renew or close Certificates of Deposit at any eligible public depository bank approved by the Colorado Division of Banking in accordance with the Health District of Northern Larimer County Investment Guidelines. All allowable signatures or authorizations must conform to Policy 2021-01: Financial Accounts Signature Policy adopted by the Health District on the 28th day of September, 2021.

Approved to purchase or close Certificates of Deposit (two signatures required); requires prior approval by Executive Director or designee. The disbursement of funds from closed Certificates of Deposit must be made through an Automated Clearing House (ACH) transaction only to an authorized Health District bank account or by check made payable to the Health District.

Carol A. Plock, Executive Director
Laura B. Mai, Finance Director
Joseph W. Prows, Treasurer

Approved to renew Certificates of Deposit (one signature required).

Carol A. Plock, Executive Director
Laura B. Mai, Finance Director
Joseph W. Prows, Treasurer

ADOPTED, this 28th day of September, A.D., 2021.

Attest:

Michael D. Liggett, President

Molly J. Gutilla, Vice President

Johanna Ulloa Giron, Secretary

Joseph W. Prows, MD, Treasurer

Celeste Kling
UC Health-North/PVHS Board Liaison

Replaces the Following Resolutions:
2018-11 Adopted September 25, 2018



**RESOLUTION TO APPROVE SIGNATORS
FOR
CERTIFICATE OF DEPOSIT ACCOUNT REGISTRY SERVICE
(CDARS)**

Resolution 2021-15

BE IT RESOLVED BY THE Board of Directors of the Health District of Northern Larimer County that any one of the following signators are approved for signing authorization to request fund placements with **CDARS** for the purpose of purchasing Certificates of Deposit in amounts not to exceed fifty percent (50%) of Health District funds available for investment purposes in accordance with Health District of Northern Larimer County Investment Guidelines. The amount of funds to be invested through CDARS will be reviewed on at least an annual basis.

Approved to Authorize Fund Placements with CDARS through a Health District account held at a local banking institution participating in the CDARS network:

Carol A. Plock, Executive Director
Laura B. Mai, Finance Director
Joseph W. Prows, Treasurer

ADOPTED, this 28th day of September, A.D., 2021.

Attest:

Michael D. Liggett, President

Molly J. Gutilla, Vice President

Johanna Ulloa Giron, Secretary

Joseph W. Prows, Treasurer

Celeste Kling
UC Health-North/PVHS Board Liaison

Replaces the Following Resolution:
2008-27 Adopted December 18, 2008

Resolution 2021-15