



NOTICE OF REGULAR BOARD MEETING OF THE
UPPER SAN JUAN HEALTH SERVICE DISTRICT d/b/a PAGOSA SPRINGS MEDICAL CENTER
Tuesday, October 27, 2026, at 5:00 p.m. MDT
The Board Room (direct access – northeast entrance)
95 South Pagosa Blvd., Pagosa Springs, CO 81147

The public may attend in person or via Teams.

Join on the web: <https://www.microsoft.com/en-us/microsoft-teams/join-a-meeting?rtc=1>

Meeting ID: 214 642 159 533 32

Passcode: M8yR6fg6

AGENDA

1) CALL TO ORDER; ADMINISTRATIVE MATTERS OF THE BOARD

- a) Confirmation of quorum
- b) Board Director self-disclosure of actual, potential, or perceived conflicts of interest
- c) Approval of the Agenda (and changes, if any)

2) PUBLIC COMMENT

This is an opportunity for the public to make comments and/or address USJHSD Board. Persons wishing to address the Board need to notify the Clerk to the Board, Antionette Martinez, prior to the start of the meeting. All public comments shall be limited to matters under the jurisdiction of the Board and shall be expressly limited to three (3) minutes per person. The Board is not required to respond to or discuss public comments. No action will be taken at this meeting on public comments.

3) PRESENTATIONS *Rural Health Transformation Program*

4) REPORTS

- a) **Oral Reports** (may be accompanied by a written report)
 - i) Chair Report Chair Kate Alfred
 - ii) CEO Report Dr. Rhonda Webb
 - iii) Executive Committee Chair Alfred, Vice Chair Mees
 - iv) Foundation Board Dir. Foss, Dir. Wilson, and CEO Webb
 - v) Facilities Committee Vice Chair Mees, Dir. Taylor, CAO Bruzzese
 - vi) Strategic Planning Committee Chair Alfred, Treas. Floyd, CEO Webb
 - vii) Finance Committee Report Treas. Floyd, Dir. Hooper, CFO Keplinger
- (a) September, 2026 Financials

b) **Written Reports** (*no oral report unless the Board has questions*)

i) **Medical Staff Report**

Chief of Staff, Dr. Corinne Reed

5) DECISION AGENDA

- a) **Consideration of Resolution 2026-09** regarding approval of proposed redline amendment to the Board Bylaws to allow for flexibility for all Board officer positions consistent with Colorado statute.

6) CONSENT AGENDA (The Consent Agenda is intended to allow Board approval, by a single motion, of matters that are considered routine. There will be no separate discussion of Consent Agenda matters unless requested.)

- a) Approval of Board Member absences:

i) Regular meeting of 10/27/2026

- b) Approval of Minutes for the following meeting(s):

i) **Regular meeting of 10/08/2026**

- c) Approval of **Medical Staff report** recommendations for new or renewal of provider privileges.

7) EXECUTIVE SESSION

The Board reserves the right to meet in executive session for any purpose allowed and topic announced at open session of the meeting, in accordance with C.R.S. Section 24-6-402(4).

8) OTHER BUSINESS

Generally, this agenda item is limited to requests for a matter to be added to a future agenda of the Board or a Committee.

9) ADJOURN

Next Meeting: Tuesday, November 17, 2026, at 5:00 p.m. MT

BOARD FINANCE COMMITTEE

Report for the PSMC Board Meeting on October 27, 2026

The PSMC Board's Finance Committee met on October 20, 2026 (present: Treasurer/Dir. Mark Floyd, Director Wayne Hooper, as well as the CEO, CFO, CAO, CNO, Interim COO, the Controller and the Dir. of Revenue Cycle). The report below summarizes discussions of the Committee.

1) **September Financial Reports:**

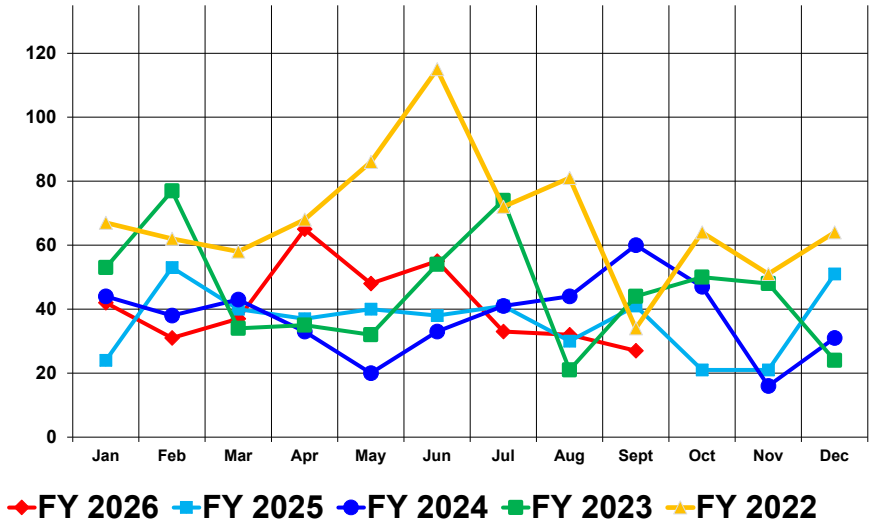
- a) **Bottom line for the Month of September:** PSMC had a small loss for the month of September of <-\$10,541.00>. PSMC's year-to-date loss is <-1,473,518.00>.
- b) **Income statement for September:**
 - i) PSMC's net patient revenue for the month is 1.2% less than budget, but expenses for the month are up 4.9% (traveler staffing for key clinical positions continues to be an extraordinary expense).
- c) **Accounts Receivable:** Accounts Receivable dropped to 56.3 days.
- d) **Cash on Hand and Statement of Cash Flows:** Cash increased from 128.2 days of cash on hand to 132.5 days on hand.

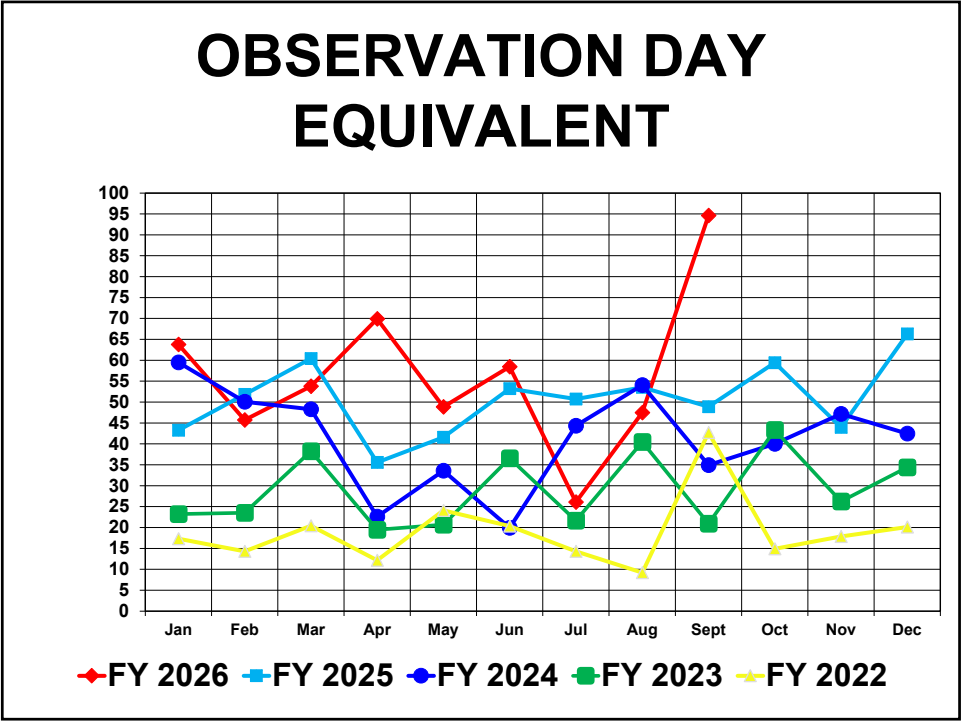
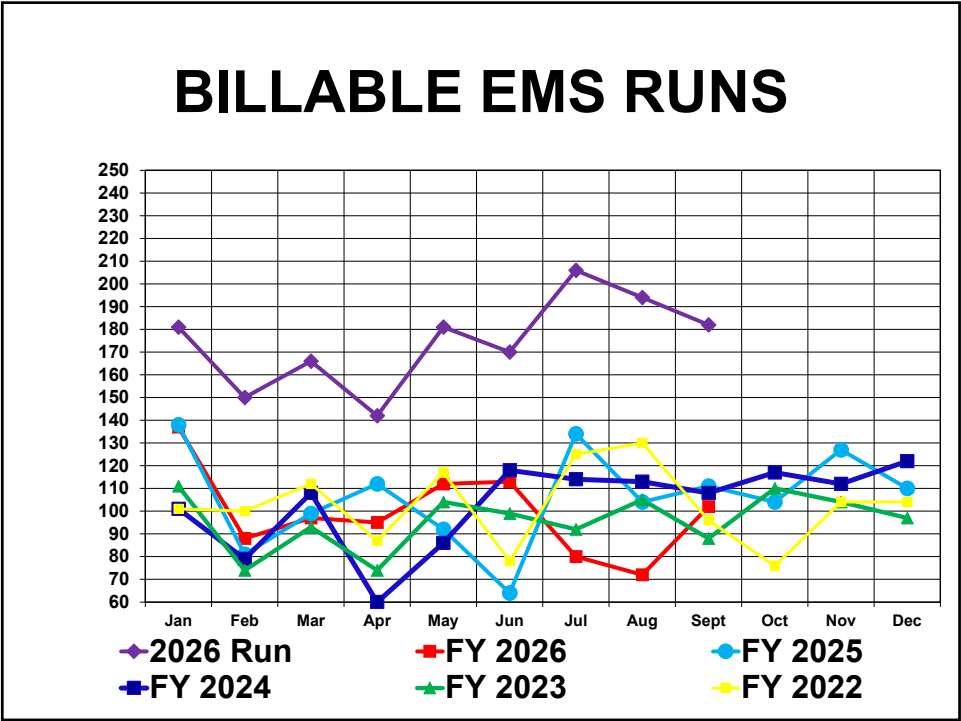
2) **Other** N/A3) **Comments of Finance Committee** No objections to the September financials.

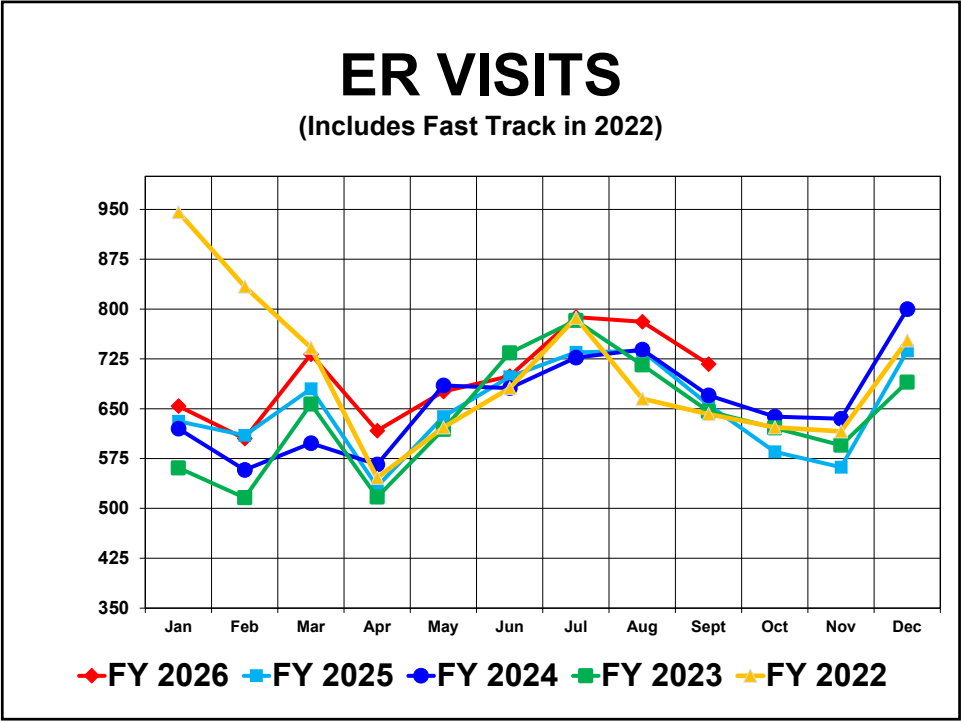
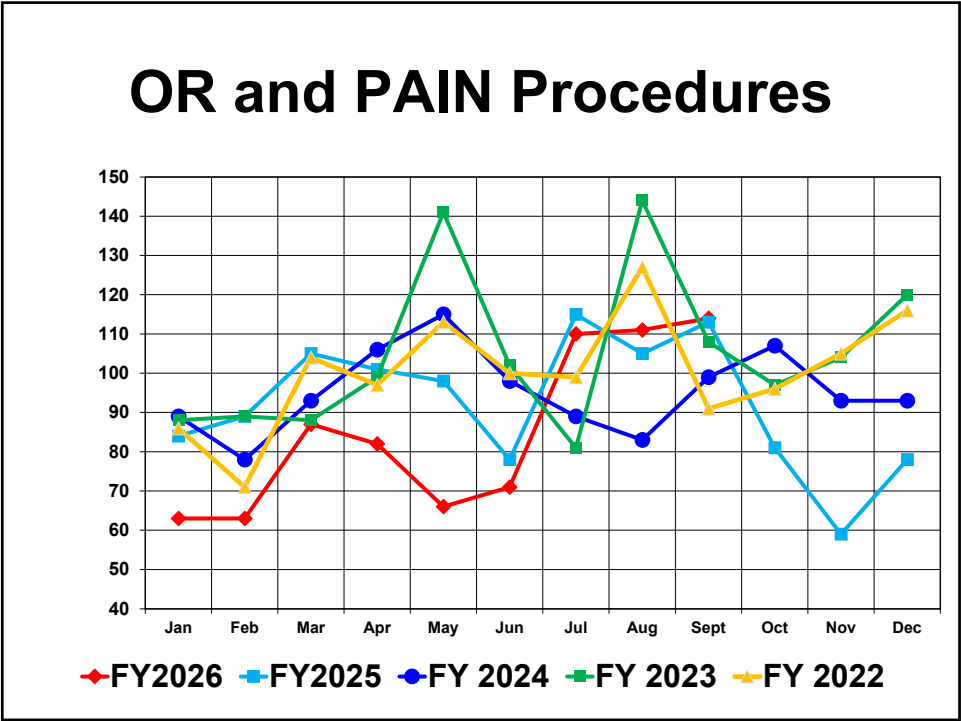


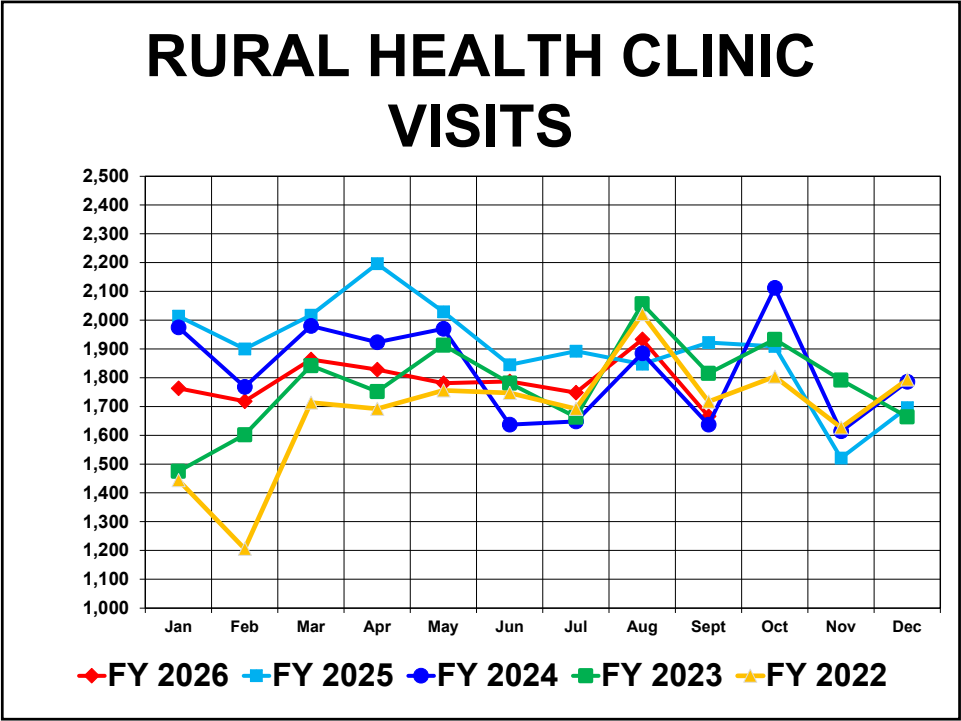
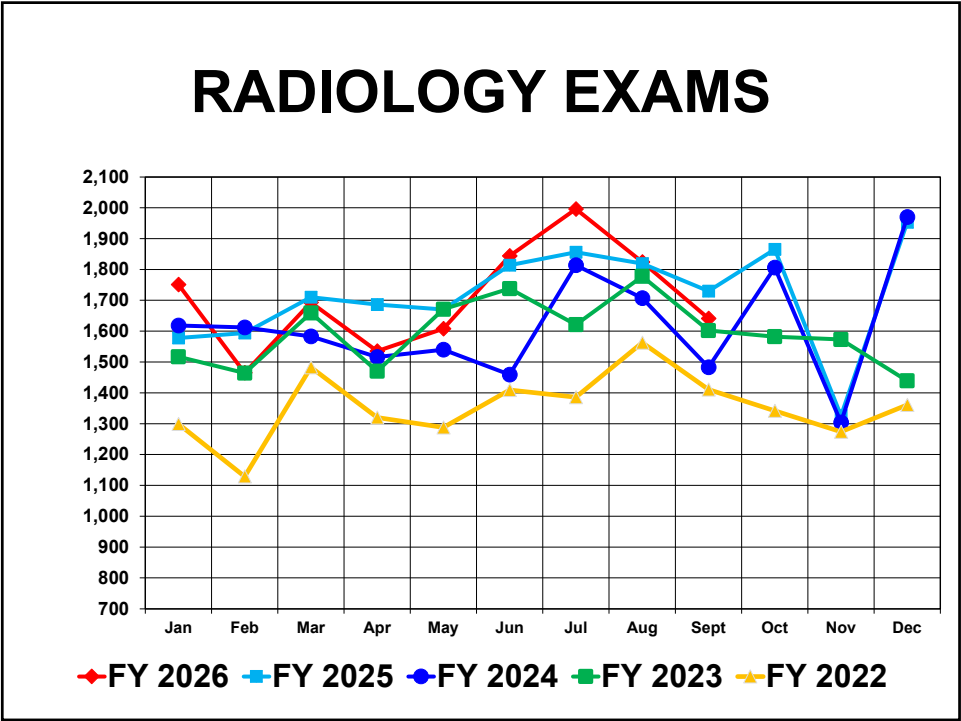
FINANCIAL PRESENTATION
YTD September 2026

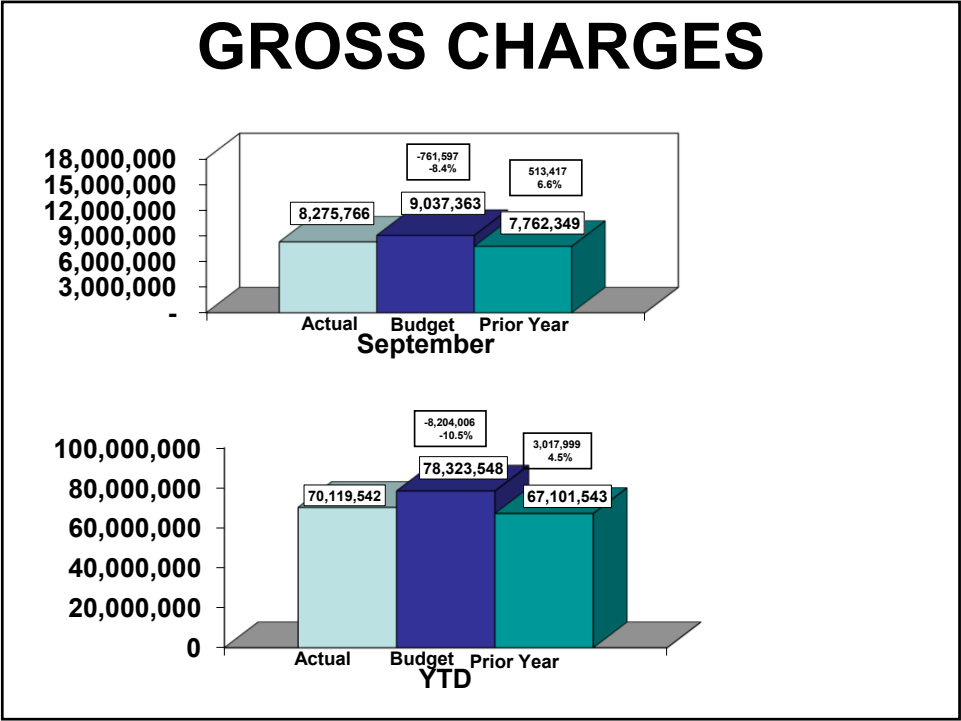
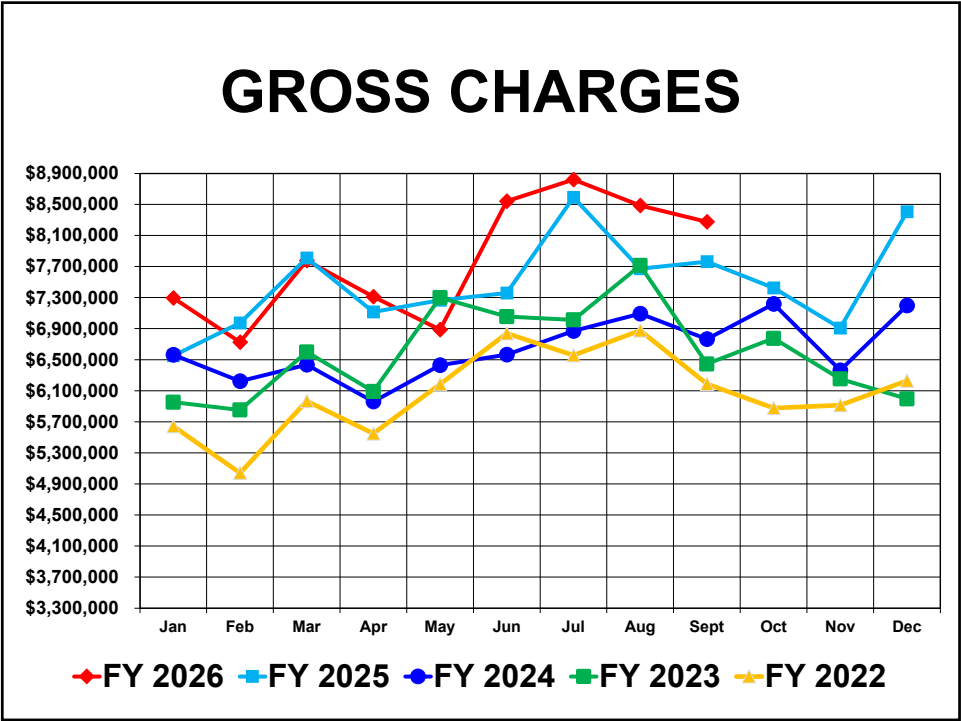
PATIENT DAYS

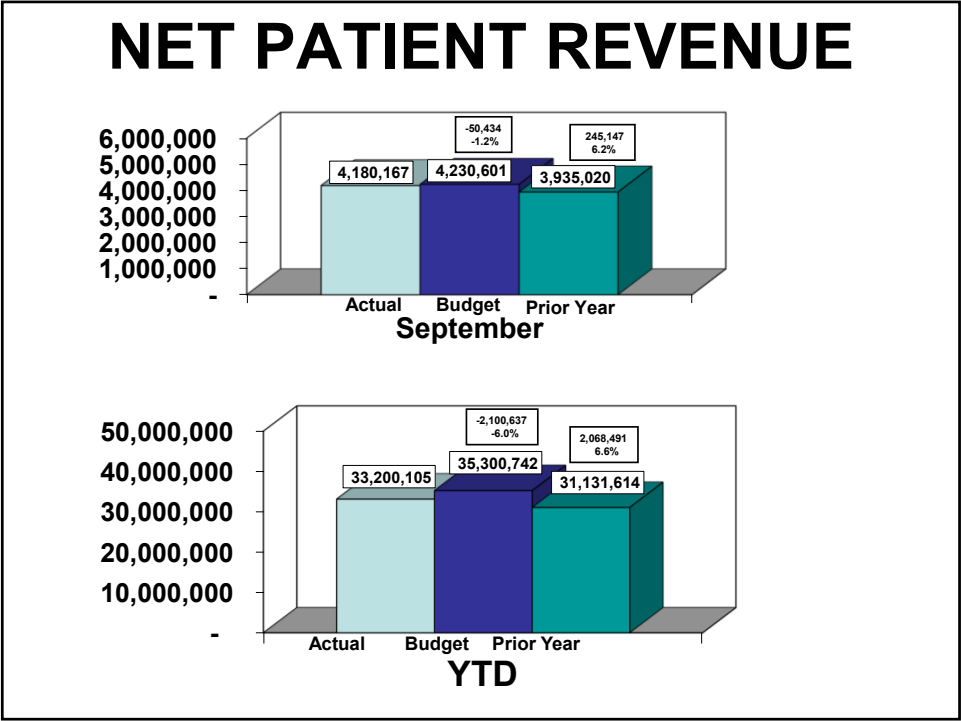
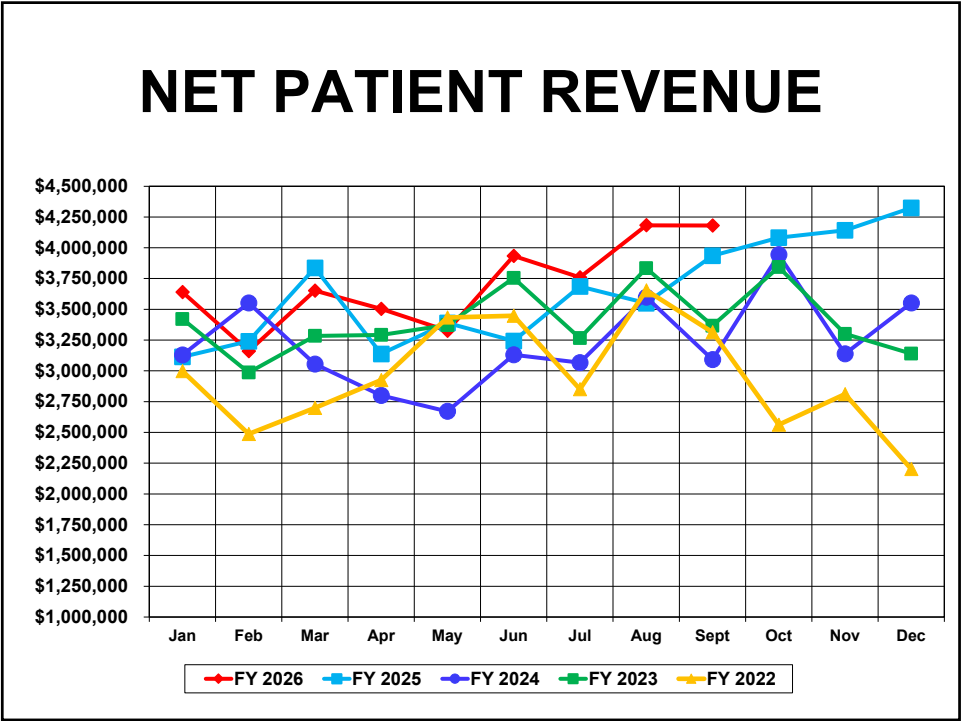


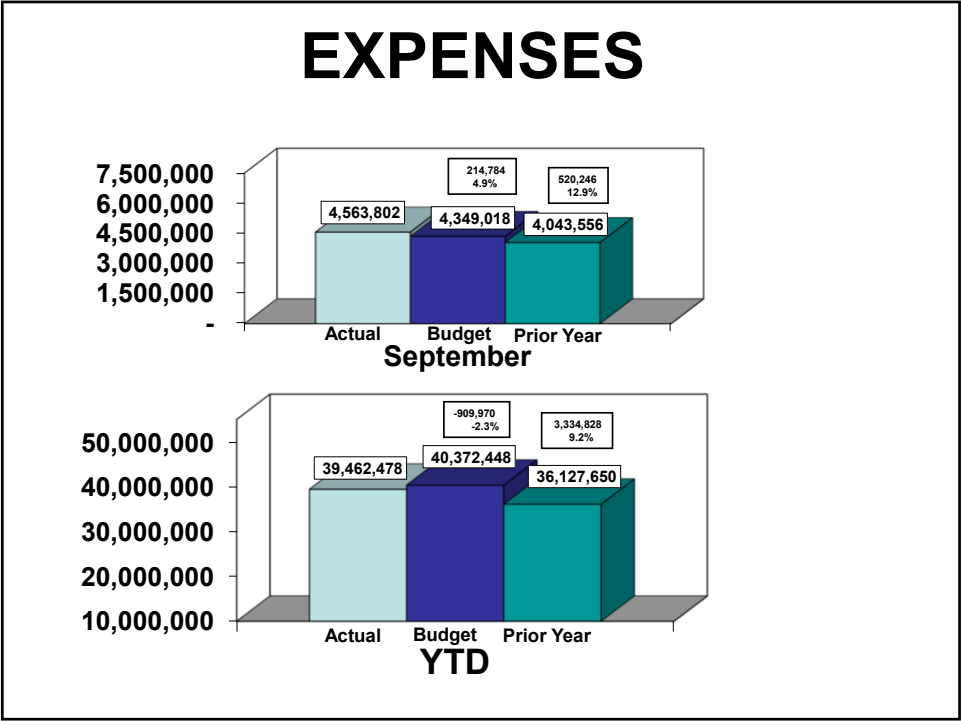
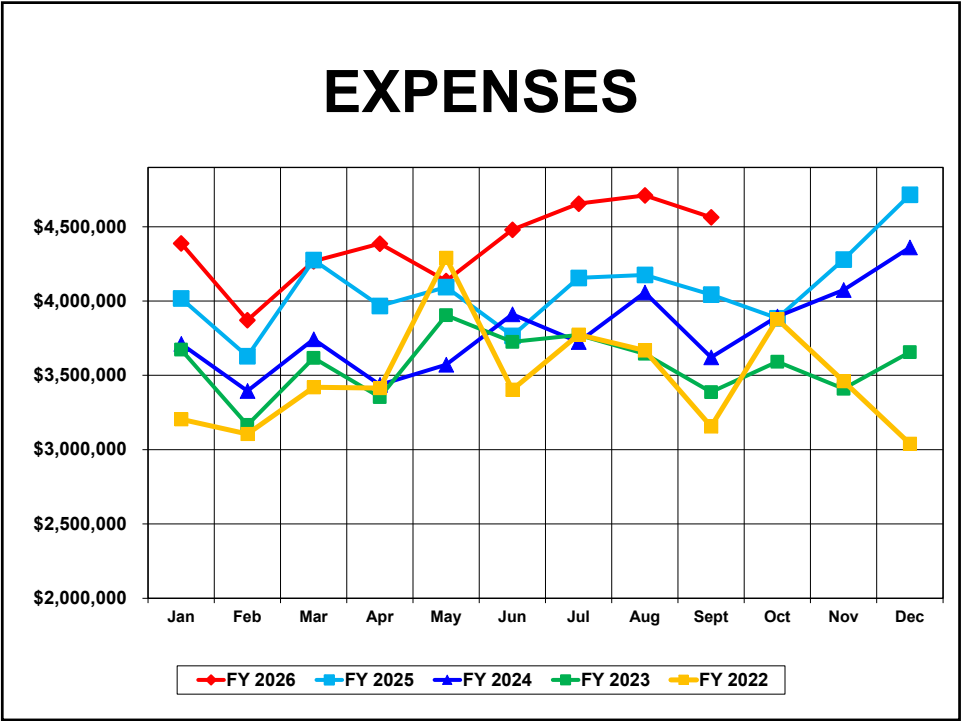


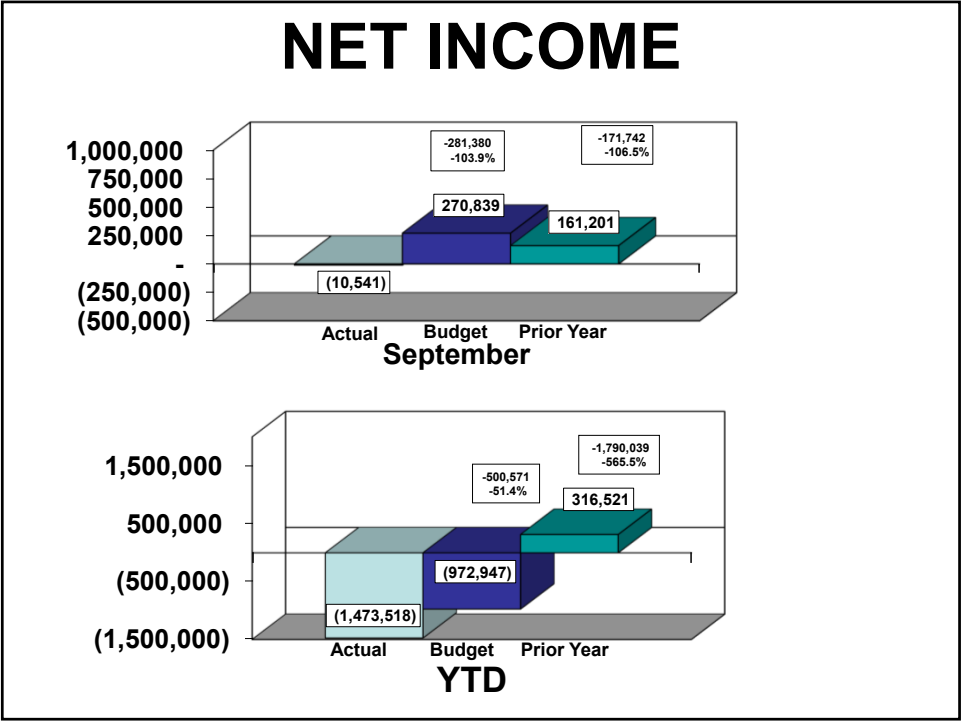
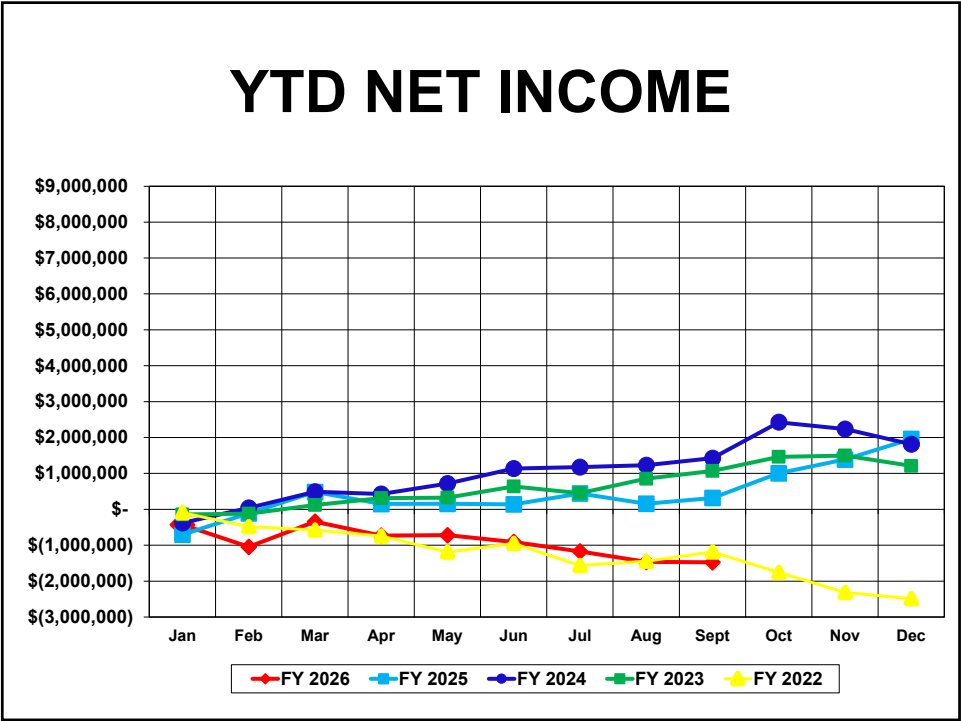








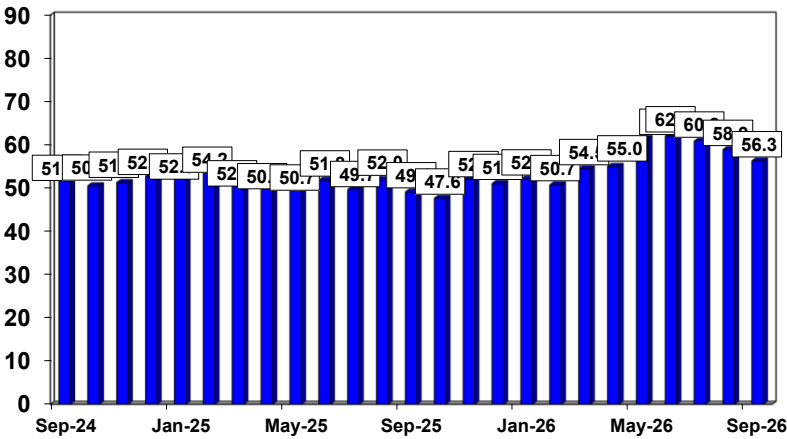




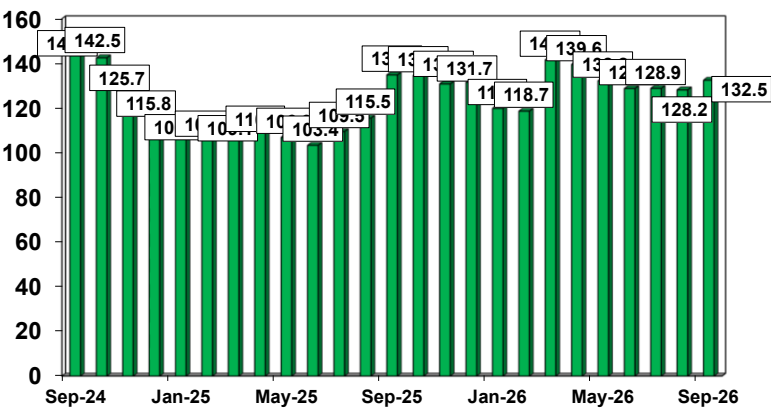
Summary of Financials

		August	September
Gross Charges		8,485,780	8,275,766
Net Patient Revenue		4,182,839	4,180,167
Expenses		4,711,475	4,563,802
Grants, Misc and Tax Revenue		238,606	373,094
	Grants and Misc	159,589	315,450
	Tax Revenue	79,017	57,644
Net Income		(290,030)	(10,541)

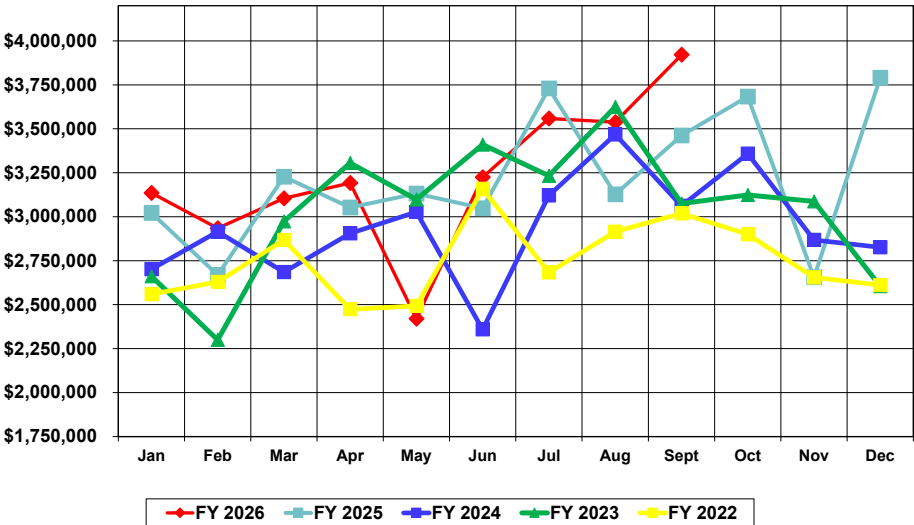
GROSS DAYS IN ACCOUNTS RECEIVABLE



DAYS CASH ON HAND



CASH COLLECTIONS



Pagosa Springs Medical Center

Income Statement Comparison - - - September 30, 2026

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		Current Month				Year-to-Date			
		2026	Budget	Difference	Variance	2026	Budget	Difference	Variance
Revenue									
7	Total In-patient Revenue	174,632	394,287	(219,655)	-55.7%	2,145,011	2,197,470	(52,459)	-2.4%
17	Total Out-patient Revenue	7,531,115	7,896,963	(365,848)	-4.6%	63,395,404	69,414,583	(6,019,179)	-8.7%
18	Professional Fees	570,019	746,113	(176,094)	-23.6%	4,579,127	6,711,495	(2,132,368)	-31.8%
19	Total Patient Charges	8,275,766	9,037,363	(761,597)	-8.4%	70,119,542	78,323,548	(8,204,006)	-10.5%
20	Revenue Deductions & Bad Debt								
21	Contractual Allowances	4,248,129	4,605,366	(357,237)	-7.8%	36,894,004	41,886,377	(4,992,373)	-11.9%
22	Charity	68,309	42,050	26,259	62.4%	453,613	382,450	71,163	18.6%
23	Bad Debt	109,397	390,379	(280,982)	-72.0%	2,607,869	3,550,550	(942,681)	-26.6%
24	Provider Fee & Other	(330,236)	(231,033)	(99,203)	42.9%	(3,036,049)	(2,796,571)	(239,478)	8.6%
25	Total Revenue Deductions & Bad Debt	4,095,599	4,806,762	(711,163)	-14.8%	36,919,437	43,022,806	(6,103,369)	-14.2%
26	Total Net Patient Revenue	4,180,167	4,230,601	(50,434)	-1.2%	33,200,105	35,300,742	(2,100,637)	-6.0%
27	Grants	11,063	15,019	(3,956)	-26.3%	161,860	210,483	(48,623)	-23.1%
28	HHS Stimulus Other Revenue	-	-	-		-	-	-	
29	COVID PPP Loan Forgiveness	-	-	-	0%	-	-	-	0%
30	Other Operating Income - Misc	244,608	277,937	(33,329)	-12.0%	1,416,723	1,119,257	297,466	26.6%
31	Total Net Revenues	4,435,838	4,523,557	(87,719)	-1.9%	34,778,688	36,630,482	(1,851,794)	-5.1%
32	Operating Expenses								
33	Salary & Wages	2,147,389	2,258,306	(110,917)	-4.9%	18,655,010	20,550,035	(1,895,025)	-9.2%
34	Benefits	269,579	319,817	(50,238)	-15.7%	3,079,763	3,293,655	(213,892)	-6.5%
35	Professional Fees/Contract Labor	412,972	132,243	280,729	212.3%	2,374,044	1,248,553	1,125,491	90.1%
36	Purchased Services	199,443	221,392	(21,949)	-9.9%	2,093,239	2,060,020	33,219	1.6%
37	Supplies	830,054	743,626	86,428	11.6%	7,046,003	6,953,819	92,184	1.3%
38	Rent & Leases	25,277	20,650	4,627	22.4%	198,697	185,850	12,847	6.9%
39	Repairs & Maintenance	90,361	63,999	26,362	41.2%	643,266	608,723	34,543	5.7%
40	Utilities	43,107	44,377	(1,270)	-2.9%	360,169	414,074	(53,905)	-13.0%
41	Insurance	43,455	40,572	2,883	7.1%	394,809	365,147	29,662	8.1%
42	Depreciation & Amortization	254,577	243,920	10,657	4.4%	2,287,550	2,277,618	9,932	0.4%
43	Interest	98,049	95,191	2,858	3.0%	883,961	874,061	9,900	1.1%
44	Other	149,539	164,925	(15,386)	-9.3%	1,445,967	1,540,893	(94,926)	-6.2%
45	Total Operating Expenses	4,563,802	4,349,018	214,784	4.9%	39,462,478	40,372,448	(909,970)	-2.3%
46	Operating Revenue Less Expenses	(127,964)	174,539	(302,503)	173.3%	(4,683,790)	(3,741,966)	(941,824)	-25.2%
47	Non-Operating Income								
48	Interest Income	59,779	54,660	5,119	9.4%	508,673	436,980	71,693	16.4%
49	Tax Revenue	57,644	41,640	16,004	38.4%	2,335,191	2,182,039	153,152	7.0%
50	Donations	-	-	-	0.0%	366,408	150,000	216,408	144.3%
51	Total Non-Operating Income	117,423	96,300	21,123	21.9%	3,210,272	2,769,019	441,253	15.9%
52	Total Revenue Less Total Expenses	\$ (10,541)	\$ 270,839	\$ (281,380)	-103.9%	\$ (1,473,518)	\$ (972,947)	\$ (500,571)	-51.4%

The implementation of GASB 96 in 2023 has resulted in an increase of Depreciation and Interest Expense with a reduction of Purchase Service expenses.

Pagosa Springs Medical Center

Income Statement Comparison - - - September 30, 2026

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	2026	Current Month			2026	Year-to-Date		
		2025	Difference	Variance		2025	Difference	Variance
Revenue								
2								
7 Total In-patient Revenue	174,632	247,874	(73,242)	-29.5%	2,145,011	1,706,614	438,397	25.7%
17 Total Out-patient Revenue	7,531,115	6,939,676	591,439	8.5%	63,395,404	60,296,462	3,098,942	5.1%
18 Professional Fees	570,019	574,799	(4,780)	-0.8%	4,579,127	5,098,467	(519,340)	-10.2%
19 Total Patient Charges	8,275,766	7,762,349	513,417	6.6%	70,119,542	67,101,543	3,017,999	4.50%
20 Revenue Deductions & Bad Debt								
21 Contractual Allowances	4,248,129	3,494,725	753,404	21.6%	36,894,004	35,740,758	1,153,246	3.2%
22 Charity	68,309	40,016	28,293	70.7%	453,613	410,520	43,093	10.5%
23 Bad Debt	109,397	376,986	(267,589)	-71.0%	2,607,869	2,518,905	88,964	3.5%
24 Provider Fee & Other	(330,236)	(84,398)	(245,838)	291.3%	(3,036,049)	(2,700,254)	(335,795)	12.4%
25 Total Revenue Deductions & Bad Debt	4,095,599	3,827,329	268,270	7.0%	36,919,437	35,969,929	949,508	2.6%
26 Total Net Patient Revenue	4,180,167	3,935,020	245,147	6.2%	33,200,105	31,131,614	2,068,491	6.64%
27 Grants	11,063	73,281	(62,218)	-84.9%	161,860	591,737	(429,877)	-72.6%
28 HHS Stimulus Other Revenue	-	-	-		-	-	-	
29 COVID PPP Loan Forgiveness	-	-	-		-	-	-	
30 Other Operating Income - Misc	244,608	94,105	150,503	159.9%	1,416,723	1,249,839	166,884	13.4%
31 Total Net Revenues	4,435,838	4,102,406	333,432	8.1%	34,778,688	32,973,190	1,805,498	5.48%
32 Operating Expenses								
33 Salary & Wages	2,147,389	2,029,824	117,565	5.8%	18,655,010	17,666,055	988,955	5.6%
34 Benefits	269,579	280,630	(11,051)	-3.9%	3,079,763	2,975,587	104,176	3.5%
35 Professional Fees/Contract Labor	412,972	187,352	225,620	120.4%	2,374,044	1,576,584	797,460	50.6%
36 Purchased Services	199,443	201,471	(2,028)	-1.0%	2,093,239	1,776,476	316,763	17.8%
37 Supplies	830,054	756,082	73,972	9.8%	7,046,003	6,278,801	767,202	12.2%
38 Rent & Leases	25,277	17,397	7,880	45.3%	198,697	271,636	(72,939)	-26.9%
39 Repairs & Maintenance	90,361	64,963	25,398	39.1%	643,266	490,052	153,214	31.3%
40 Utilities	43,107	35,069	8,038	22.9%	360,169	351,822	8,347	2.4%
41 Insurance	43,455	36,064	7,391	20.5%	394,809	339,749	55,060	16.2%
42 Depreciation & Amortization	254,577	246,421	8,156	3.3%	2,287,550	2,094,561	192,989	9.2%
43 Interest	98,049	104,343	(6,294)	-6.0%	883,961	945,790	(61,829)	-6.5%
44 Other	149,539	83,940	65,599	78.1%	1,445,967	1,360,537	85,430	6.3%
45 Total Operating Expenses	4,563,802	4,043,556	520,246	12.9%	39,462,478	36,127,650	3,334,828	9.23%
46 Operating Revenue Less Expenses	(127,964)	58,850	(186,814)	317.4%	(4,683,790)	(3,154,460)	(1,529,330)	-48.5%
47 Non-Operating Income								
48 Interest Income	59,779	54,530	5,249	9.6%	508,673	458,450	50,223	11.0%
49 Tax Revenue	57,644	47,821	9,823	20.5%	2,335,191	2,261,972	73,219	3.2%
50 Donations	-	-	-		366,408	750,559	(384,151)	-51.2%
51 Total Non-Operating Income	117,423	102,351	15,072	14.7%	3,210,272	3,470,981	(260,709)	-7.5%
52 Total Revenue Less Total Expenses	\$ (10,541)	\$ 161,201	\$ (171,742)	-106.5%	\$ (1,473,518)	\$ 316,521	(1,790,039)	-565.5%

The implementation of GASB 96 in 2023 has resulted in an increase of Depreciation and Interest Expense with a reduction of Purchase Service expenses.

Pagosa Springs Medical Center

Balance Sheet - - September 30, 2026

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Assets	Current Month	Prior Month	Liabilities	Current Month	Prior Month
Current Assets			Current Liabilities		
Cash					
Operating (TBK)	\$ 3,047,934	\$ 2,428,391	Accts Payable - System	\$ 1,742,206	\$ 1,677,789
COLO Trust	1,946,082	1,939,869	Accrued Expenses	762,553	614,322
Debt Svc. Res. 2016 Bonds (UMB)	878,731	878,731	Cost Report Settlement Res	486,826	626,065
Bond Funds - 2016 Bonds (UMB)	1,347	1,343	Wages & Benefits Payable	2,866,496	2,608,499
Bond Funds - 2021 (UMB)	8,318,668	8,252,881	Deferred Revenue	400	54,315
CSIP Investments	4,728,140	4,713,268	COVID PPP Short Term Loan	-	-
Escrow - UMB	-	-	IRS ERC Fund Liability	2,067,572	2,067,572 **
COVID PPP	-	-	Medicare Accelerated Pmt Liab	-	-
IRS ERC TBK Cash Restricted	2,091,218	2,086,926 **	Current Portion of GASB 87 and 96 Liabilities	410,732	407,942
Medicare Accelerated Pmt	-	-	Current Portion of LT Debt-75 S Pagosa	130,000	130,000
Total Cash	21,012,120	20,301,409	Current Portion of LT Debt-2021	465,000	465,000
			Current Portion of LT Debt-2016	255,000	255,000
			Total Current Liabilities	9,186,785	8,906,504
Accounts Receivable					
Patient Revenue - Net	5,228,401	5,449,997	Long-Term Liabilities		
Other Receivables	157,784	204,967	Leases Payable - 75 S Pagosa	1,795,000	1,795,000
Total Accounts Receivable	5,386,185	5,654,964	GASB 87 and 96 Capital Leases	3,586,944	3,659,635
			Bond Premium (Net) - 2006 Def Outflows	142,357	143,469
Inventory	2,173,045	2,190,703	Bond Premium (Net) - 2016	99,832	100,257
			Bond Premium (Net) - 2021	536,110	540,081
Total Current Assets	28,571,350	28,147,076	Bonds Payable - 2021	6,115,000	6,115,000
			Bonds Payable - 2006	-	-
Fixed Assets			Bonds Payable - 2016	8,060,000	8,060,000
Property Plant & Equip (Net)	22,263,983	22,469,141	Total Long-Term Liabilities	20,335,243	20,413,442
GASB 87 & 96 Assets (Net)	3,163,145	3,236,158			
Work In Progress	1,255,775	1,251,956	Net Assets		
Land	704,021	704,021	Un-Restricted	28,311,545	28,311,545
Total Fixed Assets	27,386,924	27,661,276	Current Year Net Income/Loss	(1,473,518)	(1,462,977)
			Total Un-Restricted	26,838,027	26,848,568
Other Assets					
Prepays & Other Assets	401,781	360,162	Restricted	-	-
Total Other Assets	401,781	360,162	Total Net Assets	26,838,027	26,848,568
Total Assets	\$ 56,360,055	\$ 56,168,514	Total Liabilities & Net Assets	\$ 56,360,055	\$ 56,168,514

** 1st Qtr 2021 ERC Money received in April, restricted and not included in Days Cash on Hand due to status of appeal. Also recorded as a Liability.

Pagosa Springs Medical Center

Monthly Trends

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Activity	Sep-25 30	Oct-25 31	Nov-25 30	Dec-25 31	Jan-26 31	Feb-26 28	Mar-26 31	Apr-26 30	May-26 31	Jun-26 30	Jul-26 31	Aug-26 31	Sep-26 30	YTD Total 273
2 In-Patient Admissions	19	10	6	22	14	14	15	22	16	24	15	13	10	143
3 In-Patient Days	41	21	21	51	42	31	37	65	48	55	33	32	27	370
4 Avg Stay Days (In-patients)	2.2	2.1	3.5	2.3	3.0	2.2	2.5	3.0	3.0	2.3	2.2	2.5	2.7	2.6
8 Average Daily Census	1.4	0.7	0.7	1.6	1.4	1.1	1.2	2.2	1.5	1.8	1.1	1.0	0.9	1.4
Statistics														
9 E/R visits	656	585	562	737	654	605	732	617	676	699	788	781	717	6,269
10 Observ Hours	1,174	1,426	1,055	1,591	1,531	1,097	1,291	1,677	1,172	1,403	626	1,139	2,271	12,207
11 Lab Tests	6,641	6,488	5,648	6,799	6,708	6,047	7,277	7,503	7,102	7,563	8,307	7,843	7,579	65,929
12 Radiology/CT/MRI Exams	1,730	1,865	1,326	1,953	1,751	1,465	1,693	1,535	1,608	1,844	1,996	1,824	1,641	15,357
14 OR Cases	113	81	59	78	63	63	87	82	66	71	110	111	114	767
15 Clinic Visits	1,922	1,909	1,521	1,696	1,763	1,718	1,863	1,828	1,781	1,787	1,748	1,933	1,666	16,087
16 Spec. Clinic Visits	81	131	101	95	78	76	84	109	103	81	119	159	138	947
17 Oncology Clinic Visits	94	94	162	187	158	184	200	122	47	47	204	172	151	1,285
18 Oncology/Infusion Patients	330	298	302	337	303	331	281	286	409	332	298	267	279	2,786
19 EMS Transports	111	104	127	110	137	88	97	95	112	113	80	72	102	896
20 Total Stats	12,852	12,981	10,863	13,583	13,146	11,675	13,605	13,854	13,076	13,940	14,276	14,301	14,658	122,531

Pagosa Springs Medical Center - - - Statistical Review

Statistical Review										Page 5
2026	September			September			September Prior Y-T-D			
	Current Month Actual	Current Month Budget	Variance	Y-T-D Actual	Y-T-D Budget	Variance	Y-T-D Actual	Prior Y-T-D Actual	Difference	Variance
In-Patient										
Admissions:										
Acute	10	27	(17)	143	149	(6)	143	150	(7)	-5%
Swing Bed	-	-	-	-	-	-	-	-	-	-
Total	10	27	(17)	143	149	(6)	143	150	(7)	-5%
Patient Days:										
Acute	27	59	(32)	370	327	43	370	320	50	16%
Swing Bed	-	-	-	-	-	-	-	-	-	-
Total	27	59	(32)	370	327	43	370	320	50	16%
Average Daily Census:										
# Of Days	30	30		273	273		273	273		
Acute	0.9	2.0	(1.1)	1.4	1.2	0.2	1.4	1.2	0.2	16%
Swing Bed	-	-	-	-	-	-	-	-	-	-
Total	0.9	2.0	(1.1)	1.4	1.2	0.2	1.4	1.2	0.2	16%
Length of Stay:										
Acute	2.7	2.2	0.5	2.6	2.2	0.4	2.6	2.1	0.5	21%
Swing Bed	-	-	-	-	-	-	-	-	-	0%
Total	2.7	2.2	0.5	2.6	2.2	0.4	2.6	2.1	0.5	21%
Out-Patient										
Out-Patient Visits										
E/R Visits	717	684	33	6,269	6,012	257	6,269	5,918	351	6%
Observ admissions	42	48	(6)	385	425	(40)	385	406	(21)	-5%
Lab Tests	7,579	6,947	632	65,929	61,066	4,863	65,929	60,307	5,622	9%
Radiology/CT/MRI Exams/M	1,641	1,814	(173)	15,357	15,947	(590)	15,357	15,457	(100)	-1%
OR Cases	114	140	(26)	767	1,229	(462)	767	888	(121)	-14%
Clinic Visits	1,666	2,036	(370)	16,087	17,899	(1,812)	16,087	17,662	(1,575)	-9%
Spec. Clinic Visits	138	142	(4)	947	1,252	(305)	947	518	429	83%
Oncology Clinic Visits	151	126	25	1,285	1,105	180	1,285	945	340	36%
Oncology/Infusion Patients	279	376	(97)	2,786	3,304	(518)	2,786	3,049	(263)	-9%
EMS Transports	102	112	(10)	896	984	(88)	896	935	(39)	-4%
Total	12,429	12,425	4	110,708	109,223	1,485	110,708	106,085	4,623	4%

Pagosa Springs Medical Center

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of September 30, 2026

		0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Days	151-180 Days	181+ Days	Total	Percent of Total	Accts sent to Collections	
2 Medicare	\$	3,695,461	\$ 375,419	\$ 182,718	\$ 68,502	\$ 128,598	\$ 33,814	\$ 283,959	\$ 4,768,471	37%		Page 6
3 Medicaid		558,720	127,732	42,632	25,292	40,457	13,536	262,387	1,070,756	8%		
4 Third Party		1,546,024	426,793	198,033	186,795	96,484	21,246	324,465	2,799,840	22%		
5 Self-Pay		322,988	398,897	397,461	407,699	375,044	250,086	2,028,329	4,180,504	33%		
Current Month Total	\$	6,123,193	\$ 1,328,841	\$ 820,844	\$ 688,288	\$ 640,583	\$ 318,682	\$ 2,899,140	\$ 12,819,571	100%	156,271	
Pct of Total		48%	10%	6%	5%	5%	2%	23%	100%			
Aug-26	\$	7,248,669	\$ 2,184,602	\$ 1,536,574	\$ 1,133,676	\$ 608,067	\$ 634,109	\$ 3,203,456	\$ 12,379,750		183,227	
Pct of Total		59%	18%	12%	9%	5%	5%	26%	100%			
Jul-26	\$	7,140,343	\$ 2,294,600	\$ 1,664,323	\$ 715,835	\$ 756,739	\$ 580,304	\$ 2,876,708	\$ 16,028,852		609,379	
Pct of Total		45%	14%	10%	4%	5%	4%	18%	100%			
Jun-26	\$	7,267,580	\$ 2,452,113	\$ 922,911	\$ 909,505	\$ 693,483	\$ 539,537	\$ 2,717,829	\$ 15,502,958		384,973	
Pct of Total		47%	16%	6%	6%	4%	3%	18%	100%			
May-26	\$	6,779,502	\$ 1,940,251	\$ 1,201,889	\$ 834,672	\$ 662,248	\$ 514,008	\$ 2,747,889	\$ 14,680,459		384,973	
Pct of Total		46%	13%	8%	6%	5%	4%	19%	100%			
Apr-26	\$	5,829,531	\$ 1,660,678	\$ 1,195,525	\$ 753,226	\$ 666,573	\$ 480,079	\$ 2,899,157	\$ 13,484,769		258,201	
Pct of Total		43%	12%	9%	6%	5%	4%	21%	100%			
Mar-26	\$	5,819,857	\$ 1,872,459	\$ 1,059,350	\$ 762,992	\$ 547,904	\$ 363,008	\$ 2,764,306	\$ 13,189,876		260,595	
Pct of Total		44%	14%	8%	6%	4%	3%	21%	100%			
Feb-26	\$	5,519,302	\$ 1,830,436	\$ 988,986	\$ 694,613	\$ 439,647	\$ 306,156	\$ 2,863,813	\$ 12,642,953		180,489	
Pct of Total		44%	14%	8%	5%	3%	2%	23%	100%			
Jan-26	\$	5,769,715	\$ 1,988,785	\$ 971,480	\$ 495,392	\$ 425,965	\$ 443,838	\$ 2,699,052	\$ 12,794,227		550,444	
Pct of Total		45%	16%	8%	4%	3%	3%	21%	100%			
Dec-25	\$	5,999,489	\$ 1,663,324	\$ 603,539	\$ 673,304	\$ 489,793	\$ 461,434	\$ 2,744,437	\$ 12,635,320		226,145	
Pct of Total		47%	13%	5%	5%	4%	4%	22%	100%			
Nov-25	\$	5,999,489	\$ 1,663,324	\$ 603,539	\$ 673,304	\$ 489,793	\$ 461,434	\$ 2,744,437	\$ 12,635,320		339,651	
Pct of Total		47%	13%	5%	5%	4%	4%	22%	100%			
Oct-25	\$	6,123,193	\$ 1,328,841	\$ 820,844	\$ 688,288	\$ 640,583	\$ 318,682	\$ 2,899,140	\$ 12,819,571		506,303	
Pct of Total		48%	10%	6%	5%	5%	2%	23%	100%			
Sep-25	\$	6,123,193	\$ 1,328,841	\$ 820,844	\$ 688,288	\$ 640,583	\$ 318,682	\$ 2,899,140	\$ 12,819,571		156,271	
Pct of Total		48%	10%	6%	5%	5%	2%	23%	100%			
Aug-25	\$	6,272,646	\$ 1,806,115	\$ 845,162	\$ 730,191	\$ 378,195	\$ 476,017	\$ 2,845,054	\$ 13,353,380		182,898	
Pct of Total		47%	14%	6%	5%	3%	4%	21%	100%			
Jul-25	\$	6,148,429	\$ 1,343,970	\$ 783,163	\$ 448,955	\$ 586,189	\$ 578,471	\$ 2,602,752	\$ 12,534,286		202,285	
Pct of Total		49%	11%	6%	4%	5%	5%	21%	100%			
Jun-25	\$	5,798,998	\$ 1,423,088	\$ 620,781	\$ 640,656	\$ 718,548	\$ 480,775	\$ 2,696,981	\$ 12,379,827		426,234	
Pct of Total		47%	11%	5%	5%	6%	4%	22%	100%			
May-25	\$	5,510,786	\$ 1,134,338	\$ 881,123	\$ 782,446	\$ 640,205	\$ 450,511	\$ 2,821,741	\$ 12,221,150		205,702	

Pagosa Springs Medical Center

Cerner/Healthland Accounts Receivable for Hospital by Payor and Days Outstanding -- As of September 30, 2026

		0-30 Days		31-60 Days		61-90 Days		91-120 Days		121-150 Days		151-180 Days		181+ Days		Total	Percent of Total	Accts sent to Collections
	Pct of Total	45%		9%		7%		6%		5%		4%		23%		100%		
	Apr-25	\$	5,380,677	\$	1,531,216	\$	959,957	\$	852,535	\$	491,263	\$	632,503	\$	2,457,407	\$	12,305,558	239,686
	Pct of Total	44%		12%		8%		7%		4%		5%		20%		100%		
	Mar-25	\$	5,878,116	\$	1,431,709	\$	887,139	\$	553,759	\$	745,582	\$	497,247	\$	2,403,650	\$	12,397,202	289,678
	Pct of Total	47%		12%		7%		4%		6%		4%		19%		100%		
	Feb-25	\$	5,935,029	\$	1,445,312	\$	682,201	\$	898,763	\$	621,321	\$	308,121	\$	2,580,511	\$	12,471,258	149,150
	Pct of Total	48%		12%		5%		7%		5%		2%		21%		100%		
	Jan-25	\$	5,068,971	\$	1,305,124	\$	973,961	\$	777,031	\$	472,520	\$	378,367	\$	2,458,458	\$	11,434,432	331,283
	Pct of Total	44%		11%		9%		7%		4%		3%		22%		100%		
	Dec-24	\$	5,319,743	\$	1,598,544	\$	909,266	\$	579,703	\$	559,746	\$	384,342	\$	2,563,856	\$	11,915,200	312,505
	Pct of Total	45%		13%		8%		5%		5%		3%		22%		100%		
	Nov-24	\$	5,041,955	\$	942,675	\$	702,565	\$	632,660	\$	619,716	\$	376,424	\$	2,168,293	\$	10,484,288	223,749
	Pct of Total	48%		9%		7%		6%		6%		4%		21%		100%		
	Oct-24	\$	5,410,175	\$	1,342,098	\$	895,631	\$	514,484	\$	618,148	\$	364,283	\$	2,428,748	\$	11,573,567	114,647
	Pct of Total	47%		12%		8%		4%		5%		3%		21%		100%		
	Sep-24	\$	5,336,881	\$	1,545,826	\$	660,113	\$	801,160	\$	504,361	\$	385,052	\$	2,430,015	\$	11,663,408	166,526
	Pct of Total	46%		13%		6%		7%		4%		3%		21%		100%		
12	Pct Settled (Current)				81.7%		62.4%		55.2%		43.5%		47.6%		-357.2%			
13	Pct Settled (Aug from Jul)				69.4%		33.0%		31.9%		15.1%		16.2%		-452.0%			
14	Pct Settled (Jul from Jun)				68.4%		32.1%		22.4%		16.8%		16.3%		-433.2%			
15	Pct Settled (Jun from May)				63.8%		52.4%		24.3%		16.9%		18.5%		-428.8%			
16	Pct Settled (May from Apr)				66.7%		27.6%		30.2%		12.1%		22.9%		-472.4%			

**Pagosa Springs Medical Center
Charges by Financial Class
September 30, 2026**

Financial Class	Inpatient MTD	Outpatient MTD	Total MTD	% MTD	
Auto/Liability Insurance		95,092	95,092	1.15%	
Blue Cross	43,508	683,950	727,458	8.79%	
Champus	-	39,160	39,160	0.47%	
Commercial Insurance	153,938	758,720	912,658	11.03%	
Medicaid	104,198	925,457	1,029,655	12.44%	
Medicare	547,793	2,895,199	3,442,992	41.60%	
Medicare HMO	203,410	1,108,535	1,311,945	15.85%	
Self Pay	6,804	325,785	332,589	4.02%	
Self Pay - Client Billing		2,118	2,118	0.03%	
Veterans Administration	16,256	321,229	337,485	4.08%	
Workers Compensation	-	44,614	44,614	0.54%	
Total	\$ 1,075,908	\$ 7,199,858	\$ 8,275,766	100.00%	

Financial Class	Inpatient YTD	Outpatient YTD	Total YTD	% YTD	12/31/25 % YTD	12/31/24 % YTD	12/31/23 % YTD	12/31/22 % YTD	12/31/21 % YTD	12/31/20 % YTD	12/31/19 % YTD	12/31/18 % YTD	12/31/17 % YTD
Auto/Liability Insurance	-	592,364	592,364	0.84%	1.18%	1.06%	1.12%	1.02%	1.41%	0.91%	1.15%	1.05%	1.24%
Blue Cross	1,041,378	7,846,736	8,888,114	12.68%	12.05%	11.26%	10.88%	10.30%	11.40%	12.38%	15.40%	15.42%	15.90%
Champus	73,771	513,350	587,121	0.84%	0.73%	0.53%	0.60%	0.91%	0.95%	0.82%	0.31%	0.08%	0.07%
Commercial Insurance	844,375	7,259,280	8,103,655	11.56%	11.20%	12.97%	13.23%	11.31%	12.12%	11.72%	11.34%	13.08%	11.79%
Medicaid	1,285,426	7,258,235	8,543,661	12.18%	11.88%	14.00%	15.53%	17.07%	17.50%	18.86%	18.75%	18.22%	20.28%
Medicare	3,581,615	22,702,397	26,284,012	37.48%	37.43%	35.91%	35.37%	36.26%	36.51%	38.60%	36.99%	36.75%	35.27%
Medicare HMO	1,781,786	9,033,218	10,815,003	15.42%	16.78%	15.69%	14.65%	14.99%	11.01%	7.77%	7.20%	4.47%	3.55%
Self Pay	367,996	2,419,201	2,787,197	3.97%	3.79%	3.95%	3.31%	3.22%	3.95%	3.68%	4.40%	5.40%	6.96%
Self Pay - Client Billing	15,590	17,226	32,816	0.05%	0.09%	0.08%	0.15%	0.27%	0.36%	0.22%	0.18%	0.18%	0.19%
Veterans Administration	258,053	2,490,790	2,748,842	3.92%	4.03%	3.61%	4.43%	3.76%	3.76%	4.13%	2.74%	4.13%	3.58%
Workers Compensation	97,666	639,089	736,755	1.05%	0.84%	0.95%	0.74%	0.88%	1.03%	0.92%	1.52%	1.22%	1.17%
Total	\$ 9,347,657	\$ 60,771,885	\$ 70,119,542	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Blank													0.00%
HMO (Health Maint Org)													0.03%
Total							100.00%	100.00%	100.00%	100.00%	100.00%	100.03%	

Pagosa Springs Medical Center
Financial Forecast
Statement of Cash Flows

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REPORTS 4.a.vii.(a).

	Sep-26
Cash Flows from operating activities	
Change in net assets	(10,541)
Adjustments to reconcile net assets to net cash	
Depreciation and amortization	254,577
Patient accounts receivable	221,596
Accounts payable and wages payable	322,414
Accrued liabilities	148,231
Pre-paid assets	(41,619)
Deferred revenues	(53,915)
Other receivables	47,183
Reserve for third party settlement	(139,239)
Inventory	17,658
Net Cash Provided by (used in) operating activities	766,345
Cash Flows from investing activities	
Purchase of property and equipment	18,086
Work in progress	(3,819)
Proceeds from sale of equipment/(Loss)	-
Net Cash Provided by (used in) investing activities	14,267
Cash Flows from financing activities	
Principal payments on long-term debt	-
Proceeds from debt (funding from 2021 Bond)	-
Proceeds from PPP Short Term Loan	-
Restricted Proceeds from IRS ERC Fund	-
Payments/Proceeds from Medicare Accelerated Payment	-
Change in Prior Year Net Assets	-
Change in leases payable	(69,901)
Net Cash Provided by (used in) financing activities	(69,901)
Net Increase(Decrease) in Cash	710,711
Cash Beginning of Month	20,301,409
Cash End of Month	21,012,120 **

** Includes \$2,067,583 received in April for 1st Qtr IRS ERC Money currently held in a restricted Account. Not included in Days Cash on Hand due to status of appeal. Also recorded as a Liability

2026 Cash						
Month	Cash Goal	Actual Cash	Variance	% Collected	GL Non AR	Total
Jan-26	\$3,818,135.00	\$3,135,761.71	(\$682,373.29)	82.13%	\$ 29,767.39	\$3,165,529.10
Feb-26	\$3,321,128.00	\$2,933,949.66	(\$387,178.34)	88.34%	\$ 32,142.85	\$2,966,092.51
Mar-26	\$2,697,131.00	\$3,104,385.57	\$407,254.57	115.10%	\$ (24,050.55)	\$3,080,335.02
Apr-26	\$3,276,674.00	\$3,191,594.25	-\$85,079.75	97.40%	\$ 24,667.45	\$3,216,261.70
May-26	\$3,130,876.00	\$2,420,492.97	(\$710,383.03)	77.31%	\$ 66,603.04	\$2,487,096.01
Jun-26	\$3,003,535.00	\$3,224,315.94	\$220,780.94	107.35%	\$ 374,499.13	\$3,598,815.07
Jul-26	\$3,604,180.00	\$3,558,378.38	(\$45,801.62)	98.73%	\$ 193,805.44	\$3,752,183.82
Aug-26	\$3,427,997.00	\$3,537,337.83	\$109,340.83	103.19%	\$ 196,270.92	\$3,733,608.75
Sep-26	\$3,806,729.00	\$3,921,263.72	\$114,534.72	103.01%	\$ 116,306.26	\$4,037,569.98
Oct-26						
Nov-26						
Dec-26						
	\$30,086,385.00	\$29,027,480.03	(\$1,058,904.97)	96.48%	\$ 1,010,011.93	\$30,037,491.96

2026 Revenue				
Month	Revenue Goal	Actual Revenue	Variance	% Generated
Jan-26	\$ 8,150,055.00	\$ 7,295,377.00	\$ (854,678.00)	89.51%
Feb-26	\$ 8,208,959.00	\$ 6,725,950.00	\$ (1,483,009.00)	81.93%
Mar-26	\$ 8,861,470.00	\$ 7,777,309.00	\$ (1,084,161.00)	87.77%
Apr-26	\$ 8,136,167.00	\$ 7,311,986.00	\$ (824,181.00)	89.87%
May-26	\$ 8,503,023.00	\$ 6,885,705.00	\$ (1,617,318.00)	80.98%
Jun-26	\$ 8,659,589.00	\$ 8,540,782.00	\$ (118,807.00)	98.63%
Jul-26	\$ 9,591,856.00	\$ 8,820,886.00	\$ (770,970.00)	91.96%
Aug-26	\$ 9,175,064.00	\$ 8,485,780.00	\$ (689,284.00)	92.49%
Sep-26	\$ 9,037,364.00	\$ 8,275,766.00	\$ (761,598.00)	91.57%
Oct-26				
Nov-26				
Dec-26				
Totals	\$ 78,323,547.00	\$ 70,119,541.00	\$ (8,204,006.00)	89.53%



**THE UPPER SAN JUAN HEALTH SERVICE DISTRICT
DOING BUSINESS AS PAGOSA SPRINGS MEDICAL CENTER**

**MEDICAL STAFF REPORT BY CHIEF OF STAFF, CORINNE REED
October 27, 2026**

I. ~~STATEMENT OF THE MEDICAL STAFF'S RECOMMENDATIONS FOR THE USJHSD BOARD ACCEPTANCE OF NEW POLICIES OR PROCEDURES ADOPTED BY THE MEDICAL STAFF:~~

II. STATEMENT OF THE MEDICAL STAFF'S RECOMMENDATIONS FOR THE USJHSD BOARD ACCEPTANCE OF PROVIDER PRIVILEGES (ACCEPTANCE BY THE BOARD RESULTS IN THE GRANT OF PRIVILEGES):

NAME	INITIAL/REAPPOINT/CHANGE	TYPE OF PRIVILEGES	SPECIALTY
Blake Morris, MD	Initial Appointment	Telemedicine/Telecardiology	Interventional Cardiology & Cardiovascular Disease
Jad Raffoul, MD	Initial Appointment	Telemedicine/Telecardiology	Interventional Cardiology & Cardiovascular Disease
Erin Renfrew, MD	Initial Appointment	Active/Family Medicine	Family Medicine
Seth-Emil Bartel, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Vernon Chapman, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology & Pediatric Radiology
William Dunfee, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Kristin Freestone, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Louis Golden, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology & Neuroradiology
Phillip Gunther, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Robert Hyncek, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology & Neuroradiology
Simon Izaguirre, MD	Reappointment	Telemedicine/Teleneurology	Neurology & Vascular Neurology
Rachel Liverett, FNP-C	Reappointment	APP/Nurse Practitioner Family Medicine	Family Medicine
Michael Otte, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Brian Smith, CRNA	Reappointment	APP/ CRNA & CRNA Interventional Pain Management	Certified Registered Nurse Anesthetist & Nonsurgical Pain Management
Byron Spencer, MD	Reappointment	Telemedicine/Teleneurology	Neurology & Vascular Neurology
Cosette Stahl, DO	Reappointment	Telemedicine/Teleradiology	Interventional Radiology / Diagnostic Radiology
Joseph Tan, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Amy Tolbert, MD	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Jeffrey Weingardt	Reappointment	Telemedicine/Teleradiology	Diagnostic Radiology
Dominic Yee, MD	Reappointment	Telemedicine/Teleradiology	Interventional Radiology / Diagnostic Radiology

III. REPORT OF NUMBER OF PROVIDERS BY CATEGORY

Active: 18

Courtesy: 18

Courtesy – Locum Tenens: 1

Telemedicine: 141

Advanced Practice Providers & Behavioral Health Providers: 20

Honorary: 2

Total: 200

**UPPER SAN JUAN HEALTH SERVICE DISTRICT
D/B/A PAGOSA SPRINGS MEDICAL CENTER**

**FORMAL WRITTEN RESOLUTION 2026-09
October 27, 2026**

WHEREAS, the Board's Bylaws set forth in Section 8(d) the process for election of Board officers; further, the Bylaws impose no limits on how long a Director may serve as Vice-Chair or Treasurer/Secretary, but the Bylaws limit a Director to serving no more than four years as the Chair.

WHEREAS, the Bylaws time limit of service on the officer position of the Chair should be deleted for the following reasons:

- Time Commitment: Serving as Board Chair is a significant time commitment. The Board should retain the flexibility to elect directors who are willing and able to devote the necessary time to the position;
- Consistency: The current limitation applies only to the Chair, creating an inconsistency in the treatment of Board officer positions;
- No Statutory Requirement. Colorado law does not require a time limit on special district officer positions; and
- Existing Governance Safeguards: Any concerns regarding excessive concentration of influence are addressed through election of officers every two years, the need for majority vote approval of Board decisions, and the statutory limit of two consecutive terms of service as a director.

WHEREAS, for the foregoing reasons, it is proposed to strike the last sentence of Section 8(d) of the Bylaws as follows:

The Board of Directors shall elect from its seated Directors a Chair, Vice-Chair, and Treasurer, who shall be the officers of the Board of Directors. The Board may, from time to time, appoint an acting officer in the absence of any individual officer. The Board election of the officers shall be conducted biennially by the seated Directors at the first regular meeting of the Board following the regular biennial election of the Directors held in May of odd-numbered years; the officer positions shall be selected by a majority vote of Directors voting at this first regular meeting of the Board. Each officer so elected shall serve for a term of two years, which term shall expire upon the election of their successor or upon their reelection to that office. ~~A Director may serve as chair for no more than four years.~~

NOW, THEREFORE, THE BOARD OF DIRECTORS OF THE UPPER SAN JUAN HEALTH SERVICE DISTRICT HEREBY RESOLVES to approve deleting the last sentence of Section 8(d) of the Bylaws.

ADOPTED and APPROVED by the Board of Directors this 27th day of October, 2026.

Kate Alfred, Chair of the Board of Directors



MINUTES OF REGULAR BOARD MEETING
Thursday, October 8, 2026, at 5:00 PM
The Board Room
95 South Pagosa Blvd., Pagosa Springs, CO 81147

The Board of Directors (the “Board”) of the Upper San Juan Health Service District doing business as Pagosa Springs Medical Center (“PSMC”) held its regular board meeting on October 8, 2026, at PSMC, Board Room, 95 South Pagosa Blvd., Pagosa Springs, Colorado as well as via Teams video communications.

Director’s Present: Chair Kate Alfred, Vice Chair Matt Mees, Director Mark Floyd, Director Gwen Taylor, Director Wayne Hooper

Board members present via Teams: Director Erik Foss, Director Ashley Wilson

Board members present via telephone: None

Board members absent: None

1) CALL TO ORDER

- a) Call for quorum: Chair Alfred called the meeting to order at 5:00 p.m. MDT and Clerk to the Board, Antoinette Martinez, recorded the minutes. A quorum of directors was present and acknowledged.
- b) Board member self-disclosure of actual, potential or perceived conflicts of interest: None.
- c) Approval of the Agenda: Director Mark Floyd motioned to approve the agenda with no changes. Director Gwen Taylor seconded; the Board Members in attendance unanimously approved the agenda.

2) PUBLIC COMMENT

None

3) PUBLIC HEARING ON THE FIRST DRAFT OF THE 2027 BUDGET

- a) Open the Public Hearing on the First Draft of the 2027 Budget: ***Hearing opened at 5:02 PM, MST by Chair Kate Alfred***
 - i. First draft of the 2027 budget (assumptions and draft income statement), power point presentation by CAO, Ann Bruzzese.
 - ii. Questions/comments of the Board asked and answered
 - iii. Questions/comments of the public – there were none
 - iv. Director Wayne Hooper motioned to move December’s Board Meeting to December 14, 2026, in anticipation of the Board’s decision on the 2027 Budget. Director Gwen Taylor seconded; the Board Members in attendance unanimously approved.
- b) Close the Public Hearing: ***Chair Kate Alfred closed the hearing at 5:34 PM, MST.***

4) REPORTS

- a) Oral Reports
 - i) Chair Report
 - No Report
 - ii) CEO Report

PSMC’s Mission: To provide quality, compassionate healthcare and wellness for each person we serve.

CEO Rhonda Webb advised the following update:

- CEO Webb announced that Danielle Kahn, who has been serving as a traveler/locum Nurse Practitioner, has accepted a full-time Nurse Practitioner position in Oncology and will live in Pagosa Springs.
- Dr. Chris Jordan, son of Dr. Bill Jordan, PSMC's founding oncologist, has signed a contract to join PSMC beginning in January. He is scheduled to provide oncology services two weeks per month, with additional availability as needed. Although Dr. Bill Jordan has officially retired, he will continue to support PSMC's oncology services on an as-needed (PRN) basis.
- Our goal is for some of our nurse travelers to join PSMC as employees.
- CEO Webb noted that the healthcare industry is experiencing an unprecedented reliance on traveling healthcare professionals, driven by ongoing staffing shortages and a cultural shift toward higher compensation and greater flexibility. While travelers will continue to play a role in healthcare, reducing the current level of dependence remains a PSMC priority.
- Questions asked and answered.

iii) Executive Committee

- No Report

iv) Foundation Board

- None

v) Facilities Committee

The Facilities Committee met on October 6, 2026. Vice Chair Matt Mees summarized the written report included in the Board Packet and provided updates on the progress of several construction and facility projects, including EMS Station 2 on San Juan Street, the CORE Building remodel, Emergency Department Safety and Efficiency remodel, Clinic remodel, and Campus Monument Sign. Questions asked and answered.

vi) Strategic Planning Committee Report

The Strategic Planning Committee met on October 6, 2026. Director Mark Floyd summarized the written report in the Board Packet highlighting the State of Colorado Rural Health Transformation Program reimbursement opportunity. Questions asked and answered.

vii) Finance Committee Report

Controller, Steve Wagoner, presented and discussed financials for August 2026. Questions asked and answered.

b) Written Reports

- No Report

5) DECISION AGENDA

- None

6) CONSENT AGENDA

Director Mark Floyd motioned to approve the consent agenda (approval of Board Member absences and approval of the regular meeting minutes of 08/25/2026). The motion was seconded by Director Wayne Hooper and the Board Members in attendance approved the consent agenda items.

7) EXECUTIVE SESSION

PSMC's Mission: To provide quality, compassionate healthcare and wellness for each person we serve.

- None

8) OTHER BUSINESS

- Regular Meeting: Tuesday, October 27, 2026, at 5:00 pm MST

9) ADJOURN

There being no further business, Chair Alfred adjourned the regular meeting at 6:03 PM MDT.

Respectfully submitted by:

Antoinette Martinez, serving as Clerk to the Board

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