



Board of Directors Special Meeting MINUTES

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

Date: Thursday, June 5, 2025

Time: 5:00 PM

Board Members Present:

Julie Kunce Field, JD, Acting President of the Board
Erin Hottenstein, Assistant Treasurer
John McKay, Secretary
Sarah Hathcock
Lee Thielen

Also Present:

Nicholas A. Hartman, Partner - Hoffman, Parker,
Wilson & Carberry, P.C.

I. Call to Order

a. Roll Call Board of Directors

With a quorum present, the meeting was called to order at 5:01 p.m. by Director, Julie Kunce Field.

b. Welcome Guests & Attendees

Vice President Julie Field acknowledged and thanked staff and Nick Hartman for their attendance and efforts in conducting the meeting on short notice while managing caregiving responsibilities. Jessica Shannon, Vice President of Executive Projects, expressed appreciation for Julie's acknowledgment and requested that the Board of Directors avoid making a practice of scheduling meetings with such short notice, as it hinders the public's and staff's ability to participate in Health District business.

c. Conflict of Interest Statement

None stated.

d. Approval of Agenda

Motion: To approve the June 5, 2025 meeting agenda.

Moved by Erin Hottenstein, seconded by Lee Thielen, objection by Julie Kunce Field; motion passed four to one.

Vice President Julie Field objected to the meeting and agenda for the following reasons: The two agenda items—Election of Officers and Interim Leadership—were tabled to the June 26th meeting on May 22nd. She stated that the information was announced publicly at that meeting, and the public has the right to expect the Board to follow established timelines. She also expressed that as a deliberative body, the Board needs to be clear and consistent in its direction and messaging to effectively serve as public representatives. It was also noted that both agenda items were specifically tabled to June 26th per the meeting transcript.

Vice President Field noted that the meeting was called with only 24 hours' notice and that while technically permitted under the law, it is not best practice and does not demonstrate serious and deliberative governance. She expressed that in addition to disrespecting public expectations and eroding trust in the Board's abilities, the short notice negatively impacted staff's ability to participate. She stated that staff and counsel who were present were juggling parenting and work responsibilities to attend the meeting.

Vice President Field stated she attended in person because of her commitment to the Health District, having changed her professional obligations at a statewide conference and her personal opportunity to spend time with her visiting daughter. She emphasized her commitment to her Board role while noting that she was addressing items that could have waited until the regular June 26th meeting as promised to the public.

Vice President Field indicated she had not been privy to side conversations or serial communications among Board colleagues that may have led to demanding this meeting on such short notice. She expressed concern about a continuing undercurrent of miscommunication and misinformation, stating that the Board needs to be thoughtful, deliberative, and must follow its own direction by tabling the agenda items until June 26th.

Director Lee Thielen noted that she left a party she was hosting at her home to attend the meeting and expressed differences of opinion regarding the urgency of the agenda items. She shared concerns about naming an acting director before the current Executive Director's departure and felt this issue was ignored in the executive session agenda earlier in the week.

Director Julie Kunce Field confirmed that the June 2nd agenda was set to address the separation agreement with the Executive Director. She read the transcript from the May 22nd Board of Directors meeting, detailing that Director McKay proposed postponing the Election of Officers to better understand the roles and time commitments, and that Directors Hottenstein, Thielen and Hathcock had agreed to address agenda items in the regularly scheduled June meeting.

II. Public Comment

- a. Julie Kenney, Human Resources Manager - Expressed appreciation of leadership to modernize human resource and financial systems and the hope that the organization can center on common goals of good governance, and the Health District's mission.
- b. Hannah Groves, Community Impact Manager - Expressed appreciation for Liane Jollon - for her leadership and strategic direction noting the progress in strategy, operations, and operational practices to innovate, excel, and remain accountable to partners in the community. She also urged the board to continue transparency with the forensic financial audit and requested that the results be shared publicly due to deep concerns regarding the organization's lack of checks and balances before Liane's leadership and the need to continue to strengthen financial oversight.
- c. David Navas, Policy Analyst - Seconded Hannah's comments and seconded the objection to the agenda encouraging transparency to the taxpayers.
- d. Jill Wear, Health District Dental Services Manager - Thanked Liane Jollon for her leadership, noting meaningful progress over her tenure with greater impact and intention to putting the needs of community in the forefront. She urged that the organization to continue to serve the public with integrity, to be good stewards of taxpayer dollars, and ensure that services are accessible, equitable, and responsive to the people who rely on them.

- e. Alyson Williams, Vice President of Strategy and Impact – Expressed gratitude for Liane Jollon’s leadership and fostering a culture of equity and excellence and the strong foundation established. She also expressed dedication to working with the board of directors and future leadership to further the work of the strategic plan.
- f. Cassie Niedziela, Health Equity Coordinator - Thanked Liane Jollon for her support in advancing health equity and equitable health care access, as well as her dedication to continuing the work under the strategic plan.
- g. Marisa Dylan, Vice President Communications - Thanked Liane Jollon for her leadership and work to modernize the organization to better serve staff and the organization.
- h. Katie Wheeler, Compliance Officer - Thanked Liane Jollon for her leadership and encouraged the Board to remain committed to the strategic plan to further standards of accountability and transparency. She noted several staff transitions in the Executive Director role and hoped the Board would reflect on factors that may have contributed to this turnover.
- i. Susan Kaiser, Research and Evaluation Manager - Thanked Liane Jollon and the Executive Leadership Team for their openness and curiosity. She noted the absence of historical documentation, such as clearly defined clinical quality guidelines, productivity standards, or evidence-based service models. She shared that historical reporting relied on simple counts of individuals served and a relatively small number of client anecdotes. She emphasized that these metrics are insufficient for evaluating the quality or effectiveness of care, especially for an organization planning to be impact-driven and seeking to understand whether it is making a difference in the lives of those served. She also noted her dedication to the strategic plan and leadership's commitment to learning and understanding root causes of issues. She also acknowledged leadership's inquiry, compassion, and commitment to improving operational efficiency and ensuring those with the highest needs receive quality care.
- j. Brenda Frasier, district resident – Noted concerns with agenda being noticed with only 24 hours' advance notice, which prevented her from attending to make comments at the meeting. She noted that the agenda items were tabled to June 26th meeting and expressed the disservice of the change to the community.

III. Action Items

a. Election of Officers

Vice President, Julie Kunce Field objected to the election of officers for the reasons stated above for the approval of agenda.

Director Julie Kunce Field nominated herself for Board President, citing her experience through multiple Executive Director transitions, her background as a judge appointed by Governor Ritter, eleven years as a public servant in high-profile situations, and her role as President of Crossroads Safehouse Board during a difficult leadership transition, and understanding of the magnitude of the position.

Director Lee Thielen nominated Director Erin Hottenstein, citing her longevity with the organization and her leadership capability and experience. Director Erin Hottenstein accepted the nomination and highlighted her journalism experience covering all levels of government, her commitment to transparency and ensuring the organization does what it is supposed to do, and her previous board presidency experience bringing divided groups together and ensuring individuals felt heard.

Given there were two candidates for the position of President, a vote was taken. Director Hottenstein received four votes, and Director Field received one vote.

Director Sarah Hathcock nominated Lee Thielen for Vice President. Director Lee Thielen accepted the nomination, citing 28 years in state government including 16 years with Colorado Department of Public Health and Environment, interim budget management for Governor Romer, and service on county public health and hospital boards.

Director John McKay nominated Director Julie Kunce Field as Treasurer citing her level of detail and legal sense as key qualifications in meeting the community's expectations of financial transparency and being able to understand what's going to be necessary to guide us forward. Director Filed accepted the nomination.

Director Julie Kunce Field nominated Director John McKay as the Board Liaison to PVHS/UCHealth North. Director McKay accepted the nomination.

Director John McKay nominated Director Sarah Hathcock as Secretary. Director Hathcock accepted the nomination.

Motion: To approve the election of officers as follows:

- *President – Erin Hottenstein*
- *Vice President – Lee Thielen*
- *Treasurer – Julie Kunce Field*
- *Secretary – Sarah Hathcock*
- *Board Liaison to PVHS/UCHealth North – John McKay*

Moved by Erin Hottenstein, seconded by John McKay; Director Julie Kunce Field abstained; motion passes.

b. Interim Leadership Transition Plan

Director, Julie Kunce Field objected to the Interim Leadership Transition Plan agenda item for the reasons stated above for the approval of agenda.

The Health District Executive Leadership Team presented a proposal for shared responsibility to lead the Health District during the transitional period until a permanent Executive Director/CEO is appointed.

Erin Hottenstein read the proposal letter and corresponding emails which proposed the following interim structure:

- Chief Administrative Officer: Assumes day-to-day operational oversight and primary contact between board and leadership team, high-level strategic concerns, sensitive matters, executive communications, governance issues, and urgent matters.
- Vice President of Executive Projects: Board meeting logistics, materials preparation, administrative functions, calendar management, general inquiries and liaison for board training coordination, and internal communications.
- Vice President of Client Experience: Continues client-facing program oversight.
- Vice President of Strategy and Impact: Continues community engagement, data collection and analysis, and external health partnerships.
- Vice President of Communications: Continues external and internal communications and marketing operations.

- Director of Business Operations: Maintains fiscal responsibilities and budget management, and continues implementation of accounting software; also manages all personnel matters and organizational needs.

The team expressed commitment to providing regular updates to the board and maintaining transparency throughout the interim period.

Director Lee Thielen recommended appointing Director of Business Operations, Misty Manchester as interim leader, citing that she knew her, her credibility, tenure, rule-following, people skills, and understanding of District operations. Director Julie Kunce Field recommended determining Misty's interest in the role.

Director John McKay emphasized the importance of having a conversation that is board supported to ensure that the community understood how operations of the district would continue. He shared that the staff had proposed a structure they felt was important for now, and that he could support the proposal and meet later in June to have deeper conversations and discuss the process further.

Director Julie Kunce Field expressed agreement with the plan submitted by the Executive Leadership Team, stating they were capable, experienced, and cared deeply about the Health District. She expressed that operations could continue under the proposed plan at least until the June 26th meeting with the goal of supporting the strategic plan and to minimize staff impact with further transitions.

Director John McKay reiterated that a succession plan has already been established and emphasized the importance of coming together to ensure clarity and organizational support. He supported the leadership proposal, noting the meeting later in June would allow for deeper conversation.

Director Sarah Hathcock supported the structure proposed by the Executive Leadership Team and advocated for systematic staff input and better communication processes, including comprehensive feedback from all departments on how the leadership dynamic is playing out for the staff as a whole. She emphasized creating systems for the Board to receive staff input on what has worked well with the leadership team and what has not to guide decisions. She also expressed the urgency of having clarity in the transition plan for the community.

Jessica Shannon, VP of Executive Projects, provided context around the leadership's proposal and requested the Board consider months of intentional organizational development work in conjunction with transition decisions. She emphasized leadership had been strategically building this structure with professional consultant Angela Hayworth since December 2024. She asked the board to consider the precedent and impact on organizational cultural if board hand-picked staff and does not follow the structure and lanes of services currently in place.

Director Lee Thielen expressed no issue in waiting to the next board meeting to make decisions and wanted to reiterate that the decision of who was in charge was the board's decision to make – not the staff or Liane's. She proposed that the board continue discussions around acting, interim, and hiring of the new Executive Director.

Director Erin Hottenstein encouraged conversations at the Board of Directors Orientation for discussion and action at the next regularly scheduled Board of Directors meeting. She also recommended naming an acting interim Executive Director.

Director Julie Kunce Field expressed agreement with the plan submitted by the Executive Leadership Team, stating they were capable and experienced, and operations could continue under the proposed

plan until June 26th, with the goal of supporting the strategic plan and minimizing staff impact from additional transitions.

Director John McKay agreed with the proposed interim leadership plan until the next board meeting and recommended scheduling meetings with Executive Leadership Team to get to know them and learn information to support informed decisions.

The Board of Directors agreed the approved interim leadership structure would remain in place and would be revisited at the June 26th Regular Board of Directors meeting.

Motion: To support the leadership team's interim transition plan as submitted to the board in a previous letter and as read into the record by President Hottenstein, with the clarification that Chief Administrative Officer Courtney Green shall serve as acting executive director until revisited.

Moved by Director Julie Kunce Field, seconded by Director John McKay; passed unanimously.

Courtney Green, Chief Administrative Officer requested clarification as the board liaison vs “Acting Executive Director”. The board confirmed that as Acting Executive Director, she would have full authority, including signature authority.

IV. Adjourn

Motion: To adjourn the meeting at 6:28 p.m.

Moved by Director Erin Hottenstein, second by Director John McKay; passed unanimously.