



**Board of Directors Special Meeting  
AGENDA**

---

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

---

Date: Tuesday, July 29, 2025

---

Time: 10:00 am – 2:00 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

**II. Board Orientation**

Yashica Lind

**III. Action Items**

Erin Hottenstein

- a. Resolution HD 2025-03

**IV. Adjourn**

## Health District of Northern Larimer County Board of Directors Orientation

**Date:** Tuesday, July 29, 2025

**Time:** 10:00 AM – 2:00 PM

**Location:** 120 Bristlecone Dr., Fort Collins CO 80525 or [Zoom](#)

**Facilitated by:** The Lind Group

**Lead Facilitator:** Yashica Lind, Founder & CEO

**Theme:** Practical Tools for Stronger Governance

### Orientation Agenda

Time	Session	Facilitator
10:00 – 10:30 AM	<b>Welcome &amp; Reframing the Work</b>	Yashica Lind
10:30 – 11:30 AM	<b>Finalizing Core Board Norms</b>	Yashica Lind
11:30 - 12:00 PM	<b>Lunch</b>	
12:00 – 12:30 PM	<b>Legal Refresher: Open Meetings, Records, and Email Protocols</b>	Elizabeth “Ellie” Lebuhn
12:30 – 1:00 PM	<b>From Packets to Planning: How High-Functioning Boards Prepare, Prioritize, and Align</b>  <i>*Surveys- Input on Board Packet*</i>	Yashica Lind
1:00 – 1:05PM	<b>Break</b>	
1:05 – 1:35 PM	<b>ED Search Updates</b>	CPS/Courtney/Misty
1:35– 1:50PM	<b>ED Search Committee Discussion</b>	Erin Hottenstein
1:50 – 2:00 PM	<b>Final Reflections &amp; Feedback Round</b>	

**Note:** All sessions, unless otherwise noted, will be facilitated by Yashica Lind, Lead Strategist with The Lind Group. This agenda is designed to equip board members with practical tools, clarify process roles, and create shared behavioral standards that can stabilize board culture.

For questions, please contact: Yashica Lind • [yashica@thelindgroupllc.com](mailto:yashica@thelindgroupllc.com) •

# Session 2: Practical Tools for Stronger Governance

---

BOARD ORIENTATION | HEALTH DISTRICT OF NORTHERN LARIMER COUNTY

*In service of a healthier community — together.*



## INTRODUCTIONS: WHO'S IN THE ROOM

---

Name & Role



# GROUNDING IN: WHY WE'RE HERE TODAY

Let's take a moment to land. You can either reflect quietly or jot this down — totally your choice.

Since June 25th, what's one thing you've been reflecting on — about our work together or about what it means to govern well in this climate?

After a pause, I'll invite 2–3 voices in — and then we'll move forward.



## WHAT SESSION ONE SHOWED US

**Knowing your role isn't the same as knowing what to do.**

We make roles and responsibilities unmistakable

**Trust is fragile — and it shows.**

People are cautious. Some voices hold back. If we don't name that, it shapes how decisions get made — or avoided.

**We need real ground rules — not just good intentions.**

The board asked for clear norms. Today we'll finalize those so there's a shared line, not moving targets.

**Your tools shape your power.**

Things like board packets, agenda flow, and minutes can either help or hurt your ability to govern well. We'll explore what's working — and what could work better.



## WHERE DO WE NEED TO GET CLEARER?

---

If you were being transparent — what's one board habit, pattern, or dynamic that we could make clearer or more consistent?

TLG / THE LIND GROUP

## STRUCTURE BUILDS STABILITY

---

Trust doesn't come from good intentions. It comes from what you codify, protect, and practice.

It's about getting clearer — so you can govern with less friction and more focus.



TLG / THE LIND GROUP

# Activity 1–Finalizing Board Norms

---

AND OTHER BEST PRACTICES



## Where Practice Reinforces Trust

---

HOW GOVERNANCE FLOWS DAY-TO-DAY

- *How topics get added*
- *How info gets requested*
- *How staff and board stay in their lane and stay in relationship.*



## AGENDA INPUT — WHAT WORKS

LET'S NAME THE NORMS THAT HELP — AND THE ONES THAT TRIP US UP.

### WHAT WORKS WELL

- CLEAR PROCESS FOR SUBMITTING ITEMS
- AGENDA GOES OUT WITH TIME TO PREP
- CHAIR/ED HELP SHAPE THE FLOW

### WHAT CAUSES CONFUSION

- TOPICS APPEAR LAST MINUTE
- ITEMS GET SKIPPED OR DROPPED
- STAFF DON'T KNOW HOW TO PREPARE

TLG/ THE LIND GROUP

## INFORMATION REQUESTS — POWER VS. CLARITY

WHEN ONE BOARD MEMBER REQUESTS INFO, DOES IT REFLECT THE BOARD — OR JUST ONE PERSON?

#### WHEN A REQUEST COMES IN

- REQUEST GOES THROUGH CHAIR OR ED
- CLARIFY WHAT'S BEING ASKED & WHY

#### BEFORE RESPONDING

- STAFF CONFIRMS SCOPE, TIMELINE, RESOURCES
- CHAIR OR ED ENSURES ALIGNMENT WITH BOARD PRIORITIES

#### WHEN A RESPONSE IS READY

- SHARED WITH FULL BOARD (NOT JUST ONE PERSON)
- HELPS EVERYONE STAY INFORMED AND ALIGNED

CLARITY PROTECTS STAFF. PROCESS PROTECTS TRUST.

TLG/ THE LIND GROUP

# STAYING AT THE RIGHT ALTITUDE

WHAT CALLS FOR GOVERNANCE — AND WHAT DOESN'T?

- Is this governance — or operations?
- Is this strategic, durable, and board-worthy — or something staff can own?



*STRONG BOARDS RESIST THE TEMPTATION TO CHASE EVERYTHING. THEY RISE ABOVE IT.*

TLG/ THE LIND GROUP  
PREMIER CONSULTING GROUP

## WHAT BELONGS AT THE BOARD LEVEL?

### ALIGNED BOARD BUSINESS

- SETTING DIRECTION FOR THE ED SEARCH PROCESS
- CLARIFYING LEGAL ROLES AND COLLECTIVE AUTHORITY
- REVIEWING GOALS, SALARY, AND EVALUATION TIMELINES
- ASKING FOR AGENDA TIME VIA THE APPROPRIATE PROCESS
- SEEKING LEGAL GUIDANCE ON BOUNDARIES

### WHEN IT DRIFTS OFF COURSE

- DIRECTING WHERE ADS ARE POSTED OR DRAFTING THE AD
- ACTING AS INDIVIDUALS TO INVESTIGATE STAFF
- DEFINING DAILY EXPECTATIONS FOR HOW STAFF RESPOND
- REQUIRING AGENDA ADDS WITHOUT FOLLOWING PROCESS
- BLURRING PERSONAL CONCERNS WITH GOVERNANCE PRIORITIES

## CLARITY BUILDS RESPECT — AND RESULTS

---

### BOARD MEMBER → CHAIR/ED → STAFF → FULL BOARD

EVERY BOARD MEMBER DESERVES CLEAR, TIMELY INFORMATION. BUT THAT DOESN'T MEAN EVERY QUESTION GOES DIRECTLY TO STAFF. THE BEST BOARDS PROTECT FOCUS BY USING SHARED PROTOCOLS.

REQUESTS GO THROUGH THE CHAIR (FOR BOARD REQUESTS) OR ED (FOR STAFF REQUESTS), THEN COME BACK TO THE FULL BOARD AS NEEDED — THAT WAY EVERYONE STAYS ALIGNED AND INFORMED.

TLG/ THE LIND GROUP  
PREMIER CONSULTING GROUP

## Lunch- Take 30 Minutes

---

TLG/ THE LIND GROUP  
PREMIER CONSULTING GROUP

# Legal Refresher: Open Meetings, Records & Email Protocols

---

WHAT EVERY BOARD MEMBER NEEDS TO KNOW — AND DO

*Presented by:*

*Elizabeth “Ellie” G. LeBuhn, Associate Attorney*

TLG / THE LIND GROUP  
PREMIER CONSULTING GROUP

## From Packets to Planning






---

HOW HIGH-FUNCTIONING BOARDS PREPARE, PRIORITIZE, AND ALIGN

TLG / THE LIND GROUP  
PREMIER CONSULTING GROUP

# HOW DO YOU USE THE BOARD PACKET NOW?

---

-  WHEN DO YOU OPEN IT?
-  WHAT DO YOU READ FIRST?
-  DO YOU TAKE NOTES OR FLAG QUESTIONS?
-  WHAT STAYS CONFUSING UNTIL THE MEETING?
-  AFTER REVIEWING, DO YOU LEAVE FEELING ALIGNED — OR OVERWHELMED?

# WHAT HELPS? WHAT GETS IN THE WAY?

---

HELPS ALIGNMENT	CREATES FRICTION

# HOW TO USE THE PACKET STRATEGICALLY

What to Look At	Why It Matters
Board Agenda Summary	Shows timing, topics, and what decisions are due
Consent Agenda	Quick approvals — <i>only pull if something needs discussion</i>
Executive Director Report	Strategic signals: transitions, risks, priorities
Strategic Planning Update	Tracks goals and progress — focus here monthly
Reports + Financials	Read for trends, not every number or detail

TLG/ THE LIND GROUP  
PREMIER CONSULTING GROUP

## CONSENT AGENDAS — CLARITY OR CONFUSION?

1. Group Routine Items- **(Minutes, renewals, simple contracts)**
2. Approve as a Block- **(Saves time — unless something needs discussion)**
3. Pull Items When Needed- **(Anyone can request — then it's discussed separately)**

Designed to save time — not silence concerns.



TLG/ THE LIND GROUP  
PREMIER CONSULTING GROUP

# HOW STRATEGIC BOARDS THINK

## STRATEGIC THINKING LOOKS LIKE...

FOCUSES ON LONG TERM GOALS AND PRIORITIES

ANCHORS DECISIONS IN MISSION AND OUTCOMES

ASKS “WHAT IS THE IMPACT SIX MONTHS FROM NOW?”

SETS DIRECTION, THEN EMPOWERS STAFF

LOOKS FOR PATTERNS AND ROOT CAUSES

## OPERATIONAL DRIFT LOOKS LIKE...

REACTS TO ISSUES ONE BY ONE

ANCHORS CONCERNS IN PROCESS AND TASK MANAGEMENT

ASKS “ARE WE DOING THIS RIGHT TODAY?”

REVIEWS AND REVISITS TACTICAL STEPS

FOCUSES ON INDIVIDUAL DETAILS OR INCIDENTS

TLG / THE LIND GROUP  
PREMIER CONSULTING GROUP

# GETTING THE MOST FROM STRATEGIC PLANNING

### Focus on Direction, Not Detail

You're not here to fix every issue. You're here to name what matters most.

### Read the Board Packet for Patterns

Look beyond the updates. What themes repeat? What decisions need guidance?

### Actually Read the Current Strategic Plan

Not just what it says — ask why these priorities were chosen, and what's still missing.

### Learn to Think Like a Strategist

What's the root issue? Where's the leverage? What shifts the system, not just the symptoms?

### Show Up Future-Focused, Not Reactive

Strategy isn't about who's right. It's about getting aligned on what's next.



TLG / THE LIND GROUP  
PREMIER CONSULTING GROUP

## WHAT WILL YOU DO DIFFERENTLY?

---

What's one change you'll try  
— in how you read, reflect, or  
show up — to help this board  
work better together?



TLG / THE LIND GROUP  
PREMIER CONSULTING GROUP

Break- 10 min

---

TLG / THE LIND GROUP  
PREMIER CONSULTING GROUP

# ED Search Committee Discussion

---

PRESENTED BY ERIN HOTTENSTEIN

*Governing with clarity, credibility, and collective trust.*



# Executive Session- ED Search Updates

---

PRESENTED BY COURTNEY AND MISTY

*Governing with clarity, credibility, and collective trust.*



## WRAP-UP: WHAT STUCK WITH YOU TODAY?

---



Share one insight, shift, or next-step that stood out to you.

WHAT YOU OWE EACH OTHER, AND THE PUBLIC.

TLG/ THE LIND GROUP

## WRAP-UP: POST ASSESSMENT AND WHAT'S STILL ON YOUR MIND?

---



Take a few minutes to complete your post-assessment and jot down:

- Any remaining questions, concerns, or “I wasn’t sure if I should ask this...” thoughts
- Remember — feedback isn’t criticism, it’s a form of commitment. What you share here helps us sharpen every session ahead.
- Feedback about myself and/or today’s session—what worked, what didn’t, what you’d like to see next time

If anything’s still unclear, unsaid, or unsettled — you can write it on your survey. No judgment. This is how we get better.

Use the back if you need more space.

You don’t need to sign your name unless you want to.

I’ll collect them confidentially in an envelope and review your input privately to guide and strengthen our next sessions.

Thank you for your honesty, your leadership, and your commitment to this work.

CONFIDENTIAL, VOLUNTARY, AND WELCOMED

TLG/ THE LIND GROUP



**Health District of Northern Larimer County  
Resolution No. 2025-03**

**A Resolution of the Board of Directors of the Health District of Northern Larimer County Establishing a Search Committee for its Executive Director Hiring Process, and Approving a Related Agreement with a Consulting Firm for this Hiring Process**

**Whereas**, the Colorado Open Meeting Law, C.R.S. § 24-6-402, *et seq.* ("OML") and the Colorado Open Records Act, C.R.S. § 24-72-200.1, *et seq.* ("CORA"), set forth legal requirements for hiring the Health District's next Executive Director; and

**Whereas**, the Health District seeks to hire an Executive Director pursuant to OML and CORA.

**Now Therefore be it Resolved by the Board of Directors of the Health District of Northern Larimer County that:**

**Section 1.** The Consulting Services Agreement with CPS HR Consulting (the "Search Firm") is adopted and approved in the form attached hereto.

**Section 2.** The Board of Directors of the Health District is hereby designated as the search committee (the "Search Committee") for hiring an Executive Director of the Health District, pursuant to C.R.S. § 24-6-402(3.5).

**Section 3.** The Search Firm shall work cooperatively with the Search Committee to establish and publicize job requirements for applicants, selection procedures, and the time frame for hiring in a manner consistent with the requirements of C.R.S. § 24-6-402(3.5).

**Adopted this 29<sup>th</sup> day of July, 2025.**

\_\_\_\_\_  
Erin Hottenstein, President

**Attest:**

\_\_\_\_\_  
Sarah Hathcock, Secretary

## **Exhibit A Statement of Work**

All changes to this SOW must be mutually agreed to and executed in writing by duly authorized representatives of both parties as an amendment to this SOW. Capitalized terms used herein shall have the meanings ascribed to them in the Agreement.

1. **SERVICES:** CPS HR shall assist the Health District of Northern Larimer County with an Executive Director recruitment by providing the professional services for a full recruitment (Phases I, II and III) as detailed in the CPS HR quote attached hereto as Attachment 1 to Exhibit A.
2. **CLIENT RESPONSIBILITIES:**
  - a. Client must timely perform all those Client roles and responsibilities set forth in this SOW. Successful completion of this project within the time specified depends largely upon an effective working relationship between Client and CPS HR project staff. For this reason, CPS HR requests that Client designate an individual to coordinate communication, meetings, interview schedules, and review of products with the project team.
  - b. Any work products developed during the activities described above will be submitted to Client's Project Representative for review, comment and/or approval. This is a critical step to ensure accurate, reliable, and valid products.
3. **CPS HR PROJECT MANAGER:** Pamela Derby pderby@cpsshr.us
4. **CLIENT PROJECT MANAGER:** Misty Manchester mmanchester@healthdistrict.org
5. **SERVICE FEES:** Fixed Flat Fee \$27,000
  - a. All Services provided to Client by CPS HR hereunder are priced on a FIXED PRICE basis. All amounts are based upon the following assumptions. Any deviations from the following assumptions may result in an increase in the Fees: (i) Client will timely perform its responsibilities as set forth in this SOW; and (ii) Services will normally be performed during normal business hours, Monday through Friday, 8:00 a.m. to 5:00 p.m., excluding CPS HR holidays ("Normal Business Hours").
  - b. Professional Services Fees: The professional fixed fee of \$27,000 covers all CPS HR services associated with Phases I, II, and III of the recruitment process.
  - c. Additional Expenses Not Included: Travel expenses for candidates who are invited forward in the interview process are NOT included. However, should the Client desire CPS HR's Travel Team to assist with these arrangements, CPS HR can provide assistance. This might require an amount be added to the Agreement.
  - d. Invoices: CPS HR will invoice Client upon completion of each phase at the following rates: Phase I \$10,000, Phase II \$10,000 and Phase III \$7,000. Client will pay CPS HR within thirty (30) days following receipt of invoice.
  - e. One-Year Guarantee: If the employment of the candidate selected and appointed by the Client, as a result of a full executive recruitment (Phases I, II, and III), comes to an end before the completion of the first year of service, CPS HR will provide the Client with professional services to appoint a replacement. Professional consulting services will be provided at no cost. The Client would be responsible only for reimbursable expenses. This guarantee does not apply to situations in which the successful candidate is promoted or re-assigned within the organization during the one-year. Additionally, should the initial recruitment efforts not result in a successful appointment, CPS HR will extend the aggressive recruiting efforts and screen qualified candidates until an offer is made and accepted. CPS HR does not provide a guarantee for candidates placed as a result of a partial recruitment effort.
6. In the event the project is terminated early, CPS HR will be paid such amount as is due for professional services performed and out-of-pocket expenses incurred up to and including the effective date of termination.
7. This SOW covers work requested and performed prior to the commencement of this SOW.

# CPS HR CONSULTING

## Executive Search Services

### Professional Fees

Our professional **fixed** fee covers all CPS HR Consulting services and deliverables associated with each of our 3 Recruitment Options: **Outreach/Advertising Only, Partial Recruitment and Full Recruitment**. A marketing brochure and paid advertising are included in all 3 project types. Timelines are an approximation if there are no delays in the process.

Professional Fixed Fees	Pricing
Professional Services for Outreach/Advertising Only (Project Timeline: 30-45 days)	\$10,000
Professional Services for Partial Recruitment (Project Timeline: 60-75 days)	\$20,000
Professional Services for Full Recruitment – All Positions <u>except</u> City Manager, Fire Chief, Police Chief (Project Timeline: 90-120 days)	\$27,000
Professional Services for Full Recruitment - City Manager, Fire Chief, Police Chief (Project Timeline: 120-140 days)	\$30,000

*\*Professional fees for a Partial and Full recruitment would be billed and paid monthly. Professional fees for an Outreach/Advertising project will be billed and paid in full after the completion of the project.*

### Scope of Services

Our proposed executive search process is designed to provide the organization with the full range of services required to ensure the ultimate selection of a candidate uniquely suited to the organization's needs. CPS HR can perform **Outreach/Advertising, Partial Recruitment or Full Recruitment** based on the needs of the organization.

Task	Description	Outreach	Partial	Full
<b>Phase I - Develop Candidate Profile and Recruitment Strategy</b>				
1	Development of Timeline & Workplan		X	X
2	Meetings with Hiring Manager/Key Stakeholders	X	X	X
3	Develop Candidate Profile	X	X	X
4	Develop Recruitment Brochure	X	X	X
<b>Phase II – Aggressive, Proactive, and Robust Recruitment</b>				
1	Place Paid Advertising	X	X	X
2	Identify and Contact Potential Candidates	X	X	X
3	Review Application Materials		X	X
4	Conduct Screening Interviews		X	X
5	Submit Client Report		X	X
6	Client Meeting to Select Semifinalists		X	X
7	Notify Candidates		X	X
<b>Phase III – Selection</b>				
1	Prepare Assessment			X
2	Schedule Candidates; Coordinate Travel			X
3	Prepare Evaluation manuals			X
4	Facilitate Finalist Selection Process			X
5	Conduct Reference/Background Checks			X
6	Assist in Negotiation (if requested)			X

## One-Year Service Guarantee

---

If the employment of the candidate selected and appointed by the organization, as a result of a **Full Executive Recruitment (Phases I, II, and III)** comes to an end before the completion of the first year of service, CPS HR will provide the organization with professional services to appoint a replacement. Professional consulting services will be provided at no cost. The organization would be responsible only for expenses such as re-advertising, consultant travel, additional background checks, etc. **This guarantee does not apply to situations in which the successful candidate is promoted or re-assigned within the organization during the one-year period.** Additionally, should the initial recruitment efforts not result in a successful appointment, CPS HR will extend the aggressive recruiting efforts and screen qualified candidates until an offer is made and accepted. CPS HR does not provide a guarantee for candidates placed as a result of a partial recruitment effort.

