



Board of Directors -Budget Study Session AGENDA

Location: 120 Bristlecone Dr., Fort Collins, CO 80524 or [Zoom](#)

Date: Wednesday, October 22, 2025

Time: 7:30 PM

7:30 PM I. Call to Order

Erin Hottenstein

- a. Roll Call Board of Directors
- b. Welcome Guests & Attendees
- c. Conflict of Interest Statement
- d. Approval of Agenda

7:35 PM I. Public Comment

Note: If you choose to comment, please follow the “Guidelines for Public Comment” provided at the end of the agenda.

7:40 PM III. Budget Study Session

Board

8:30 PM IV. Adjourn

Erin Hottenstein

Health District of Northern Larimer County

2026 Proposed Budget

Revenues

Tax Revenues	12,197,310
Service Revenues, Net	1,045,968
Lease Revenues	1,657,525
Contributions	338,988
Investment Earnings	437,705
Other Operating Revenues	-

Total Revenues \$ **15,677,495**

Expenditures

Personnel Compensation	10,879,178
Professional Development	538,243
Contracted Services	1,585,720
Service Expenses	826,301
Partnership Funding	1,542,241
Supplies, Equipment, & Software	571,188
Occupancy Expenses	547,644
Other Operating Expenses	514,391
Capital Expenditures	461,000

Total Expenditures \$ **17,465,906**

Change in Fund Balance \$ **(1,788,411)**

Appropriation of Governmental Fund Balance

Beginning Governmental Fund Balance	13,641,883
Total Revenues	15,677,495

Total Available Resources \$ **29,319,378**

Expenditures	17,004,906
Capital Expenditures	461,000
Contingency	500,000

Total Expenditures \$ **17,965,906**

Ending Governmental Fund Balance \$ **11,353,472**

Appropriation of Fund Balance:

Non-Spendable (Prepaid)	-
Restricted Funds	470,325
Committed Funds	-
Assigned Funds	
Operating Reserve	5,988,635
Capital Reserves	1,300,000
Unassigned Funds	3,594,512

Total General Fund \$ **11,353,472**

Health District of Northern Larimer County

Three Year Comparative Budget

	2024		2025		2026
	Budget	Actual	Budget	Projection	Proposed
Revenues					
Tax Revenues	12,367,095	12,353,249	11,361,432	11,390,658	12,197,310
Service Revenues, Net	1,169,972	762,292	1,462,750	1,570,187	1,045,968
Lease Revenues	1,531,998	1,546,333	1,304,044	1,565,293	1,657,525
Contributions	895,620	580,751	414,048	515,666	338,988
Investment Earnings	415,000	624,535	332,964	607,499	437,705
Other Operating Revenues	24,600	26,542	-	8,147	-
Total Revenues	\$ 16,404,285	\$ 15,893,701	\$ 14,875,238	\$ 15,657,449	\$ 15,677,495
Expenditures					
Personnel Compensation	11,165,855	9,347,856	10,435,117	8,334,849	10,879,178
Professional Development	481,654	241,316	345,893	252,322	538,243
Contracted Services	2,561,573	854,075	1,444,600	1,589,358	1,585,720
Service Expenses	702,644	567,508	570,129	618,134	826,301
Partnership Funding	-	-	770,000	700,000	1,542,241
Supplies, Equipment, & Software	542,597	216,083	413,113	363,848	571,188
Occupancy Expenses	811,751	524,425	469,461	505,554	547,644
Other Operating Expenses	549,412	431,074	496,902	483,496	514,391
Capital Expenditures	-	343,079	-	558,069	461,000
Total Expenditures	\$ 16,815,486	\$ 12,525,415	\$ 14,945,215	\$ 13,405,630	\$ 17,465,906
Change in Fund Balance	\$ (411,201)	\$ 3,368,286	\$ (69,977)	\$ 2,251,819	\$ (1,788,411)

Appropriation of Governmental Fund Balance

	2024		2025		2026
	Budget	Actual	Budget	Projection	Proposed
Beginning Governmental Fund Balance	8,747,550	8,021,778	9,240,047	11,390,064	13,641,883
Total Revenues	16,404,285	15,893,701	14,875,238	15,657,449	15,677,495
Total Available Resources	\$ 25,151,835	\$ 23,915,479	\$ 24,115,285	\$ 27,047,513	\$ 29,319,378
Expenditures	16,315,495	12,182,337	14,945,215	12,847,560	17,004,906
Capital Expenditures	526,040	343,079	-	558,069	461,000
Contingency	500,000	-	-	-	500,000
Total Expenditures	\$ 17,341,535	\$ 12,525,415	\$ 14,945,215	\$ 13,405,630	\$ 17,965,906
Ending Governmental Fund Balance	\$ 7,810,300	\$ 11,390,064	\$ 9,170,070	\$ 13,641,883	\$ 11,353,472

Appropriation of Fund Balance:

Non-Spendable (Prepaid)	-	94,867	-	95,000	-
Restricted Funds	960,706	470,801	448,356	469,723	470,325
Committed Funds	3,000,000	-	-	-	-
Assigned Funds					
Operating Reserve	1,031,897	69,977	7,472,610	7,472,610	5,988,635
Capital Reserve	2,021,000	-	1,232,874	674,805	1,300,000
Unassigned Funds	796,697	10,754,419	16,230	4,929,745	3,594,512
Total General Fund	\$ 7,810,300	\$ 11,390,064	\$ 9,170,070	\$ 13,641,883	\$ 11,353,472

Health District of Northern Larimer County

Detailed Three Year Comparative Budget

	2024	2025		2026
	Actual	Budget	Projection	Proposed
Revenues				
Tax Revenues	12,353,249	11,361,432	11,390,658	12,197,310
Property Taxes	11,645,284	10,761,432	10,679,432	11,489,310
Specific Ownership Taxes	707,964	600,000	711,226	708,000
Service Revenues, Net	762,292	1,462,750	1,570,187	1,045,968
Self Pay	269,540	417,109	365,336	363,968
Grant Reimbursement	-	-	39,600	120,000
Insurance Reimbursement	752,378	1,575,189	1,645,993	950,000
Contractual Adjustments	(255,735)	(525,398)	(473,228)	(380,000)
Other Adjustments	(3,892)	(4,150)	(7,515)	(8,000)
Lease Revenues	1,546,333	1,304,044	1,565,293	1,657,525
Capital Lease	134,755	137,100	175,888	219,761
Capital Lease - Interest	1,171,242	1,166,944	1,166,944	1,162,841
Tenant Lease	140,884	-	124,784	127,371
Tenant Lease - Interest	3,109	-	632	142
Tenant Lease - Fees	96,342	-	97,045	147,410
Contributions	580,751	414,048	515,666	338,988
Grants & Partnerships	575,493	394,048	512,051	289,081
Donations	5,258	20,000	3,615	49,907
In-Kind Donations	-	-	-	-
Investment Earnings	624,535	332,964	607,499	437,705
Investment Yield	624,535	332,964	595,716	405,232
Interest Earned	-	-	11,783	32,473
Other Operating Revenues	26,542	-	8,147	-
Miscellaneous Income	26,542	-	8,147	-
Total Revenues	\$ 15,893,701	\$ 14,875,238	\$ 15,657,449	\$ 15,677,495
	2024	2025		2026
	Actual	Budget	Projection	Proposed
Expenditures				
Personnel Compensation	9,347,856	10,435,115	8,334,849	10,879,178
Salaries & Wages	7,509,814	8,181,345	6,601,539	8,453,789
Social Security Tax	449,329	507,242	394,584	504,379
Medicare Tax	110,171	118,630	93,435	122,435
SUTA	(1,028)	16,363	12,676	5,997
Retirement Contributions	367,248	408,466	344,149	422,189
Employee Health Insurance	826,709	1,076,741	796,441	1,228,920
Employee Dental Insurance	33,259	46,967	29,265	51,744
Employee Other Insurance	56,249	61,765	48,142	71,148
Workers Compensation Insurance	(3,895)	17,598	14,618	18,576
Professional Development	241,316	345,893	252,322	538,243
Staff Training	32,201	100,708	39,799	127,298
HD Training	-	-	1,000	30,000
Meetings	48,359	58,523	56,955	32,575
HD Meetings	-	-	-	8,500
Conferences	105,593	132,970	81,700	99,918
Travel	9,035	7,963	15,670	165,643
Professional Reimbursement	33,641	30,982	27,417	45,735
Professional Growth Materials	12,487	14,747	29,781	28,575
Contracted Services	854,075	1,444,600	1,589,358	1,585,720
Legal Services	105,996	-	217,343	200,400
Audit Services	30,993	-	33,365	236,000
Temporary Help	17,309	12,500	1,140	154,500
Consultants	699,777	1,432,100	1,337,510	994,820

Expenditures (Continued)	2024	2025		2026
	Actual	Budget	Projection	Proposed
Service Expenses	567,508	570,129	618,134	826,301
Medical Supplies	132,500	153,300	152,782	170,042
Medical Equipment	1,734	10,893	10,518	11,440
Infection Control	4,677	7,921	2,291	-
Lab & X-Ray	163,039	150,000	159,715	180,000
Prescription & Medication	17,667	35,795	5,557	30,000
Client Assistance & Incentives	8,831	18,000	10,742	75,971
Community Assistance & Incentives	813	7,500	2,547	15,000
Specialty Care	25,788	35,000	11,556	35,000
Community Education	21,262	143,630	36,238	57,000
Community Outreach	-	-	-	30,500
Community Newsletter	65,561	-	-	-
Community Advertising	47,131	-	101,192	139,000
Community Meetings	-	-	2,000	30,050
Bad Debt	78,505	8,090	122,996	52,298
Partnership Expenses	-	770,000	700,000	1,542,241
Partnership Funding	-	770,000	700,000	1,542,241
Supplies, Equipment, & Software	216,083	413,113	363,848	571,188
Supplies	24,556	21,000	18,766	31,075
Equipment	69,187	83,082	53,497	135,147
Software	117,248	301,218	281,615	358,251
Subscriptions	-	-	-	31,640
Postage & Printing	5,092	7,813	9,970	15,075
Occupancy Expenses	524,425	469,461	505,554	547,644
Rent & Lease Payments	76,323	9,413	37,118	24,000
Utilities	71,280	89,364	86,119	94,776
Telephone & Internet	65,771	73,103	65,430	83,953
Repairs & Maintenance - Building	185,759	182,362	181,213	190,274
Repairs & Maintenance - Equipment	35,305	-	56,967	62,664
Repairs & Maintenance - Vehicle	2,092	-	3,053	3,358
Custodial Services	87,896	115,219	75,654	83,219
Security Services	-	-	-	5,400
Other Operating Expenses	431,074	496,902	483,496	514,391
Insurance - General & Liability	65,957	92,235	65,540	65,540
Insurance - Public Officials	106	-	1,500	1,500
Insurance - Malpractice	11,702	10,743	-	8,000
Employee Onboarding	-	-	-	5,000
Recruitment	35,934	41,591	35,901	40,000
Other Employee Expenses	-	-	-	14,500
Employee Recognition	13,801	35,175	13,049	24,150
Volunteer Recognition	2,000	2,000	672	4,000
Public Relations	88	-	4,132	4,589
Election Expenses	-	26,250	75,990	5,000
Investment Expenses	9,681	20,000	15,614	-
Bank & Merchant Fees	-	-	-	16,395
Treasurer Fees	232,943	232,909	213,627	229,786
Property Taxes	48,122	35,999	41,720	76,239
HD Dues & Fees	8,241	-	15,752	19,692
Miscellaneous Expenses	2,500	-	-	-
Capital Expenditures	343,079	-	558,069	461,000
CapEx - Buildings & Improvements	73,895	-	58,050	240,000
CapEx - Leasehold Improvements	-	-	48,883	-
CapEx - Equipment - General	72,341	-	78,568	-
CapEx - Equipment - Medical	16,365	-	65,736	120,000
CapEx - Software	180,478	-	306,833	101,000
Total Expenditures	\$ 12,525,415	\$ 14,945,213	\$ 13,405,630	\$ 17,465,906
Change in Fund Balance	\$ 3,368,286	\$ (69,975)	\$ 2,251,819	\$ (1,788,411)

Health District of Northern Larimer County

2026 Proposed Budget by Function

Revenues	Program Operations			General & Administration	Total Operating	Non-Operating Leased Property	2026 Budget (Proposed)	2025 Budget	2025 to 2026		
	Strategy & Impact	Client Experience	Total						\$ Change	%	Note
Tax Revenues	-	-	-	12,197,310	12,197,310	-	12,197,310	11,361,432	835,878	7%	1
Service Revenues, Net	-	1,045,968	1,045,968	-	1,045,968	-	1,045,968	1,462,750	(416,782)	-28%	2
Lease Revenues	-	-	-	1,382,602	1,382,602	274,923	1,657,525	1,304,044	353,481	27%	3
Contributions	28,130	310,859	338,988	-	338,988	-	338,988	414,048	(75,060)	-18%	4
Investment Earnings	-	-	-	437,705	437,705	-	437,705	332,964	104,741	31%	5
Other Operating Revenues	-	-	-	-	-	-	-	-	-	0%	
Total Revenues	\$ 28,130	\$ 1,356,826	\$ 1,384,956	\$ 14,017,617	\$ 15,402,573	\$ 274,923	\$ 15,677,495	\$ 14,875,238	\$ 802,257	5%	
Expenditures											
Personnel Compensation	1,596,653	6,124,751	7,721,404	3,157,774	10,879,178	-	10,879,178	10,435,117	(444,061)	-4%	6
Professional Development	90,640	241,898	332,538	205,705	538,243	-	538,243	345,893	(192,350)	-56%	7
Contracted Services	310,570	948,122	1,258,692	297,028	1,555,720	30,000	1,585,720	1,444,600	(141,120)	-10%	8
Service Expenses	78,550	567,251	645,801	180,500	826,301	-	826,301	570,129	(256,172)	-45%	9
Partnership Expenses	1,542,241	-	1,542,241	-	1,542,241	-	1,542,241	770,000	(772,241)	-100%	10
Supplies, Equipment, & Software	108,650	287,141	395,791	175,398	571,188	-	571,188	413,113	(158,075)	-38%	11
Occupancy Expenses	60,303	250,242	310,545	98,992	409,536	138,108	547,644	469,461	(78,183)	-17%	12
Other Operating Expenses	13,624	59,047	72,671	341,257	413,928	100,463	514,391	496,902	(17,489)	-4%	
Capital Expenditures	93,520	192,600	286,120	29,880	316,000	145,000	461,000	-	(461,000)	100%	13
Total Expenditures	\$ 3,894,752	\$ 8,671,050	\$ 12,565,803	\$ 4,486,533	\$ 17,052,335	\$ 413,571	\$ 17,465,906	\$ 14,945,215	\$ (2,520,691)	-17%	
Change in Fund Balance	\$ (3,866,622)	\$ (7,314,224)	\$ (11,180,847)	\$ 9,531,084	\$ (1,649,763)	\$ (138,648)	\$ (1,788,411)	\$ (69,977)	\$ (1,718,434)	22%	

Footnotes	
1 Tax Revenues	a. Assessed valuation of taxable property increased by \$330k resulting in higher property tax revenue. b. Specific Ownership Tax revenue calculations were adjusted to reflect actual trends.
2 Service Revenues, Net	a. Oral Health - Service Revenue for 2025 included the unbilled Medicaid from 2024. The 2026 Proposed Budget reflects a flat forecast for only the true 2025 revenue value. b. Behavioral Health - The 2025 budget included \$503k of Service Revenue based on the intent to bill Medicaid for Services rendered. As that billing has not yet begun, minimal service revenue is included in the 2026 Proposed Budget.
3 Lease Revenues	a. Capital Lease - Revenue for the capital lease is based on the lease contract with Poudre Valley Hospital. b. Tenant Leases - Due to undetermined plans during the 2025 budget season, the 2025 budget did not include tenant lease revenue. The 2026 proposal includes this revenue.
4 Contributions	Inclusive of Grants, Partnerships, and Donations, the 2026 proposal includes funds from confirmed grants and previously deferred donations. No unconfirmed amounts have been included.
5 Investment Earnings	a. Investment Yield from Local Government Investment Pool accounts is presented with a moderately conservative method based on Cash Flow projections and federal rate projections. b. Interest Earned from Certificates of Deposits had been budgeted based on current CDs and their respective interest rates.
6 Personnel Compensation	Personnel Compensation is reflective of position changes, COLA increase, and benefit cost increases (employer). For further details see In response to staff surveys, Professional Development has been adjusted in three key areas:
7 Professional Development	a. First, Professional Development allotments are now available to all staff based on career grade to ensure standardization, consistency, and universal access. b. Second, per FTE allotments for Professional Development areas have been increased reflective of industry standards. c. Third, additional training opportunities have been identified and budgeted for in each program to further invest in the knowledge and qualifications of our staff.
8 Contracted Services	While contracted services have increased from prior year budget, the focus of these services has been shifted to align with our strategic plan and improvements to the quality of our programs.
9 Service Expenses	a. Expenses for direct patient care remains consistent from prior year with slight increases for inflation and anticipated needs in response to federal and state changes. b. In contrast, expenses for patient and community assistance have nearly doubled with over \$120k proposed in an effort to assist our community through the impacts of political policy changes. c. Correlating with our assistance increases, expenses related to community outreach and education have been increased by 97% to ensure our ability to raise awareness of the services we provide, current health needs, and governmental changes that will impact health care.
10 Partnership Expenses	In addition to increased funding over current year to our partnerships with FMC/UCHealth, SummitStone, and Salud, the 2026 Proposed Budget includes funding for Poudre School District to increase our impact to overall district health beyond the services we provide directly.
11 Supplies, Equipment, & Software	Expenses have increased in order to provide our staff with necessary equipment upgrades that will increase efficiency and productivity.
12 Occupancy Expenses	The increase in occupancy expenses (such as utilities and repairs & maintenance) is primarily due to inflation.
13 Capital Expenditures	a. Historically, capital expenditures were only budgeted "below the line," however, to comply with modified accrual accounting capital outlay should be included in expenditures. b. In addition to general Infrastructure expenditures, the 2026 proposal includes capital outlay for two Oral Health operatories, programmatic software, and brand related updates.

Health District of Northern Larimer County

2026 Proposed Budget: Supplemental Information

Tax Revenues

	2026	2025	\$ Change	% Change
Property Tax Gross Assessment	5,639,502,088	5,260,196,978	379,305,110	7%
Less: TIF Area Increment	345,131,851	296,208,835	48,923,016	17%
Property Tax Net Assessment	5,294,370,237	4,963,988,143	330,382,094	7%
Levy (mills)	2.167	2.167	-	0%
Property Tax Revenue	11,472,900	10,756,962	715,938	7%
Add: Specific Ownership Tax Rev.	708,000	600,000	108,000	18%
Add: Exmpt PPT Reimbursement	16,410	-	16,410	100%
Less: County Collection Fees	229,786	232,909	(3,123)	-1%
Total Tax Revenues, Net	\$ 11,967,524	\$ 11,124,053	\$ 843,471	8%

Note: Property Tax Revenue is subject to change slightly when final Certifications of Valuation are provided by the Larimer County Assessor on December 10th.

Full Time Employee Counts

	2024 Actual	Budget	2025 Actual/Total	Filled	Vacant	2026 Proposed
Administration	31.175	27.350	22.850	15.000	7.850	23.000
Program Operations (Subtotal)	75.390	70.500	70.175	50.100	20.075	69.400
Strategy & Impact (Subtotal)	19.540	18.000	15.150	9.500	5.650	13.500
Policy	3.000	0.500	1.108	0.500	0.608	0.500
Data & Analytics	3.000	5.175	5.608	1.500	4.108	4.500
Community Assessment	3.000	0.500	0.608	0.500	0.108	0.500
Health Equity	1.000	1.000	1.608	1.500	0.108	1.500
Partnerships	-	0.500	0.610	0.500	0.110	1.500
Community Engagement	-	5.500	5.608	5.000	0.608	5.000
Transitioned Positions	9.540	4.825	-	-	-	-
Client Experience (Subtotal)	55.850	52.500	55.025	40.600	14.425	55.900
Innovation & Quality	-	-	2.250	3.250	(1.000)	3.375
Access to Care	8.166	6.530	6.250	5.250	1.000	6.375
Oral Health	27.418	27.240	26.950	23.200	3.750	27.075
Behavioral Health	20.266	18.730	19.575	8.900	10.675	19.075
Health District Total FTE	106.565	97.850	93.025	65.100	27.925	92.400

Staff Position Status

Total Staff Positions	96
Filled Positions	70
Vacant Positions	26
Hired, Awaiting Start Date	5
Interview Phase	4
Posted	5
Pending	12

Note: Staff Positions will not match FTE as some positions are part time.

