



Board of Directors Regular Meeting AGENDA

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

Date: Thursday, January 23, 2025

Time: 5:30 PM

- | | | |
|----------------|--|---|
| 5:30 PM | I. Call to Order <ul style="list-style-type: none">a. Roll Call Board of Directorsb. Welcome Guests & Attendeesc. Conflict of Interest Statementd. Approval of Agenda | Molly Gutilla |
| 5:35 PM | II. Public Comment <p>Note: If you choose to comment, please follow the “Guidelines for Public Comment” provided at the end of the agenda.</p> | |
| 6:35 PM | III. Consent Agenda <ul style="list-style-type: none">a. December 10, 2024, Regular Meeting Minutesb. November 2024 Financial Statements | |
| 6:45 PM | IV. Action Items <ul style="list-style-type: none">a. Contract for Legal Services/General Counselb. Board of Directors Meeting Schedule<ul style="list-style-type: none">I. Resolution 2025-01: Establish Meeting DaysII. Resolution 2025-02: Designating the Official Posting Location | Molly Gutilla
Molly Gutilla |
| 7:00 PM | V. Reports and Discussions <ul style="list-style-type: none">a. 2025 Board of Directors Election Timelineb. Board of Directors Reportsc. Liaison to PVHS/UCHealth North Reportd. Executive Committee Updatee. Executive Director Staff Report | Katie Wheeler
Board
John McKay
Molly Gutilla
Liane Jollon |

7:20 PM VI. Announcements

- a. Next Regular Board of Directors Meeting

7:25 PM VII. Adjourn

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

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.' Public Comment is an opportunity for people to express your views and therefore the Board of Directors generally does not engage in back-and-forth discussion or respond to questions.

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. Please spell your name for the record and let us know if you reside in the District.
- Tell us whether you are addressing an agenda item, or another topic.
- Please know that you will have up to 5 minutes to present public comment. However, the time allotted for public comment may be limited, so the Chair may need to shorten the time limit as necessary to give each commenter a chance to speak.
- Please address your comments to the Board of Directors, rather than individuals.

Board of Directors Public Hearing and Regular Meeting

Location: Hybrid

Date: December 10, 2024

Time: 5:30 PM

Minutes

Board Members Present:

Molly Gutilla, MS DrPH, Board President
Julie Kunce Field, JD, Board Vice President
Joseph Prows, MD MPH, Treasurer
Erin Hottenstein, Assistant Treasurer
John McKay, Secretary

Also Present:

Elizabeth Lebuhn, Associate Attorney, Hoffman,
Parker, Wilson & Carberry, P.C.

Staff Present:

Liane Jollon, Executive Director
Abby Worthen, Deputy Director of Operations
Courtney Green, Deputy Director of Administration
Dana Turner, Health Services Director
Alyson Williams, Director Policy, Planning,
Research and Evaluation
Misty Manchester, Human Resources Director and
Interim Finance Director
Jessica Shannon, Quality Improvement Projects
Manager
Mike Lynch, Senior Manager – Facilities
Katie Wheeler, Compliance Officer
Sean Kennedy, Digital Media Specialist
Kari Lingl, Behavioral Health Provider
Tonya Kron, Mental Health Connections Program
Manager
Andrea Holt, Integrated Care Program Manager
Rosie Duran, Health Care Access Manager
Zeljko Ivanovic, Psychiatrist
Jennifer Johns, Behavioral Health Clinical
Therapist

I. Call to Order

a. Roll Call Board of Directors

Board President, Molly Gutilla, called the regular meeting to order at 5:31 p.m.

b. Welcome Guests & Attendees

c. Conflict of Interest Statement

No conflicts of interest were reported.

d. Approval of Agenda

Motion: To approve the agenda as presented.

Moved by Julie Kunce Field / Second by Joseph Prows / Carried Unanimously

II. Public Comment

No public comment was given.

IV. Consent Agenda

Motion: To approve the consent agenda with an edit to minutes to remove Kari Lingal from the meeting attendee list.

Moved by Erin Hottenstein / Second by Joseph Prows / Carried unanimously.

V. Action Items

a. Adoption of the 2025 Health District of Northern Larimer County Budget

I. 2025 Proposed Budget Updates and Discussion

Quality Improvement Projects Manager, Jessica Shannon, presented the proposed 2025 budget for the Health District of Northern Larimer County. The budget aligns with the strategic direction set by the Board of Directors and the approved 2025 strategic plan, centering on the organization's mission to enhance community health. Key operational budget updates from November included minor increases in funding for cooperative agreements, increased consulting costs, additional equipment, and software expenses. The most significant changes were to the proposed capital budget, prompted by findings from an Information Technology assessment completed in November. The proposed increased capital budget will ensure a modern information technology (IT) infrastructure through the replacement of outdated equipment. The proposed budget reflects all anticipated costs in alignment with the organization's strategic direction.

II. Resolution 2024-09: Adopt Budget and Appropriate Sums of Money

Motion: To adopt Resolution 2024-09, adopting the 2025 Health District of Northern Larimer County budget and Appropriate Sums of Money in the amount of \$24,115,285.

Moved by Erin Hottenstein / Second by Joseph Prows / Carried Unanimously

III. Resolution 2024-10: Set Mill Levies

Motion: To approve resolution 2024-10 to Set the Mill Levies for the Health District of Northern Larimer County.

Moved by Erin Hottenstein / Second by Joseph Prows / Carried Unanimously

b. Resolution 2024-11: Fund Balance Policy

Executive Director, Liane Jollon, shared that the goal of the proposed fund balance policy was to maintain the financial stability of the Health District of Northern Larimer County in alignment with the Governmental Accounting Standards Board (GASB). The policy delineates between operating expenses, capital investments, and fund balance reserves. The policy will be reviewed and adapted annually to reflect how the Board of Directors prefers to direct the use of the fund balance.

A board member asked how the proposed policy interacts with the investment policy, which specifies that the Health District has \$1M dollars in reserves? Staff stated that the Fund Balance Policy would complement the current policy.

A board member asked how the assigned operating fund balance of four to six months is best practice. Staff confirmed that it falls within best practice and explained that due to stable and predictable property tax revenue, the fund balance could be in the future. However, staff is recommending four to six months of operating reserves at this time with a commitment to reassess annually during the budget process.

Motion: To adopt Resolution 2024-11 – Establishing a Fund Balance Policy. Moved by Julie Kunce Field / Seconded by Joseph Prows / Carried Unanimously

c. 2024 Audit Engagement

Director of Human Resources and Interim Finance Director, Misty Manchester, reported that in accordance with CRS § 29-2-606, Special Districts are required to conduct and submit audits to the state auditor. The Health District received a \$25,765 proposal from CliftonLarsonAllen LLP to perform 2024 audit services.

A board member asked how many years have we had a clean audit? Staff shared that the organization had a history of clean audits.

Motion: To approve the agreement with CliftonLarsonAllen, LLC to perform 2024 audit services as outlined in the attached statement of work. Moved by Joseph Prows/Seconded by John McKay / Carried Unanimously

d. Resolution 2024-12: Board Public Policy Committee

Director of Policy Planning, Research, and Evaluation, Alyson Williams, reported that 2025 will be a bridge, in accordance with board direction, to prioritize partnerships with diverse community organizations and local policy efforts. In 2025, the Health District will expand the contract with Frontline Public Affairs, with whom we have been working for over seven years. Frontline has the expertise and excellent representation at the Capitol. While the Health District has not run or introduced legislation in the past, Frontline can provide support as necessary and appropriate. To effectively leverage the contract with Frontline, multiple options were proposed to establish and appoint members to the Board Public Policy Committee. The BOD determined that once members we appointed - the Board Public Policy Committee would determine meeting cadence.

Motion: To adopt Resolution 2024-12 and appoint Directors Molly Gutilla and Erin Hottenstein to the Board Policy Committee for the 2025 legislative session.

Moved by Joseph Prows, seconded by John McKay/ Carried Unanimously

e. Resolution 2024-13: Board Governance Committee

Compliance Officer, Katie Wheeler, reported that in November, staff shared a crosswalk of recommended Board of Director policies to review, update, and develop. Staff recommended the formation of a committee to support the creation of a new Board of Director policy book and proposed adopting a resolution to establish a Board Governance Committee.

A board member commented that this is an important undertaking by the Board of Directors and the organization, given that we are a government organization that serves the people of the District and we have not paid enough attention to this area.

Motion: To adopt Resolution 2024-13 to establish and appoint Julie Kunce Field and Erin Hottenstein to a Board Governance Committee.

Moved by Joseph Prows / Seconded by John McKay / Carried Unanimously

f. Resolution 2024-14: 2025 Board Member Election Resolution

Compliance Officer, Katie Wheeler, reported on the upcoming May 2025 Health District election. The Health District Board of Directors must adopt a formal resolution by February 20, 2025, specifying board seats for election, election method, polling locations (if applicable), and appointing a Designated Election Official (DEO).

Staff recommended hiring an election consultant to carry out the election, provide training and oversight of election judges, serve as the DEO, and develop standard operating procedures for future elections. Former Pueblo County Clerk, Bo Ortiz, with over 20 years of election experience, is the proposed contracted DEO. It was also noted that the resolution can be amended to reflected final polling location decisions.

Motion: To adopt Resolution 2024-14: Election Resolution.

Moved by Joseph Prows / Seconded by Julie Kunce Field / Carried Unanimously

VI. Reports and Discussions

a. 2025 Board of Directors Meeting Schedule

Director Molly Gutilla noted proposed changes to the 2025 Board of Directors Meeting Schedule since the November meeting discussion. The proposed 2025 Board of Directors meeting schedule included the addition of a January and April Meeting. 2025 meetings were proposed for the fourth Thursdays of each month at 5:30 to reduce conflicts with other public meetings and availability of legal counsel. There are some exceptions to the schedule to accommodate holidays and budget timeline requirements. The Board of Directors will review and approve the final 2025 Board of Directors schedule at the January 23rd Regular Meeting.

b. Board of Directors Reports

- Molly Gutilla: Reported attending Colorado Health Institute Hot Issues in Health.
- Julie Kunce Field: Reporting attending Colorado Health Institute Hot Issues in Health.
- Erin Hottenstein: Reported attending Colorado Health Institute Hot Issues in Health.
- John McKay: No report
- Joseph Prows: No report

c. Liaison to PVHS/UCHealth North Report

Director John McKay shared that the UCHealth Board met on November 20, 2024, and addressed several topics, including Medicaid and provider rates, which are expected to remain flat or potentially decrease in the coming year. UCHealth outlined its strategic priorities, which include focusing on mortality rates, leveraging hospital services, improving sepsis survival rates, and length of hospital stays. They reported an overall staff turnover rate of 15.2% and a nursing turnover of 11%, which remains better than national averages. Additional focus areas include improving patient care accessibility and operating room utilization through enhanced education.

d. Executive Committee Update

No updates.

e. Executive Director Staff Report

Liane Jollon, Executive Director, provided the following updates:

1. Urban Renewal Authority (URA) and North College Area Initiatives

The URA encompassing the North College area, including the Bristlecone locations, is now under contract to purchase the Albertsons building north of the Bristlecone locations. Proposed plans are underway to explore how this space can be used as a community hub to meet local needs. Staff has invited Andy Smith, the URA lead for the City of Fort Collins, to present these developments and explore the Health District's potential role in planning at a future Board of Directors Meeting.

2. Talent Lifecycle Evaluation

The Health District is working with Talent Centric Designs to assess the "talent lifecycle," which includes recruitment, staff development, retention, and culture. The assessment aims to align organizational talent with the vision and strategic goals set during the May strategic planning session. Focus areas include performance management, learning opportunities, and intentional culture design.

3. Colorado Health Institute (CHI) - Hot Issues in Health

The Executive Director shared that she was recently appointed to the Colorado Health Institute Board of Directors and attended their Hot Issues and Health event. Discussions from event discussions highlighted anticipated constraints in state and federal budgets affecting health services. Insights from recent CHI sessions emphasized the following, which also resonated with the Health District Leadership Team:

- Strengthening data and program evaluations
- Adopting evidence-informed practices
- Prioritizing initiatives and discontinuing those not aligned with strategic goals

5. Welcome to Courtney Green, Deputy Director of Administration

The Executive Director welcomed a new team member, Courtney Green was introduced as the Deputy Director of Administration.

VII. Announcements

- a. January 23, 2025: 5:30 p.m. – Regular Meeting

Executive Session

Motion: To move into executive session to C.R.S. § 24-6-402(4)(a) for the purposes of a discussion regarding the purchase, acquisition, lease, transfer or sale of real, personal or other property interest where no member of the Board has a personal interest in such purchase, acquisition, lease, transfer or sale, concerning the Health District selling real property owned by the District and an executive session will be held for the purpose of receiving legal advice, the topic of which cannot be disclosed without comprising the purpose for which the executive session is authorized, pursuant to C.R.S. 24-6-402(4)(b).

Moved by Erin Hottenstein / Second by Julie Kunce Field / Carried Unanimously

VIII. Adjournment

Meeting adjourned at 9:12 p.m.

AGENDA DOCUMENTATION

Meeting Date: December 10, 2024

SUBJECT: November 2024 Financial Statements

PRESENTER: Misty Manchester

OUTCOME REQUESTED: ___ Decision ___ Consent ___ Report

PURPOSE/ BACKGROUND

In order to monitor financial performance as a component of fulfilling the Board of Director's fiduciary responsibilities, monthly financial reports are presented to the Board of Directors for review.

Attachment(s):

- Health District Financial Reporting Package – November 2024

FISCAL IMPACT

None.

STAFF RECOMMENDATION

Accept the financial reports as presented.

Health District

OF NORTHERN LARIMER COUNTY

Financial Reporting Package

FOR THE ELEVEN PERIODS ENDED NOVEMBER 30, 2024

Jessica Holmes, YPTC
COMPLETED ON | JANUARY 16, 2025

TABLE OF CONTENTS

Executive Summary	3
Highlights	3
Recommendations & Progress Updates	3
Financial Discussions	5
Statements of Financial Position	5
Statement of Activities	5
Statement of Activities – Actual to Budget Comparison	6
Statement of Cash Flows	6
Further Financial Analysis	6
Statements of Financial Position	8
Statement of Activities	9
Statement of Activities – Actual to Budget Comparison	10
Statement of Cash Flows	11

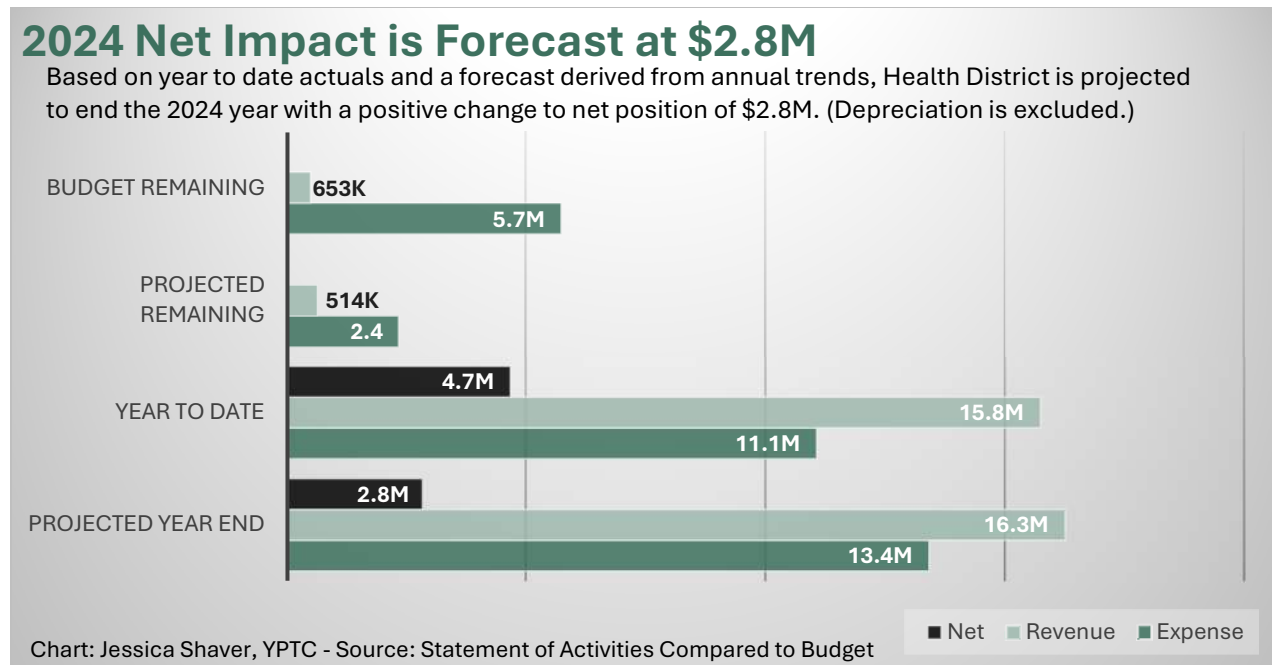
EXECUTIVE SUMMARY

HIGHLIGHTS

The Health District of Northern Larimer County recognized Revenue of \$370k during the month of November 2024 and incurred Expenses of \$1.1M, resulting in a negative Change in Net Position of (\$758k) for the month. Year to date, the Health District has generated Revenue of \$15.8M and Expenses of \$11.1M, resulting in a positive Change in Net Position of \$4.7M so far for 2024. Depreciation expense has been excluded from these calculations.

In comparison to budget, Revenue was ahead of budget by \$19k for November and at budget year to date. Due primarily to personnel vacancies and lower contracted service costs, Expenses were below budget by \$135k for November and by \$3.2M for the year so far.

As highlighted in prior months, it is important to note that 96% of all budgeted revenue for the year has already been recognized. Expenditures are below budget by 22% for the year so far, however this gap will be bridged slightly with a spike in expenses during the final month of 2024.



RECOMMENDATIONS & PROGRESS UPDATES

COMPLETED PROJECTS

YPTC has collaborated with the Health District to incorporate several improvements to enhance the financial transparency and health of the organization. Most notably, the following projects have been completed:

- **2025 Budget Restructure** – the budget that has been adopted for 2025 was completely overhauled to improve accuracy, provide a more realistic representation of the classification of revenues and expenses, and to align with the strategic priorities of the Board of Directors. The 2025 Budget and Certification of Tax Levies was submitted to and accepted by DOLA.
- **Capital Improvement Plan** – a long-term capital plan was created to identify and prioritize infrastructure needs of the Health District for the next 20 years. Additionally, a funding plan was created to ensure funds for the necessary capital expenditures are appropriated accordingly.
- **Financial Reporting** – the financial reporting package has been reimagined to focus on providing increased transparency into the financial wellbeing of the Health District. Further improvements to financial reporting are to come with the accounting software transition.
- **Finance Department Improvements** – we have implemented segregation of duties throughout the month end process, incorporated clear deadlines for completion of work, and improved information sharing through recurring meetings.

PROJECTS IN PROGRESS

YPTC and the Finance Department of the Health District also have several current projects in progress:

- **Accounting Software Transition** – thanks to the approval of the Board, the transition to NetSuite is underway. The anticipated go live date is May 1, 2025.
- **Chart of Accounts Restructure** – as part of the NetSuite transition, YPTC will be reforming the Chart of Accounts. Currently, there are over 1,000 active general ledger accounts which makes consistently accurate coding difficult and time consuming. The restructuring will improve the categorical and programmatic coding of transactions to ultimately lead to better financial reporting which will allow management and the Board to make financially informed decisions with confidence.
- **GL Account Clean Up** – ideally, every asset, liability, and fund general ledger account should be reconciled and supported. When YPTC was engaged, reconciliations and support only existed for a handful of those accounts. At this time, 75% the accounts have been reconciled and supported. Reconciliation of the remainder of the accounts is underway and scheduled for completion by year end to ensure accurate financial reporting and a smooth audit process for 2024, as well as a clean transition to NetSuite. A summary of this project will be included with the December 2024 Financial Reporting Package.
- **Payroll Software Transition** – the transition from in-house payroll processing to UKG is also underway and anticipated to complete on March 1, 2025.
- **Process Streamlining** – to increase department efficiency, several accounting processes are being streamlined. Efforts in this area will be significantly increased pending the NetSuite implementation.

FUTURE IMPROVEMENTS

Finally, YPTC and the Finance Department of the Health District have slated additional projects to make further improvements to the department, and in turn, to the organization overall:

- **Updated Financial Policies** – several financial policies adopted by the organization are no longer relevant to current operational needs and best practices (the Fixed Asset Policy, for example). YPTC recommends updating these policies to reflect current standards.
- **Documentation of Processes and Procedures** – to ensure continuity of operations process and procedures will be documented. This project will begin as the transitions to NetSuite and UKG are completed to avoid inefficiency of time allocation.
- **Finance Department Staffing Assessment** – the implementation of technologically advanced software (NetSuite and UKG) will inevitably reduce time requirements for task completion. YPTC recommends assessing true staffing needs within the department and from a consulting perspective once those projects are completed.

FINANCIAL DISCUSSIONS

STATEMENTS OF FINANCIAL POSITION

Cash & Cash Equivalents improved by 38% from the previous year due to year-to-date positive financial performance by the Health District. This balance is anticipated to decline marginally in the last month of 2024 as expenses will exceed revenues.

The Accounts Receivable balance has increased by \$342k from the prior year. This is due primarily to temporary changes in billing and collection processes within the Dental program. An assessment is in progress to determine the collectability of balances and identify revenue that should be deferred until billing resumes.

Deferred Revenue decreased by 57% from the previous year, this shows that the organization has been more efficient in the recognition of grant funding and able to realize the impact on the Statement of Activities.

The Current Year Change in Net Position is 80% better than prior year, which shows the impact of both increased revenues and decreased expenses in 2024.

STATEMENT OF ACTIVITIES

Revenues for November 2024 were \$370k, which is lower than the monthly average for the current year by 74%, however, this was expected given the timing of receipt of tax revenues. YPTC identified that tax revenue was being recognized a month behind when it was collected by Larimer County. This process has been corrected, as a result, both October and November tax collections were recognized in November.

Expenses for November 2024 were \$1.2M (depreciation included), which is 11% higher than the monthly average for the year.

With Depreciation Expense *included*, the Change In Net Position for the month was (\$781k).

STATEMENT OF ACTIVITIES – ACTUAL TO BUDGET COMPARISON

Total Revenue for November 2024 was ahead of budget by 5%, however year-to-date Total Revenues are on budget. Despite revenues meeting budget overall, there are some large variances in specific revenue sources, specifically: Interest Income (ahead by 43%), Fee for Service Income (ahead by 45%), and Grant Income (behind by 37%).

Total Expenses for November 2024 were better than budget by 11% and by 22% year-to-date. As projected, expenses increased in November and are projected to increase further in December. Programmatically, the largest variations are within Mental Health Connections and Dental Services, accounting for 50% of the total \$3.2M variance.

With Depreciation Expense *excluded*, the Change In Net Position from Operations for the month was (\$758k).

STATEMENT OF CASH FLOWS

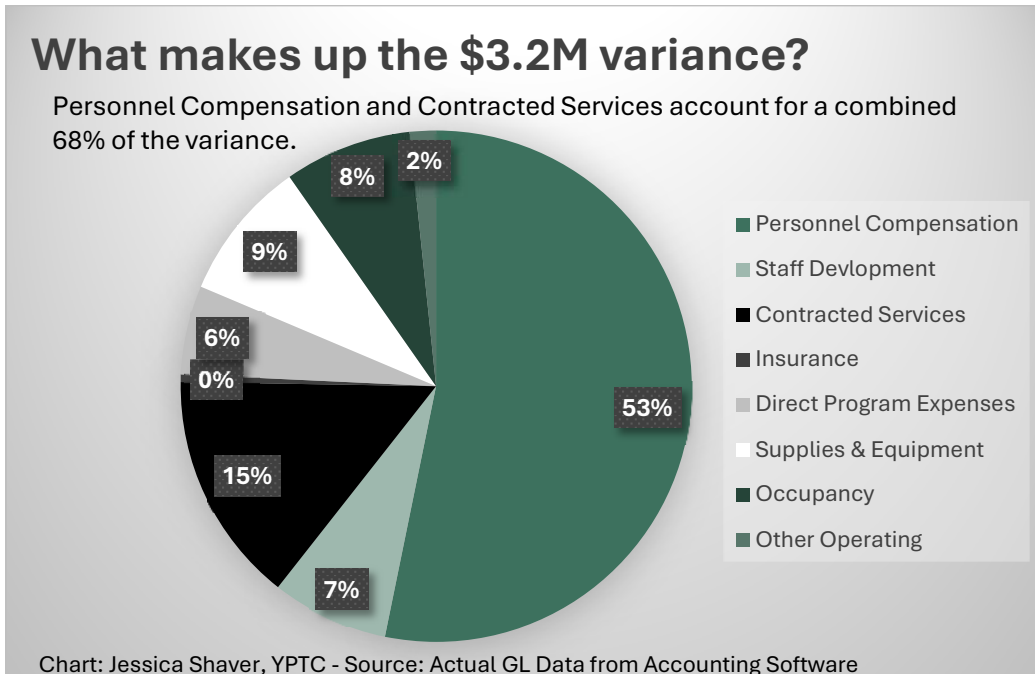
The Health District has increased Cash & Cash Equivalents by \$4.3M year to date. The November 2024 balance is nearly \$12.0M.

FURTHER FINANCIAL ANALYSIS

While we are currently unable to reflect categorical expense variations directly on the Statement of Activities, through data extrapolation from the accounting software the following shows where the expense variations to budget exist at an expense category level:

Expenditures	2024 Actual	2024 Budget	\$ Variance	%
Personnel Compensation	8,573,954	10,251,628	1,677,674	16%
Staff Development	208,282	441,518	233,236	53%
Contracted Services	714,945	1,176,196	461,251	39%
Insurance	73,684	89,239	15,555	17%
Direct Program Expenses	457,556	634,901	177,345	28%
Supplies & Equipment	216,978	497,380	280,402	56%
Occupancy	489,733	744,106	254,373	34%
Other Operating	340,592	393,135	52,543	13%
Total Expenditures	11,075,724	14,228,103	3,152,379	22%

The largest areas in which expenditures are not aligned with the 2024 Budget are found in Personnel Compensation (due primarily to staffing vacancies) and Contracted Services. The chart below shows how much of the variance is attributed to each category:



This categorical analysis was considered in conjunction with grammatical information during creation of the 2025 Budget with the goal of delivering a more accurate budget for the 2025 year.

Health District
Of Northern Larimer County

Statements of Financial Position

As of Period Ended November 30, 2024

ASSETS	November 2024	November 2023	Change
CURRENT ASSETS			
Cash & Cash Equivalents	11,954,391	8,644,098	3,310,293
Investments	1,057,325	1,030,702	26,622
Accounts Receivable	391,173	49,468	341,706
Taxes Receivable	163,135	84,273	78,862
Prepaid Expenses	(3,575)	2,679	(6,254)
TOTAL CURRENT ASSETS	13,562,449	9,811,221	3,751,228
NON-CURRENT ASSETS			
Leases Receivable	59,210,126	59,400,906	(190,780)
Capital Assets, Net	9,672,808	9,790,881	(118,073)
Leased Assets, Net	57,632	-	57,632
TOTAL NON-CURRENT ASSETS	68,940,565	69,191,787	(251,222)
TOTAL ASSETS	82,503,015	79,003,008	3,500,007
LIABILITIES & NET POSITION			
LIABILITIES			
CURRENT LIABILITIES			
Accounts Payable	306,579	159,191	147,389
Payroll Liabilities	588,983	631,619	(42,636)
Deposits	14,389	15,261	(873)
Deferred Revenue	187,587	437,163	(249,576)
TOTAL CURRENT LIABILITIES	1,097,537	1,243,233	(145,696)
NON-CURRENT LIABILITIES			
Compensated Absences	6,621	18,413	(11,792)
Deferred Property Taxes	54,242	19,048	35,194
Deferred Leases	59,405,007	59,498,836	(93,828)
TOTAL NON-CURRENT LIABILITIES	59,465,871	59,536,297	(70,426)
TOTAL LIABILITIES	60,563,408	60,779,530	(216,122)
NET POSITION			
Beginning Net Position	17,510,830	15,762,077	1,748,754
Current Year Change in Net Position	4,428,776	2,461,401	1,967,375
TOTAL NET POSITION	21,939,606	18,223,478	3,716,128
TOTAL LIABILITIES & NET POSITION	82,503,015	79,003,008	3,500,007

Unaudited - For Management Use Only

Health District

Of Northern Larimer County

Statement of Activities

As of Period Ended November 30, 2024

	November 2024	Year to Date
REVENUE		
Property Taxes	74,410	10,647,955
State of Colorado Backfill	-	998,987
Specific Ownership Taxes	119,480	646,688
Lease Revenue	26,405	1,336,023
Interest Income	47,303	564,674
Fee for Service Income	26,309	242,418
Third Party Income	73,610	904,650
Grant Income	-	384,199
Donations	-	60
Miscellaneous Income	2,162	25,580
TOTAL REVENUE	369,680	15,751,232
EXPENSES		
Administration	153,140	1,214,710
Board Expenses	12,128	115,010
Mental Health Connections	201,218	2,238,332
Dental Services	358,918	3,544,479
Integrated Care (MHSA/PC)	92,964	1,022,933
Health Promotion	50,632	529,780
Community Impact	71,000	708,711
Program Assessment & Evaluation	41,237	309,758
Health Care Access	83,450	845,195
Resource Development	3,892	42,555
Leased Offices	12,288	139,143
Contingency - Operational	-	36,366
Grants	47,001	328,752
Depreciation Expense	22,910	246,732
TOTAL EXPENSES	1,150,776	11,322,456
CHANGE IN NET POSITION	(781,096)	4,428,776

Unaudited - For Management Use Only

Health District
Of Northern Larimer County
Statement of Activities

Actual to Budget Comparison
As of Period Ended November 30, 2024

	Current Month				Year to Date				Annual Budget	Remaining Funds
	Budget	Actual	Variance	%	Budget	Actual	Variance	%		
REVENUE										
Property Taxes	29,700	74,410	44,710	151%	10,656,660	10,647,955	(8,705)	0%	10,685,198	37,243
State of Colorado Backfill	-	-	-	0%	1,031,897	998,987	(32,910)	-3%	1,031,897	32,910
Specific Ownership Taxes	50,211	119,480	69,269	138%	554,601	646,688	92,087	17%	650,000	3,312
Lease Revenue	127,666	26,405	(101,261)	-79%	1,404,331	1,336,023	(68,309)	-5%	1,531,998	195,975
Interest Income	22,500	47,303	24,803	110%	395,000	564,674	169,674	43%	415,000	(149,674)
Fee for Service Income	15,212	26,309	11,097	73%	167,331	242,418	75,087	45%	182,543	(59,875)
Third Party Income	82,286	73,610	(8,676)	-11%	905,143	904,650	(493)	0%	987,429	82,779
Grant Income	20,831	-	(20,831)	-100%	610,762	384,199	(226,563)	-37%	895,620	511,421
Donations	-	-	-	0%	-	60	60	0%	-	(60)
Miscellaneous Income	2,050	2,162	112	5%	22,550	25,580	3,030	13%	24,600	(980)
TOTAL REVENUE	350,457	369,680	19,223	5%	15,748,275	15,751,232	2,957	0%	16,404,285	653,053
OPERATING EXPENSES										
Administration	113,664	153,140	(39,476)	-35%	1,251,507	1,214,710	36,797	3%	1,365,171	150,461
Board Expenses	12,253	12,128	125	1%	134,779	115,010	19,770	15%	173,032	58,022
Mental Health Connections	274,711	201,218	73,493	27%	3,012,850	2,238,332	774,518	26%	3,289,543	1,051,211
Dental Services	395,500	358,918	36,582	9%	4,350,500	3,544,479	806,021	19%	4,746,000	1,201,521
Integrated Care (MHSA/PC)	113,438	92,964	20,474	18%	1,248,215	1,022,933	225,281	18%	1,362,252	339,319
Health Promotion	70,065	50,632	19,434	28%	772,538	529,780	242,758	31%	843,104	313,324
Community Impact	96,554	71,000	25,554	26%	1,060,694	708,711	351,983	33%	1,157,452	448,741
Program Assessment & Evaluation	42,722	41,237	1,485	3%	469,939	309,758	160,182	34%	535,161	225,403
Health Care Access	107,733	83,450	24,283	23%	1,128,831	845,195	283,637	25%	1,236,564	391,369
Resource Development	4,941	3,892	1,049	21%	54,352	42,555	11,797	22%	59,293	16,738
Leased Offices	11,634	12,288	(654)	-6%	158,971	139,143	19,828	12%	170,605	31,462
Contingency - Operational	-	-	-	0%	-	36,366	(36,366)	0%	500,000	463,634
Grants	19,414	47,001	(27,587)	-142%	584,926	328,752	256,173	44%	1,377,309	1,048,557
TOTAL OPERATING EXPENSES	1,262,628	1,127,866	134,763	11%	14,228,103	11,075,724	3,152,379	22%	16,815,486	5,739,762
CHANGE IN NET POSITION FROM OPERATIONS	(912,172)	(758,186)	153,986	17%	1,520,172	4,675,508	3,155,336	208%	(411,201)	

Does not include Depreciation expense.

Unaudited - For Management Use Only

Health District

Of Northern Larimer County

Statement of Cash Flows

As of Period Ended November 30, 2024

CASH FLOWS FROM OPERATING ACTIVITIES	November 2024
Total Change in Net Position	4,428,776
Adjustments to Reconcile Change in Net Assets to Net	
Cash Provided by (Used in) Operating Activities:	
Depreciation & Amortization	246,732
Accounts Receivable	10,559,256
Prepaid Expenses	82,643
Accounts Payable	132,202
Payroll Liabilities	(119,356)
Accrued Liabilities	(66,765)
Deferred Revenue	(10,883,305)
Net Cash Provided by (Used in) in Operating Activities	4,380,184
 CASH FLOWS FROM INVESTING ACTIVITIES	
Investments	(24,947)
Purchase of Fixed Assets	(72,341)
Net Cash Provided by (Used in) Investing Activities	(97,287)
 CASH FLOWS FROM FINANCING ACTIVITIES	
Net Change in Debt	-
Net Cash Provided by (Used in) Financing Activities	-
 Net Cash Increase (Decrease) for Period	4,282,897
Beginning Cash & Cash Equivalents	7,671,495
Ending Cash & Cash Equivalents	11,954,391

Unaudited - For Management Use Only



AGENDA DOCUMENTATION

Meeting Date: December 10, 2024

SUBJECT: Contract for Legal Services/General Counsel

PRESENTER: Molly Gutilla

OUTCOME REQUESTED: **Decision** **Consent** **Report**

PURPOSE/ BACKGROUND

The Executive Committee of the Board of Directors of the Health District of Northern Larimer County (Health District) released an RFP for qualified legal firms and/or attorneys to provide comprehensive legal services for the District. The Executive Committee reviewed proposals and interviewed all applicants.

Hoffman, Parker, Wilson & Carberry, P.C. and Husch Blackwell submitted a joint proposal to work under the guidance and direction of the governing body, in collaboration with the Executive Director (or other authorized designee(s)). Their proposal was selected by the Executive Committee.

Attachment(s):

None

STAFF RECOMMENDATION

To ratify the executed contracts for legal services with Hoffman, Parker, Wilson & Carberry, P.C. and Hush Blackwell.

AGENDA DOCUMENTATION

Meeting Date: December 10, 2024

SUBJECT: 2025 Board of Directors Meeting Schedule

PRESENTER: Molly Gutilla

OUTCOME REQUESTED: Decision Consent Report

PURPOSE/ BACKGROUND

The Health District’s business is conducted in meetings of the Board of Directors. Best practices include the Board designate the time and place for all Board meetings and designate where it posts its required 24-hour notice at the first regular meeting of each calendar year. (C.R.S.§32-1-903 and C.R.S.§24-6-402).

Health District of Northern Larimer County Bylaws (Article IV, Section 8.) require:

- a) The Board shall hold meetings at least ten times per year.*
- b) Special meetings and/or work sessions may be held as often as the needs of Health District require, upon notice to each director, and shall be posted as required by law.*

The Executive Committee proposes the following 2025 meeting schedule with the intent to adopt a formal resolution at the first regular meeting of the year:

- Regular meetings: Held the fourth Thursdays of the month at 5:30 p.m.
 - March meeting is adjusted for the PVH Joint Board Meeting.
 - Adjustments have been made for Study Sessions and for the regular November and December meetings due to schedules and budget adoption.
- Agenda order: Presentations, public comment, action items
 - January 23, 2025
 - February 27, 2025
 - March 12, 2025 (Joint Board Meeting with PVH)
 - April 24, 2025
 - May 22, 2025 (Strategic Plan Study Session)
 - June 26, 2025
 - August 28, 2025 (Strategic Budgeting Study Session)
 - October 23, 2025 (Proposed Budget Study Session)
 - November 20, 2025
 - December 11, 2025

Attachment(s): None

STAFF RECOMMENDATION

N/A



Resolution 2025-01

RESOLUTION TO ESTABLISH MEETING DAYS AND TIMES FOR BOARD OF DIRECTORS MEETING

NOW, THEREFORE, BE IT RESOLVED BY THE Board of Directors of the Health District of Northern Larimer County, Fort Collins, Colorado, as follows:

That the Health District of Northern Larimer County Board of Directors regular meetings for 2025 shall normally be held on the following days and times:

- January 23, 2025
- February 27, 2025
- March 12, 2025 – Joint Board Meeting with Poudre Valley Hospital Board of Directors
- April 24, 2025
- May 22, 2025
- June 26, 2025
- August 28, 2025
- October 23, 2025
- November 20, 2025
- December 11, 2025

ADOPTED, this 23rd day of January, A.D., 2025.

Attest:

Molly Gutilla, President

Julie Kunce Field, Vice President

Joseph Prows, Treasurer

John McKay, Secretary

Erin Hottenstein, Assistant Treasurer



Resolution 2025-02

RESOLUTION DESIGNATING THE OFFICAL POSTING LOCATION FOR 2025

Whereas, pursuant to the Colorado Open Meetings Law, and specifically C.R.S. § 32-1-1903(1)-(2) and § 24-6-402(c), at its first regular meeting of each year, the Board of Directors must designate the official location for the posting of legal notices for that year;

Whereas, in 2019, the Colorado Legislature amended C.R.S. § 24-6-402 to encourage local governments to transition from posting physical notices of public meetings in physical locations to posting notices electronically on a website;

Whereas, the District maintains an official website; and

Whereas, the Board wishes to adopt the District's website as the official posting location for public meetings.

Now Therefore be it Resolved by the Health District of Northern Larimer County, Colorado that:

Section 1. The District's website, <https://www.healthdistrict.org/>, is hereby adopted as the official posting location for all meeting notices pursuant to C.R.S. § 24-6-402. All notices of meetings of the Board of Directors and any other District committees or boards subject to the Colorado Open Meetings Law shall be posted on the District's website.

Section 2. District staff is hereby directed to provide the official website address to the State Department of Local Affairs for inclusion in the Department's inventory.

Section 3. In the event online notice is not possible due to emergency circumstances, the alternative posting place is the bulletin board at the District's offices at 120 Bristlecone Drive, Fort Collins, CO 80524.

Adopted this 23rd day of January, 2024.

Molly Gutilla, President

Attest:

John McKay, Secretary

AGENDA DOCUMENTATION

Meeting Date: January 23, 2025

SUBJECT: 2025 Board of Directors Election Timeline

PRESENTER: Katie Wheeler

OUTCOME REQUESTED: ___ Decision ___ Consent ___x___ Report

PURPOSE/ BACKGROUND

The Health District passed a resolution for the May 2025 Board of Directors election designating Bo Ortiz as the Designated Elections Official (DEO).

The DEO, consultant, and staff held an Election Kickoff Meeting to establish administrative components of the election, including assignment of duties and timeline. The group will meet regularly. The Health District is on track with the relevant statutory dates and deadlines for administering the Health District’s Board of Directors election for 2025.

A Standard Operating Procedure (SOP) is in development for current and future Health District elections.

UPCOMING DEADLINES:

1. January 27, 2025 (100 days before the election; Sunday, January 26th): First day for call for nominations

- DEO publishes a notice calling for nominations for Health District Board of Director positions. This notice must be published at least once in a newspaper of general circulation within the district or posted in public places.
- A call for nominations will be published in the Coloradoan and the Health District website per requirements and organizational practice.

2. February 20, 2025 (75 days before the election): Last day for DEO to publish call for nominations.

3. February 28, 2025 (67 days before the election): Nomination petition deadline.

- Self-nomination petitions for candidates are due by 5:00 p.m.

Attachment(s): None

STAFF RECOMMENDATION

N/A

AGENDA DOCUMENTATION

Meeting Date: January 23, 2025

SUBJECT: Executive Director Staff Report

PRESENTER: Liane Jollon

OUTCOME REQUESTED: Decision Consent Report

PURPOSE/ BACKGROUND

Please find the Executive Director Staff Report attached with current departmental updates.

The Executive Director met with the following community partners and attend the following events since the December 10, 2024 board meeting:

- Kevin Unger, President/CEO UHealth Northern Colorado Region
- Emily Francis, Councilmember Mayor Pro Tem

Other Updates:

- Continued work with Angela Heyroth, Talent Centric Designs, to evaluate talent lifecycle and how to drive organizational results around people-related initiatives (talent acquisition, engagement, development/upskilling, and retention)

Staff Summary

Family Dental Clinic

- The Dental Team welcomed an extern from IBMC Dental Assisting School through the end of January. This intern placement is a valuable opportunity to increase the possibility of long-term recruitment for the Family Dental Clinic.
- The Dental Team has continued to make progress in absorbing and operationalizing duties previously managed by the Finance team. The transition of dental grant and client assistance funding management to the new Clinical Finance and Care Supervisor has been successful. The finance duties in this new position will continue to evolve as we embark on our work with the new dental billing vendor.

This work aligns with the following strategic priorities:



Organizational Excellence | Objective 1.4: Attract and employ diverse and highly qualified staff, retain staff through development and growth opportunities, and promote staff to address increasingly complex challenges. **(Status: Work in Progress)**



Organizational Excellence | Objective 2.2: Strengthen financial management and infrastructure to enable the delivery of high-quality services and support continuity of operations. **(Status: Work in Progress)**

- The Family Dental Clinic has the following vacancies:
 - 1 (1.0) FTE Dental Hygienist (currently posted)
 - 1 (1.0) FTE Front Office supervisor (currently in review for posting)

Health Care Access (Larimer Health Connect, Prescription Assistance, Outreach & Education)

Larimer Health Connect (LHC)

- LHCA has been working in full swing to assist individuals and families explore their options for health coverage during the 2025 open enrollment period. The OmniSalud program opened to all customers the morning of November 25th. However, technical issues hindered enrollment, and Connect for Health Colorado (C4) researched cases that experienced technical issues. C4 provided the LHC team with a list of affected OmniSalud customers, whom the LHC team contacted and enrolled into coverage.
- LHC continues to offer extended hours of operation until 8 p.m. on most Tuesday and Thursday evenings, as well as one Saturday per month. Walk-in hours are also available.

- The LHC team will relocate to the Bristlecone offices in late January, after open enrollment. New workflows and process changes will be monitored and updated to enhance efficiency once the team has settled into the client campus.

This work aligns with the following strategic priorities:



Organizational Excellence | Objective 2.4.4: Develop a strategy for co-location and centralization of services to achieve integrated care objectives. **(Status: Work in Progress)**



Organizational Excellence | Strategy 2.1.3: Monitor and evaluate workflow and process changes. **(Status: Work in Progress)**



Organizational Excellence | Strategy 2.2.5: Provide staff with training and support. **(Status: Work in Progress)**



Health Equity | Strategy 3.1.4: Update processes, policies, and procedures to promote inclusive and equitable access. **(Status: Work in Progress)**

Prescription Assistance (PA)

- The PA program continues to help people experiencing gaps in coverage as well as people with undocumented status. Program policies and procedures are being evaluated and updated.

This work aligns with the following strategic priorities:



Great Governance | Strategy 2.1.1: Evaluate existing programs, systems, and processes, and update them for quality improvement, fiscal sustainability, and transparency, as needed. **(Status: Work in Progress)**



Health Equity | Strategy 3.1.4: Update processes, policies, and procedures to promote inclusive and equitable access. **(Status: Work in Progress)**



Organizational Excellence | Objective 2.2: Strengthen financial management and infrastructure to enable the delivery of high-quality services and support continuity of operations. **(Status: Work in Progress)**

Outreach and Education (O&E)

- The O&E team continued to stay active during the holiday season through 12 events: 2 tabling events, 10 community partner meetings (including the Early Childhood Council, the LGBTQ+ Workgroup, and an informal presentation with Mental Health Connections and the 8th Judicial District). The team also attended the Landing Youth Shelter Grand Opening. It was a great opportunity to network and show support for the community!
- The O&E Team and Health District leadership continue to plan for the strategic transition of the O&E Team from LHC’s supervision to the Community Impact Team (CIT) program, with a tentative transition date of January 31st, 2025.

This work aligns with the following strategic priorities:



Organizational Excellence | Strategy 3.1.1: Evaluate existing outreach efforts and effectiveness to identify needs and opportunities.
(Status: Work in Progress)



Organizational Excellence | Strategy 3.2.1: Assess existing support efforts for community partnerships and partner engagement to identify needs and opportunities. **(Status: Work in Progress)**



Organizational Excellence | Objective 2.4.4: Develop a strategy for co-location and centralization of services to achieve integrated care objectives.
(Status: Work in Progress)

- The Health Care Access team currently has no vacancies.

Mental Health Connections (Connections – Adult & CAYAC)

- Mental Health Connections (MHC) is continuing work on several projects, including the implementation of a new Electronic Health Record (EHR) system. This process includes working with consultants on workflows, regulatory obligations, and best practices to ensure compliant Medicaid billing.
- Staff training has begun in preparation for the EHR Go-Live. The program staff attended a 2-day in-person training with the Chief Compliance & Clinical Officer at ICANotes. Training focused on utilization of the EHR system in addition to behavioral health and Medicaid compliance.

This work aligns with the following strategic priorities:



Great Governance | Strategy 2.1.1: Evaluate existing programs, systems, and processes and update them for quality improvement, fiscal sustainability and transparency as needed.
(Status: Work in Progress)



Organizational Excellence | Strategy 2.1.2: Develop operational plans to enhance efficiency. **(Status: Work in Progress)**



Organizational Excellence | Strategy 2.2.5: Provide staff with training and support. **(Status: Work in Progress)**



Organizational Excellence | Objective 2.4.4: Develop a strategy for co-location and centralization of services to achieve integrated care objectives.
(Status: Work in Progress)

- Mental Health Connections has the following vacancies:
 - 1 FTE CAYAC Behavioral Health Provider (currently posted)
 - 1 FTE CAYAC Care Coordination Specialist-Community Based (currently posted)
 - 1 FTE CAYAC Care Coordination Specialist (not yet posted)
 - 1 FTE Adult Care Coordination Specialist (posting closed, potential candidate identified)

Integrated Care Team

- The Integrated Care (IC) Program Manager and two Behavioral Health Clinical Therapists (BHCTs) announced the official roll out of Cognitive Behavioral Therapy for Insomnia (CBT-I) to start in 2025. A wait list has been established and with more than 10 referrals received.
- The Program Manager and BHCT's have participated in the development of a "Red Dot for Disclosure" program at the UCHealth Family Medicine Center (FMC). This program aims to offer a safe way for patients to identify themselves for being at risk of sex and labor trafficking via red dots placed on urinalysis (UA) cups in the restrooms.
- The team has also been helping to update the policies and procedures for responding to patients with suicidal ideation.

This work aligns with the following strategic priorities:



Partnerships | Strategy 1.1.1: Enhance critical partnerships with new and existing partners. **(Status: Work in Progress)**



Partnerships | Strategy 1.2.1: Identify patient personas that are common between the Health District and other community partners to better understand shared-service needs. **(Status: Work in Progress)**

- The Integrated Care Team has no current vacancies.

Staff Summary

Research & Evaluation

Internal Program Evaluation Update

- **Results Lab Impact Accelerator Update:** Work with Results Lab was completed in December 2024. The final deliverable was an implementation plan containing recommendations to enhance data practices in 2025. This implementation plan was designed using change management best practices to guide the development and adoption of improved data practices. The plan was also crafted within the context of key public health data collection and implementation models to ensure its relevance, applicability and effectiveness for the Health District’s broader data collection and evaluation strategies.
- **Internal Data Enhancement Workgroup:** A workgroup (including program and evaluation staff) will convene in January to operationalize and implement Results Lab’s recommendations for improving procedures for data collection, quality assurance and reporting within the Dental program. The goal is to support a shift toward greater impact measurement and data-driven decision-making, ensuring that data practices align with programmatic and organizational priorities.

The workgroup will meet weekly to address recommended enhancements iteratively, focusing on one priority at a time until the full list of improvements has been addressed. Guided by a co-design framework, these meetings will provide a collaborative space where diverse staff perspectives are integrated into new processes. Key goals include:

- Design Effective Procedures: Create user-friendly, efficient, and reliable methods for collecting and reporting data that reflect the true impact of our programs.
- Build Alignment: Foster a shared understanding of the purpose and value of data collection and impact measurement.
- Enhance Collaboration: Provide a consistent platform for cross-departmental input and the integration of diverse perspectives.
- Implement Equity-Centered Practices: Build the foundation for health equity measurement by developing data collection and reporting procedures that are inclusive and reflective of health equity principles.
- Drive Decision-Making: Equip staff and leadership with actionable insights from data to inform strategic decisions and resource allocation.

By the conclusion of this workgroup, we aim to establish a repeatable, collaborative process that can be expanded to pilot, and scale enhanced data collection and reporting procedures to other programs.



Organizational Excellence | Strategy 4.1.2: *Develop strategies, policies and procedures to enhance data collection. (Status: Work in Progress)*



Organizational Excellence | Strategy 4.1.1: *Examine and assess existing organizational and community data-collection practices and methodologies. (Status: Work in Progress)*



Health Equity | Strategy 2.2.1: *Ensure equity metrics are embedded into data systems and establish benchmarks. (Status: Work in Progress)*

Community Health Survey

- We issued a letter of intent to work with the Colorado Health Institute (CHI) to oversample Larimer County residents in the 2025 Colorado Health Access Survey (CHAS). This collaboration will replace the Health District’s tri-annual Larimer County Community Health Assessment, reducing duplication in local health assessments.
- Funding additional CHAS responses will enhance data accuracy for Larimer County and support analyses in key strategic areas for the Health District. We obtained commitment for financial support from Sunrise and NCHA to support oversample South County residents.
- The CHAS is projected to be in the field in February through July 2025, with preliminary results released in September and final data released around December (or early 2026).
- **Expected Benefits:**
 - Reduces Assessment Duplication: Reduces assessment burden on the community and streamlines local health assessments by leveraging CHI’s existing efforts.
 - Gold-Standard Methodology & Expert Support: CHI has been conducting rigorous population health assessment for nearly 15 years and benefits from additional statistical and data analysis expertise through survey vendor, National Opinion Research Center (NORC) at the University of Chicago.
 - Strategic Reallocation of Resources: Frees up Health District resources to focus on enhancing internal data collection and program evaluation, aligning with organizational priorities.

Staffing Update

- Two positions remain vacant. Hiring timelines and staffing objectives will be revisited early this year based on recommendations from Results Lab.

Community Impact Team (CIT)

Mental Health & Substance Use Alliance of Larimer County (MHSU Alliance):

- At the December meeting, staffed announced the process and open positions for the new Steering Committee. CIT staff have conducted outreach and recruitment since the MHSU Alliance is open to all community members as of recently.



Organizational Excellence | Strategy 3.2.1: *Assess existing support efforts for community partnerships and partner engagement to identify needs and opportunities. (Status: Work in Progress)*



Partnerships | Strategy 2.2.2: *Improve collaboration between Health District and health care delivery systems to advance health equity. (Status: Work in Progress)*

- CIT continues to support a project with Juvenile Justice System partners to improve the competency docket process.



Partnerships | Strategy 2.2.2: *Improve collaboration between Health District and health care delivery systems to advance health equity. (Status: Work in Progress)*

Risk and Stigma Reduction:

- CIT continues to work with a local marketing firm to update the Changing Minds campaign. Final deliverables were given to CIT in late December and the team is looking forward to carrying out the developed strategy. CIT is looking forward to showcasing more recovery champions in Northern Larimer County.



Partnerships | Strategy 1.1.1: *Enhance critical partnerships with new and existing partners. (Status: Work in Progress)*

Community Engagement

- The new Community Projects Coordinator on the team has been focusing on building relationships with community partners, engaging with the community, and digging into best practices regarding collective impact and systems change for health related social needs. This has included weekly visits to the Murphy Center to better understand the barriers that the unhoused individuals face.



Partnerships | Strategy 1.1.1: *Enhance critical partnerships with new and existing partners. (Status: Work in Progress)*

Staffing Update: CIT is fully staffed.

Health Equity

Health Equity Definition and Strategic Plan

- The Health Equity Strategist is developing a framework and project plan to create a Health Equity Strategic Plan. This work includes identifying core components that should be included and reviewing health equity strategic plans from other organizations. Additionally, the Health Equity Strategist has been meeting with program leads and cross-functional teams to better understand the current landscape, challenges, and ideas related to advancing health equity at the Health District.



Health Equity | Objective 3.1: *Develop an organizational Health Equity Strategic Plan to transform systems, practices, and policies. (Status: Work in Progress)*

- Staff have developed a plain language health equity definition using the input from all Health District teams. This definition will be reviewed by the Executive Leadership Team in January and shared at the February 2025 Board of Directors meeting.



Health Equity | Goal 1: *Develop and implement a definition of health equity for the Health District. (Status: Work in Progress)*

Cross-Team Work

- The Health Equity Strategist collaborated with the Health Services Team to implement signage in client-facing areas that provides notice of the availability of free interpreter services. Staff also now have access to a Language Identification Guide, which can be used to identify the language that a client speaks. This also includes the creation and implementation of a staff FAQ and a standard operating procedure (SOP) for requesting interpreter services.



Health Equity | Goal 3: *Implement new strategies for high-quality and fair treatment of Health District clients and community members. (Status: Work in Progress)*



Health Equity | Goal 4: *Build the foundation to become a model of inclusive excellence for health care partners and collaborators. (Status: Work in Progress)*

Communications

- The Health Equity Strategist reviewed all January social media content through an equity lens.



Health Equity | Objective 3.2: Enhance the visibility of Health District programs and services as a welcome resource for people with underrepresented identities. **(Status: Work in Progress)**

Policy

December was a critical period in the budget process as state departments and agencies submitted their budgetary requests for the fiscal year 2025-2026. This year will have lots of debate with little to no money to spend as the Joint Budget Committee staff have an estimated \$1 billion budget hole to fill. Additionally, December served as a time to prepare for the upcoming legislative session, which begins on January 8th. These preparations include collaborating with our contract lobbyist, Frontline Public Affairs, and finalizing the structure and logistics for the Health District Board's Public Policy Committee.

Commission on Property Taxes

The Health District continues to monitor property tax policy developments as they move through the state's Commission on Property Taxes.



Great Governance | Strategy 3.2.1: *Assess local, state, and federal policies impacting the health of Health District residents and organizational operations.*

Frontline Reports Attached:

- *Under the Dome_1.10.25*
- *Under the Dome_1.17.25*



Highlights from Under the Dome

Jan. 10, 2025

As is the case at the start of every legislative session, speeches dominated the first three days of what's formally known as the First Regular Session of the 75th General Assembly, which opened its 120-day run this week.

House and Senate leaders kicked off the speechmaking Wednesday, and Chief Justice Monica Márquez wrapped up the week Friday with her annual State of the Judiciary talk.

But the centerpiece is always the Governor's annual State of the State speech on Thursday. Gov. Jared Polis held forth for almost an hour in the House chamber, ranging across a wide variety of issues, some superficially, a few in detail.

He probably raised some eyebrows with his nuanced comments about incoming President Donald Trump's administration.

And he took an unexpected turn when discussing public safety. "Our commitment to public safety extends to all who call our state home - people and animals alike. Livestock theft is unfortunately not a thing of the past, and we are committed to holding cattle rustlers accountable." (Mysterious rustling cases in northwestern Colorado have been in the news recently.) *See the links below for coverage of the speech.*

Lawmakers start easing into regular work next week. The calendar is dominated by the required, largely pro forma joint meetings of committees of reference with the Joint Budget Committee and state agencies. But the first bills are scheduled for consideration by the House Health and Human Services Committee on Tuesday.

New members update: Three newly-appointed senators were sworn in Friday – Democrats Iman Jodeh of Aurora (she was in the House) and Matthew Ball of Denver and Republican John Carson on Douglas County. A vacancy committee will have to fill Jodeh's House seat later.

Tallying the bills

The first wave of bills at the start of a session is usually a mix of the significant and the routine. Here are some measures of note:

- Restrictions on semiautomatic weapons (SB 25-003)
- Reform of the Labor Peace Act (SB 25-005)
- Tax incentives to lure the Sundance Film Festival to Colorado (HB 25-1005)
- Ban on price coordination among landlords (HB 25-1004) and enforcement of tenant and landlord laws (SB 25-020)
- Insurance coverage of mental health (HB 25-1002)
- Enforcement of wage laws (HB 25-1001)
- Mandatory sentences for child rapists (HB 25-1073)
- Incarceration alternatives for youth (HB 25-043)
- Changes in competency to stand trial laws (SB 25-041)
- Restrictions on new drug store liquor licenses (SB 25-033)

Paula Noonan of Colorado Capitol Watch did some analysis of the bills, finding that 43 percent of House measures have bipartisan sponsorship. That figure is 52 percent for Senate bills.

Noonan also calculated, “If bills by subject is an indicator, the House is concerned about crime, courts, and civil law with 19 bills in those categories. The Senate has pitched up nine bills on crime and the courts, with fiscal policy and taxes at six bills, health care and health insurance at five bills, and natural resources and environment at five bills.”

There have been some interesting Republican-only bills introduced, including HB 25-1074 to repeal a 2020 law on confinement standards for egg-laying hens, HB 25-1064 to allow malpractice insurers to withhold coverage from medical facilities or professionals that provide gender-affirming care for juveniles and HB 25-1064, sponsored by two rural Republicans to ban production or sale of “cultivated” meat.

As of Friday morning, 126 bills had been introduced, 78 in the House and 48 in the Senate. There’s sometimes a wave of bills introduced during the afternoon of a session’s first Friday. The next bill introduction deadlines are Jan. 17 in the Senate and Jan. 24 in the House. But always remember – legislative deadlines were made to be broken.

See this Colorado Capitol Watch bill tracker for links to details about all House bills – <https://app.coloradocapitolwatch.com/bill-analysis/5523/2025/0/> - and this tracker for Senate bills - <https://app.coloradocapitolwatch.com/bill-analysis/5522/2025/0/>.

The Week for JBC

Joint Budget Committee members went back to work two days before the rest of the lawmakers, returning from their holiday break Monday to a long hearing with executives of the Department of Health Care Policy and Financing. The session dragged, and the committee wasn’t able to get through the whole agenda. A second meeting has been squeezed into the schedule on Monday afternoon, Jan. 13.

The committee took opening day off but returned to the Legislative Services Building Thursday and Friday for the traditionally drawn-out series of hearings with higher education executives and presidents.

Both Medicaid and higher education funding will be tough issues for JBC in this budget cutting year.

In the upcoming week the committee turns to the next phase of its work, consideration of supplemental changes in the current, FY24-25 budget. It also has to squeeze in the required but usually news-free meetings with joint committees of reference. JBC members brief those committees on the Governor’s budget request for the upcoming year.

Of note is a Wednesday afternoon JBC briefing on the Governor’s proposal to privatize the Pinnacol insurance program.

JBC is supposed to finish supplemental work no later than Jan. 31 and then turn to FY25-26 figure setting on Feb. 3.

It was noteworthy but perhaps not surprising that the budget crisis the committee is obsessing about received only superficial attention in session-opening speeches by legislative leaders and the Governor. But, everyone likes to accentuate the positive when the session convenes.

Topical bill trackers

The trackers are still under construction, so some of these haven’t been fully populated, and other trackers will be added.

- Criminal justice – <https://app.coloradocapitolwatch.com/bill-analysis/7600/2025/0/>
- Education – <https://app.coloradocapitolwatch.com/bill-analysis/7601/2025/0/>
- Health – <https://app.coloradocapitolwatch.com/bill-analysis/7602/2025/0/>
- Housing – <https://app.coloradocapitolwatch.com/bill-analysis/7603/2025/0/>
- Human services – <https://app.coloradocapitolwatch.com/bill-analysis/7604/2025/0/>
- Major bills – <https://app.coloradocapitolwatch.com/bill-analysis/7045/2025/0/>
- Republican statement bills – <https://app.coloradocapitolwatch.com/bill-analysis/7606/2025/0/>

Legislator directory

Get information on every legislator from Colorado Capital Watch - <https://app.coloradocapitolwatch.com/legislator-analysis/7546/2025/0/>

News links:

Friday, Jan. 10

General news:

- Bill offers tax incentives to lure Sundance (Sun) - <https://coloradosun.com/2025/01/10/tax-incentives-for-sundance-film-festival/>

State of the State:

- CO Pols - https://www.coloradopolitics.com/news/colorado-state-of-state-address-polis/article_00f5158c-ceb2-11ef-a853-334ad24b5f09.html
- Sun - <https://coloradosun.com/2025/01/09/2025-colorado-state-of-the-state-annotated/>
- Post - <https://www.denverpost.com/2025/01/09/colorado-jared-polis-state-address-budget-medicaid/>
- Axios - <https://www.axios.com/local/denver/2025/01/09/jared-polis-immigration-trump-deportation>
- Chalkbeat - <https://www.chalkbeat.org/colorado/2025/01/10/jared-polis-repeats-call-to-change-student-enrollment-count-for-budget/>
- Westword - <https://www.westword.com/news/colorado-democratic-governor-wants-trump-help-to-deport-criminals-23031322>
- KUNC - <https://www.kunc.org/2025-01-09/from-cutting-regulations-to-taking-on-trump-gov-polis-lays-out-his-annual-vision-for-colorado>
- Text - <https://coloradonewsline.com/briefs/text-of-gov-jared-polis-2025-state-of-the-state-address/>
- Polis lays out priorities in radio interview (CPR) - <https://www.cpr.org/2025/01/10/interview-polis-2025-state-of-the-state-address/>
- Partisan reactions to speech predictable (CO Pols) - https://www.coloradopolitics.com/governor/colorado-democrats-laud-gov-jared-polis-republicans-criticize-his-policy-prescriptions-in-state-address/article_448a8534-cec6-11ef-a056-afadb4edae74.html

Thursday, Jan. 9

- Bill would limit some semiautomatic weapons (Sun) - <https://coloradosun.com/2025/01/08/colorado-semiautomatic-detachable-magazine-gun-ban/>
- Mayors push back against proposed limits on municipal courts (CO Pols) - https://www.coloradopolitics.com/news/colorados-mayors-to-governor-lawmakers-dont-take-away-local-control-to-combat-crime/article_e7b4d6eb-f032-5627-8905-9fb89da869b3.html
- Request for more judges may be a non-starter (CO Pols) - https://www.coloradopolitics.com/courts/lawmakers-suggest-chief-justices-request-for-new-judges-may-be-nonstarter/article_7ad4b396-ce15-11ef-b30f-2f876759a147.html
- House leaders kick session off with focus on affordability (CO Pols) - https://www.coloradopolitics.com/legislature/colorado-legislative-session-opening/article_4ffa5bd2-cdfa-11ef-83a7-274d5743c7cf.html
- Senate opening day speeches (CO Pols) - https://www.coloradopolitics.com/news/colorado-senate-leadership-sets-tone-for-2025-with-opening-day-remarks/article_8554db16-cdf2-11ef-a18b-7b9c1642ff81.html
- A look at the first 10 Senate bills (CO Pols) - https://www.coloradopolitics.com/news/2025-colorado-state-senate-bills/article_786cd01a-ce02-11ef-bda4-cf5220d0cb7c.html
- A look at the first 10 House bills (CO Pols) - https://www.coloradopolitics.com/legislature/colorado-house-democrats-first-10-bills-focus-on-wages-insurance-rent-setting-software/article_69444a28-cdfd-11ef-bf39-0b7640bcf5ff.html
- Small group of House Republicans object to election results (COPols) - https://www.coloradopolitics.com/elections/colorado-house-republicans-reject-certification/article_c3401ba8-cde7-11ef-9aa7-d386f0be4261.html

- Opening day previews fights to come (CPR) - <https://www.cpr.org/2025/01/08/colorado-legislature-opening-day-previews-big-fights/>
- Democrats introduce priority bills (Post) - <https://www.denverpost.com/2025/01/08/colorado-legislature-opening-day-2025-session-donald-trump-budget/>
- Opening day highlights (CO Newslines) - <https://coloradonewsline.com/2025/01/08/highlights-from-the-first-day-of-the-colorado-legislative-session/>
- Leaders lay out policy priorities (KUNC) - <https://www.kunc.org/2025-01-08/democrats-and-republicans-lay-out-policy-priorities-on-first-day-of-colorados-legislative-session>

Wednesday, Jan. 8

- Matt Ball selected to fill Hansen Senate seat (Sun) - <https://coloradosun.com/2025/01/07/matt-ball-colorado-senate-vacancy-chris-hansen/>
- Legislative convenes (CPR) - <https://www.cpr.org/2025/01/08/colorado-legislature-2025-session-begins/>
- Five things to know about the session (CO Pols) - https://www.coloradopolitics.com/news/colorado-legislative-session-2025/article_b2c2b1b0-cdd2-11ef-bef1-e31b8f7116da.html
- Union issues set up for major debate (CO Newslines) - <https://coloradonewsline.com/briefs/colorado-bill-union-formation-debate/>
- Coleman becomes key dealmaker (Axios) - <https://www.axios.com/local/denver/2025/01/08/james-coleman-colorado-senate-president>
- Lawmakers have little to spend, much to debate (KUNC) - <https://www.kunc.org/politics/2025-01-06/with-little-to-spend-but-much-to-debate-colorados-75th-general-assembly-convenes-on-wednesday>

Tuesday, Jan. 7

- Jodeh chosen to replace Buckner in Senate (CO Pols) - https://www.coloradopolitics.com/news/democratic-vacancy-committee-chose-rep-jodeh/article_2a560136-cc94-11ef-aba3-87d3b65d3b7b.html
- This will be the year of the budget cut (Sun) - <https://coloradosun.com/2025/01/07/2025-colorado-budget-cuts/>
- Lawmakers aim to protect school funding (Chalkbeat) - <https://www.chalkbeat.org/colorado/2025/01/07/school-funding-budget-cuts-legislative-preview/>

Saturday, Jan. 4 – Monday, Jan. 6

- Campaign finance complaint against Jaquez Lewis advances (Sun) - <https://coloradosun.com/2025/01/03/sonya-jaquez-lewis-campaign-finance-complaint/>
- Much to debate in coming legislative session (CPR) - <https://www.cpr.org/2025/01/06/colorado-legislature-2025-preview/>
- Two new studies put price tags on adequate school funding (CPR) - <https://www.cpr.org/2025/01/03/colorado-reform-school-funding-cost-studies/>
- John Carson picked to fill Van Winkle Senate seat (Sun) - https://www.coloradopolitics.com/news/douglas-county-republicans-choose-john-carson-to-fill-senate-district-30-vacancy/article_5c0d5e3e-cacf-11ef-9680-8fb283150d9b.html
- Issues for 2025 session start to emerge (CO Pols) - https://www.coloradopolitics.com/news/colorado-legislative-session-2025/article_90b4133c-c6ef-11ef-a3b2-a7bee3b2d655.html
- Medicaid costs dominate budget debate (Post) - <https://www.denverpost.com/2025/01/05/colorado-health-care-medicare-costs-state-budget/>
- Legislators eye budget constraints (CO Newslines) - <https://coloradonewsline.com/2025/01/06/colorado-democrats-eye-budget-constraints-as-2025-lawmaking-term-starts/>

This report was prepared by Frontline Public Affairs staff and Todd Engdahl of Capitol Editorial Services, a statehouse reporting and research service.



Highlights from Under the Dome

Jan. 17, 2025

This week was filled with the annual cycle of mandatory meetings where members of related House and Senate committees (think House Judiciary and Senate Judiciary, etc.), sit together in the Capitol's biggest committee rooms to get joint session updates. These sessions generally start with a quick-and-dirty presentation by Joint Budget Committee (JBC) members about the pieces of the Governor's budget plan relevant to the committees.

After JBC members leave, presentations continue for members of the joint committees as state agency execs fill lawmakers in on what their departments have been up to in the past year. These are the "SMART Act" hearings required by a law passed several years ago.

The hearings often are kind of pro forma, but real discussions sometimes break out. On Tuesday the two Judiciary committees spent eight hours chewing on judicial and corrections issues with senior judges and department heads. And on Tuesday the House and Senate committees responsible for natural resources spent about four hours discussing key issues – particularly wolf reintroduction.

The SMART hearings continue into next week and then peter out as committees turn to the work of considering, amending and voting on actual bills.

Minority Republicans this week unveiled a set of deregulation proposals they claim will save Colorado families \$4,500 a year if passed. As a visual aid, the news conference included a stack of bills that supposedly added up to that amount. The initiative proposes to repeal a variety of laws passed by the legislature's Democratic majorities in recent years, including renter protections, environmental measures and transportation fees, as well as laws about free-range chickens and setting shopping bag fees.

Given that Democrats still have comfortable – if albeit slightly smaller – majorities this session, most of these GOP proposals will have their first and last hearings in the House and Senate state affairs committees. But, members of both parties say regulatory reform is on the agenda this session, so we'll see what happens.

Other annual events on this week's calendar were the State of the Tribes speeches by leaders of the Southern Ute and Ute Mountain Ute tribes and members speeches honoring Dr. Martin Luther King Jr.

Monday is the holiday honoring Dr. King, which the legislature takes off. Friday was the 10th day of the 120-day session.

Tallying the bills

As of Friday morning, 139 bills had been introduced, 84 in the House and 55 in the Senate. None of the new bills are of particular note.

But today – Jan. 17 – is a deadline for introduction of Senate bills, so there could be some measures of interest put in the hopper. Next Friday – Jan. 24 – is a House deadline for bill introductions.

Those deadlines won't be the final word on 2025 bills. Always remember – legislative deadlines are made to be broken.

See this bill tracker for links to details about all House bills – <https://app.coloradocapitolwatch.com/bill-analysis/5523/2025/0/> - and this tracker for Senate bills - <https://app.coloradocapitolwatch.com/bill-analysis/5522/2025/0/>.

The Week for JBC

While other lawmakers were in SMART Act hearings, the JBC moved ahead considering adjustments to the current, FY24-25 budget. Those changes are known as “supplementals.”

And there were other developments of note in the JBC’s world:

- Staff Director Craig Harper gave the committee updated estimates on how much state budgets may be in the hole – \$235.1 million in the current year and \$412.8 million in FY25-26. That doesn’t include the \$350 million law enforcement fund created by a ballot measure that passed last November – which may not have to be allocated in a single budget year.
- The committee received updated data on Corrections and K-12 caseloads, which will affect both supplemental decisions and next year’s budget. See the updated information from OSPB here - <https://drive.google.com/file/d/16S3zclGQVyR5ts97hlf4Xk90ynpvZh69/view>
- Members met with OSPB Director Mark Ferrandino and executives of Pinnacol Insurance and PERA to learn more about the administration’s complicated proposal to “privatize” Pinnacol and use the proceeds for PERA funding, freeing up General Fund revenues that otherwise would go to the pension system. A key question is what Pinnacol is worth. Ferrandino has hired an outside firm to evaluate that, with a report due in mid-March. JBC members seemed skeptical of the conversion idea.
- Members agreed to have staff draft a bill to authorize a study of bed capacity in both the Department of Corrections and Community Corrections. Some JBC members have expressed concerns about adding DOC beds when there appears to be Community Corrections beds open. And members, particularly Sen. Judy Amabile, D-Boulder, believe DOC is keeping some inmates (particularly sex offenders) in prison too long because of a backlog in providing mental health evaluations and treatment.
- The committee also chatted about “zero-based budgeting,” a big interest of Chair Sen. Jeff Bridges, D-Greenwood Village. Members agreed to have further discussions with staff about how to launch some sort of pilot program.

Topical bill trackers

- Consumer issues - <https://app.coloradocapitolwatch.com/bill-analysis/7640/2025/0/>
- Law & Justice – <https://app.coloradocapitolwatch.com/bill-analysis/7600/2025/0/>
- Education – <https://app.coloradocapitolwatch.com/bill-analysis/7601/2025/0/>
- Health – <https://app.coloradocapitolwatch.com/bill-analysis/7602/2025/0/>
- Housing – <https://app.coloradocapitolwatch.com/bill-analysis/7603/2025/0/>
- Human services – <https://app.coloradocapitolwatch.com/bill-analysis/7604/2025/0/>
- Major bills – <https://app.coloradocapitolwatch.com/bill-analysis/7605/2025/0/>
- Natural Resources & Energy - <https://app.coloradocapitolwatch.com/bill-analysis/7616/2025/0/>
- Republican statement bills – <https://app.coloradocapitolwatch.com/bill-analysis/7606/2025/0/>
- Taxes – <https://app.coloradocapitolwatch.com/bill-analysis/7639/2025/0/>
- Transportation - <https://app.coloradocapitolwatch.com/bill-analysis/7615/2025/0/>

Legislator directory

Get information on every legislator from Colorado Capital Watch - <https://app.coloradocapitolwatch.com/legislator-analysis/7546/2025/0/>

News links:

Friday, Jan. 16

General news:

- Ute tribal leaders ask legislators to respect sovereignty (CPR) - <https://www.cpr.org/2025/01/16/state-of-tribes-2025-colorado/>
- Dems try again on wage theft bill (CO Newslines) - <https://coloradonewslines.com/2025/01/17/colorado-wage-theft-legislation/>
- Video discussion on the session (Sun) - <https://coloradosun.com/2025/01/17/watch-the-colorado-sun-discusses-the-2025-legislative-session/>

Colorado Politics Q&As:

- Gov. Polis – https://www.coloradopolitics.com/denver-gazette/legislative-q-a-gov-jared-polis-governor-focuses-on-public-safety-housing-costs-education/article_03c138a6-cd16-11ef-818b-bf27d80eddbd.html
- Speaker McCluskie – https://www.coloradopolitics.com/denver-gazette/legislative-q-a-julie-mccluskie-house-speaker-talks-about-protecting-the-colorado-way-of-life/article_cff666e-d454-11ef-ac33-d732027f4cfc.html
- President Coleman – https://www.coloradopolitics.com/denver-gazette/legislative-q-a-james-coleman-leader-says-hes-ready-to-support-senate-members/article_f1f8dae2-d45a-11ef-91ef-b7e718426808.html
- Majority Leader Duran – https://www.coloradopolitics.com/denver-gazette/legislative-q-a-monica-duran-majority-leader-breaks-down-caucus-priorities/article_4e6a11e6-d457-11ef-824a-e7c571fdd28a.html
- Majority Leader Rodriguez – https://www.coloradopolitics.com/denver-gazette/legislative-q-a-robert-rodriguez-senate-majority-leaders-wants-to-focus-on-bread-and-butter/article_d680974a-d45b-11ef-8bfa-a322df8c5f93.html
- Minority Leader Pugliese – https://www.coloradopolitics.com/denver-gazette/legislative-q-a-rose-pugliese-affordability-is-big-priority-for-house-republican-leader/article_0ba81072-d459-11ef-b3f3-3b2b2ffdb08f.html
- Minority Leader Lundeen – https://www.coloradopolitics.com/news/legislative-q-a-paul-lundeen-senate-minority-leader-aims-to-deliver-promised-results/article_630b582e-d45e-11ef-9165-9b9d466c539b.html

Thursday, Jan. 16

- Lawmakers grill DNR officials about wolves (CO Pols) - https://www.coloradopolitics.com/news/wolves-colorado-legislative-review/article_e93fda22-d37e-11ef-b1bd-a71a3a069a68.html
- As they do every year, lawmakers bring back failed bills (CO Pols) - https://www.coloradopolitics.com/legislature/legislative-bills-return-in-2025-session/article_ffee006c-d376-11ef-9163-2b9870c5905a.html
- Judicial officials set lower cost for additional judges (CO Pols) - https://www.coloradopolitics.com/courts/judicial-branch-tells-oversight-committees-cost-of-new-judgeships-is-down/article_49d9f53c-d2c3-11ef-9f2e-230ef54be395.html
- Dems target price gouging (CO Pols) - https://www.coloradopolitics.com/economy/colorado-price-gouging-bill/article_9c2ae6f4-d2b2-11ef-b0ec-a303e3caf5bd.html
- Plans being made for spending new law enforcement revenue (CPR) - <https://www.cpr.org/2025/01/15/plans-for-voter-approved-350-million-law-enforcement-funding/>
- Lawmakers weigh in on southern Colorado fence fight (Post) - <https://www.denverpost.com/2025/01/16/cielo-vista-ranch-fence-san-luis-valley-colorado-legislature/>

Wednesday, Jan. 15

- School enrollment continues to drop (Post) - <https://www.denverpost.com/2025/01/15/colorado-public-school-enrollment-2024/>
- Republicans roll out their deregulation plans (Post) - <https://www.denverpost.com/2025/01/15/colorado-senate-republicans-repeal-laws-fees-affordability/>
- Legislator sues Lyft over alleged sexual assault (CO Pols) - https://www.coloradopolitics.com/news/colorado-legislator-sues-lyft-over-alleged-sexual-assault/article_633886b0-4dfb-57cb-aaac-9f2b2c0e10f4.html
- House committee advances psilocybin bill (CO Pols) - https://www.coloradopolitics.com/health-care/colorado-legalizes-synthetic-psilocybin/article_deafdfa-d296-11ef-ad5c-93caffb6aeab.html

- A look at how many vacancy-appointed lawmakers are serving (Sun) - <https://coloradosun.com/2025/01/15/vacancy-appointed-colorado-lawmakers-2025/>
- Bill would allow local governments to take over troubled properties (Post) - <https://www.denverpost.com/2025/01/14/colorado-legislature-cbz-management-bill-apartments-landlords-takeover/>

Tuesday, Jan. 14

- Some school districts see Polis budget plan as “gut punch” (Sun) - <https://coloradosun.com/2025/01/14/colorado-polis-budget-school-funding-cuts-declining-enrollment/>
- Reviewing the gun bills (CO Pols) - https://www.coloradopolitics.com/legislature/colorado-gun-bills-2025/article_936bf2a4-d1d3-11ef-b5e4-9f3970113e69.html
- GOP bill would repeal cage-free hens law (CO Pols) - https://www.coloradopolitics.com/legislature/colorado-repeal-cage-free-egg-law/article_ddedc710-d1cb-11ef-9fe0-73e535c0bfe1.html

Saturday, Jan. 11 to Monday, Jan. 13

- Courts “running on empty” chief justice tells lawmakers (CO Pols) - https://www.coloradopolitics.com/courts/running-on-empty-tanks-chief-justice-addresses-legislature-with-plea-for-more-judges/article_644141fa-cf94-11ef-8daf-df94c7be8149.html

This report was prepared by Frontline Public Affairs staff and Todd Engdahl of Capitol Editorial Services, a statehouse reporting and research service.

Staff Summary

- In November and December, three key positions were filled: The Deputy Director of Administration, the Senior Communications Manager, and a new Payroll Accountant and five employees were offboarded.
- As of January 10th, three external open positions were posted as well as one PRN opening.
- Continued work with Angela Heyroth, Talent Centric Designs, to evaluate how to drive organizational results around people-related initiatives (talent acquisition, engagement, development/upskilling, and retention).



Organizational Excellence | Goal 2: Fortify enabling functions including Finance, Human Resources, Support Services, and Information Technology.



Organizational Excellence | Strategy 1.3.1: Assess and enhance the existing HR lifecycle

Looking forward:

- The implementation of the new Human Resources Information System (HRIS)/Capital Management (HCM) system is underway, and the HR team is developing a training plan for staff.



Organizational Excellence | Strategy 2.3.1: Deploy a modernized IT infrastructure that enables seamless access to information and resources.



Organizational Excellence | Strategy 1.4.3: Develop the infrastructure and processes to track and monitor the training and development provided.

- CPR, AED, and de-escalation training for staff are currently being scheduled.



Organizational Excellence | Strategy 1.4.1: Assess and identify training and professional development needs based on input and feedback from staff



Organizational Excellence | Strategy 1.4.2: Provide high-quality, year-round staff development and leadership training across all levels of the organization.

- Work is ongoing with our Health Equity Strategist to review position descriptions and job advertisements for opportunities to enhance equitable language. The Health Equity Strategist is also attending HR departmental meetings.



Health Equity | Strategy 2.1: Integrate values of equity, diversity, inclusion, and justice (EDIJ) in Health District operations, practices, and partnerships



Organizational Excellence | Strategy 1.3: Be an employer of choice in Larimer County by integrating an “excellence and equity lens into all employment process and the HR lifecycle. Assess and enhance the existing HR lifecycle.

Staff Summary

- A new Payroll Accountant joined the team in December.
- Finance is continuing to work in tandem with the Controller/Chief Financial Officer (CFO) to support duties due to the vacancies on the team.



Organizational Excellence | Strategy 2.1.1: Assess operational functions of enabling services and programs.



Organizational Excellence | Strategy 2.1.2: Develop operational plans to enhance efficiency.



Organizational Excellence | Strategy 2.2.5: Provide staff with training and support.

Looking forward:

- Finance is continuing to work in tandem with the Controller/Chief Financial Officer (CFO) from Your Part-Time Controller (YPTC) providing financial oversight.
- YPTC Controller/CFO, is continuing work in the following areas:
 - Assessing financial processes
 - Developing financial reports
 - Improving internal control processes
 - Creating policies and procedures



Great Governance | Goal 2: Strengthen financial management and infrastructure to enable the delivery of high-quality services and support continuity of operations. **(Status: Work in Progress)**



Great Governance | Strategy 2.1: Implement best practices to support fiscal sustainability and asset management. **(Status: Work in Progress)**

- The 2025 budget was finalized approved at the December Board Meeting.



Great Governance | Goal 2.12: Develop operational plans to enhance efficiency. **(Status: Complete for 2025)**



Great Governance | Goal 2: Strengthen financial management and infrastructure to enable the delivery of high-quality services and support continuity of operations. **(Status: Work in Progress)**



Great Governance | Strategy 2.2: Promote fiscal sustainability, transparency, compliance, and best practices concerning all budgetary, financial, and regulatory standards. **(Status: Work in Progress)**



Great Governance | Strategy 2.2.1: Implement strategic budgeting to eliminate current structural deficit. **(Status: Complete for 2025)**

- A contract was signed, and initial discussions and planning have begun for discovery phase of the cloud-based Oracle NetSuite Financial Accounting System.








Organizational Excellence | Strategy 2.2.2: Update financial system, including technologies, policies, processes, and an Internal Controls Examination.




Staff Summary

The Support Services Team dedicated significant time to business continuity efforts and has supported planning for large facility enhancements and consolidation of services to a centralized health campus.

Facilities

- The team has an 80% completion rate as 24 of 30 work orders submitted, through MaintainX, in the past 30 days were completed.
- Facilities managed the installation of a new wireless, push-button exterior door locking system at 202 Bristlecone, enhancing security for staff and clients.
 -  **Organizational Excellence | Strategy 2.4:** Strengthen facilities and infrastructure management to enable the delivery of high-quality services and support the continuity of operations.
 -  **Organizational Excellence | Strategy 2.3.4:** Leverage analytic technology to support enhanced data-driven decision-making and operations.
- Facilities filled the final vacancy, ensuring the Mulberry rental spaces are filled for the first time.
 -  **Organizational Excellence | Strategy 2.4.2:** Develop and implement an occupancy plan and facilities-management system.
- Facilities has supported the move of the LHC team to the 120 building. The Health District will no longer occupy the 144 S. Mason location beginning January 31st.
 -  **Organizational Excellence | Objective 2.4.4:** Develop a strategy for co-location and centralization of services to achieve integrated care objectives.
- Facilities has completed the LED lighting upgrade at 120 Bristlecone, saving both electricity and electric costs, while proactively staying ahead of future regulatory compliance considerations.
 -  **Organizational Excellence | Strategy 2.4.1:** Develop a capital maintenance and improvement plan to strategically plan for short-term and long-term infrastructure and capital needs.




Information Technology (IT)




- Facilities continues to work with ICC for IT consulting and support needs.
 - A total of 88 IT work orders were completed between mid-November and December 24th to address a backlog of IT requests.
 - ICC secured bids for a new storage area network (SAN) and servers, as current servers are at the end of their useful life.
 - ICC secured bids to upgrade Dentrix software, as Dentrix is multiple versions behind.
 -  **Organizational Excellence | Strategy 2.3** Strengthen IT management and infrastructure to enable the delivery of high-quality services and support the continuity of operations.
 -  **Organizational Excellence | Strategy 2.2:1** Deploy a modernized IT infrastructure that enables seamless access to information and resources.
 -  **Organizational Excellence | Strategy 2.3.4:** Leverage analytic technology to support enhanced data-driven decision-making and operations.



Staff Summary



Routine Deliverables and Department Products

- Communications will now be responsible for all web updates for Section 508 compliance to ensure equal access to electronic information and data for people with disabilities.

 - 
Great Governance | Strategy 3.1.3: Enhance transparent and effective internal and external communication. **(Status: Work in Progress)**
 - 
Organizational Excellence | Objective 3.3: Improve consistency and efficiency in communications processes and products across the organization. **(Status: Work in Progress)**
 - 
Organizational Excellence | Objective 2.1: Integrate values of equity, diversity, inclusion, and justice (EDIJ) in Health District operations, practices, and partnerships. **(Status: Work in Progress)**
- Communications is continuing the process of rebranding, highlighting the comprehensive care services in one location as the focal point.

 - 
Organizational Excellence | Objective 3.1.1: Update communications and brand standards. **(Status: Work in Progress)**
 - 
Organizational Excellence | Objective 3.1.5: Implement new processes and tools to enhance outreach efforts. **(Status: Work in Progress)**
 - 
Organizational Excellence | Objective 2.4.4: Develop a strategy for co-location and centralization of services to achieve integrated care objectives. **(Status: Work in Progress)**
- Communications is embarking on process of using data whenever possible to track who and where our clients are, and what their needs are.

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Organizational Excellence | Objective 3.1.1: Evaluate existing outreach efforts and effectiveness to identify needs and opportunities. **(Status: Work in Progress)**
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Great Governance | Strategy 3.1.3: Provide timely and accessible information through multiple channels to enhance engagement and reach priority populations and the broader community. **(Status: Work in Progress)**
- Communications is beginning to develop methods of web tracking that shows user journeys, determining at what points we might be “losing” potential clients, and ultimately creating processes to reach the right populations effectively. 3.1.2

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Great Governance | Strategy 3.1.3: Provide timely and accessible information through multiple channels to enhance engagement and reach priority populations and the broader community. **(Status: Work in Progress)**
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Organizational Excellence | Objective 3.1.2: Develop standardized processes and workflows for outreach efforts that are equitable, accessible, and effective at reaching priority populations (address needs/gaps in updated processes or workflows) **(Status: Work in Progress)**