Please Remit Payments Only To:
201 St. Charles Avenue, 50th Floor
New Orleans, LA 70170-5100
Telephone 504.582.8000
Payments Only: jwar@joneswalker.com
Billing Inquiries: creditmanager@joneswalker.com
Fed. I.D. # 72-0445111

October 26, 2026

Highlands County Hospital District
Attn: Bert J. Harris, III/Gail Escobar
401 Dal Hall Boulevard
Bert@HeartlandLaw.com
gescobar@highlandsfl.gov
Lake Placid, FL 33852

Client: 084456
Matter: 19795900
Invoice #: 1354563

RE: Highlands County Hospital District

REMITTANCE PAGE

Date	*Invoice Number*	*Fees*	*Other Charges*	*Other Adjustments*	*Payments*	*Balance Due*
09/30/26	1350618	24,277.50	146.41	0.00	0.00	24,423.91
Previous Balance Due:		**$24,277.50**	**$146.41**	**$0.00**	**$0.00**	**$24,423.91**
Current Invoice:						
10/26/26	1354563	$121,394.50	$1,029.26		$0.00	$122,423.76
Grand Total Due – This Matter						**$146,847.67**

Please return this page with payment or include our invoice number(s) in the wire or ACH text.
Due and payable upon receipt. Please contact Jennifer Ungru if you have any questions.

Bank: First Horizon Bank
ABA Routing No.: 084000026
Swift Code: FTBMUS44

Credit: Jones Walker LLP
Account No.: 20000247731

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RE: Highlands County Hospital District

Date	*Initials*	*Description*	*Hours*
09/01/26	MRR	Attend to numerous correspondence/discussions regarding communications with Board members, call with J. Ungru, attend to materials for meeting.	1.90
09/02/26	EDV	Conversation with M. Reizen regarding draft slides for Board meeting, project status and next steps.	0.30
09/02/26	MRR	Attend to website and numerous revisions, call with J. Ungru, numerous discussion concerning HCA financials and data, call with D. Steigman, attend to material for upcoming call, group call with D. Gerber, attend to Sunset report, attend to revisions to website.	3.80
09/03/26	MRR	Attend to revisions to website, forward same to Jenn, numerous discussions/ correspondence regarding HCA data and process, call with D. Steigman, attend to agenda, attend to materials for meeting, attend to correspondence from B. Harris, call with J. Ungru.	4.10
09/04/26	EDV	Correspondence and conversation with M. Reizen regarding updating slides for Board presentation. Reviewed updated presentation.	0.50
09/04/26	MRR	Attend to updated presentation regarding Minimum qualifications, background, and core criteria, included supporting documentation, call with E. Vorhoff, attend to numerous correspondence from B. Harris, call with J. Ungru.	3.80

Date	Initials	Description	Hours
09/04/26	D R	Prepared legal memo regarding trade secret documents and Chapter 119, FS.	1.80
09/04/26	JPU	Review supporting documents and correspondence with B. Harris, calls with M. Reizen.	1.50
09/08/26	MRR	Correspond with Weaver, attend to revisions to upcoming presentation, attend to correspondence from G. Escobar, call with D. Gerber, J. Ungru, and B. Harris, attend to revisions to HCA letter.	3.90
09/08/26	EDV	Updated and edited draft slides for Board presentation. Correspondence and conversation with M. Reizen regarding same.	2.30
09/08/26	D R	Legal research.	0.80
09/09/26	EDV	Conversation with M. Reizen regarding lease and project next steps.	0.30
09/09/26	MRR	Attend to followup from 9/8 call with D. Gerber and B. Harris, confer with J. Ungru, attend to lease preparation, calls regarding same, attend to supporting documents presentation for upcoming meeting, attend to correspondence to Board members, call with D. Gerber.	4.80
09/09/26	D R	Strategy meeting.	0.50
09/09/26	D R	Email exchange.	0.30
09/09/26	JPU	Strategy meeting on upcoming board meeting materials and needs.	0.50
09/10/26	MRR	Conference with D. Russell, J. Ungru, B. Harris, and D. Gerber, attend to lease preparation, call with Emily, attend materials for upcoming Board meeting, call with D. Steigman, B. Harris, and D. Gerber, attend to correspondence for Board members, correspond/call with Weaver.	5.50
09/10/26	EDV	Conversation with M. Reizen and S. Hocke regarding form of Lease. Began to draft and edit same.	1.40
09/10/26	D R	Teams meeting with client.	1.60
09/10/26	JPU	Conference with D. Russell, M, Reizen and B. Harris and D. Gerber, attend to materials and correspondence with board members.	2.30
09/11/26	MRR	Attend to correspondence for Board members, confer with J. Ungru, attend to finalizing the documents requested for applicants, call with D. Steigman, attend to presentation for upcoming meeting, call to weaver, correspondence with D. Gerber and B. Harris, attend to correspondence to Board members and efforts to contact Board members.	5.20
09/11/26	EDV	Continued to draft and edit Lease. Reviewed Florida state law	3.40

Date	Initials	Description	Hours
		as necessary.	
09/11/26	D R	Legal research in Chapters 119 and 287; brief case law research relating to the same.	1.20
09/11/26	JPU	Review and draft documents and correspondence related to upcoming board meeting.	1.50
09/13/26	MRR	Call with D. Steigman, call with J. Ungru, attend to follow-up regarding same.	1.20
09/14/26	NW	Research Florida Sunshine Laws and Public Disclosure Exception; draft memo on findings.	3.00
09/14/26	D R	Strategy meetings; email and document review of materials prepared by B. Harris.	2.10
09/14/26	MRR	Attend to detailed correspondence about pending items, call/correspond with J. Ungru, attend to efforts to meet with Board members individually, call with D. Gerber, attend to numerous emails from B. Harris, correspond regarding same to B. Harris, call to Weaver, call to C. Hinsley, attend to commitment terms for presentation/lease.	5.80
09/14/26	EDV	Continued to draft and edit Lease Agreement. Reviewed Florida state law as necessary. Internal correspondence regarding same.	4.80
09/14/26	JPU	Confer with D. Russell on presentation for board meeting, review public disclosure documents, correspondence with B. Harris and draft press release.	3.00
09/15/26	D R	Document review and legal research.	1.20
09/15/26	EDV	Correspondence regarding public records requests.	0.10
09/15/26	MRR	Numerous correspondence from B. Harris regarding HCA letter and approach, attend to press release revisions, attend to agenda, attend to resolution, calls with J. Ungru, calls with D. Gerber.	5.50
09/15/26	JPU	Correspondence and conferences with D. Russell and M. Reizen on HCA approach, public record and procurement requirements, attend to draft resolution and press release, and HCA correspondence.	3.30
09/16/26	NW	Edited document regarding public disclosure, and finalized and routed research to staff for use.	1.00
09/16/26	D R	Document review; legal research, prepared detailed email to client; exchange with client.	2.30
09/16/26	MRR	Correspond with Weaver, calls with D Steigman, attend to press release, attend to multiple correspond with B. Harris, call with J. Ungru, attend to approach with HCA submission, attend to resolution.	5.70

Date	Initials	Description	Hours
09/16/26	EDV	Conversation with M. Reizen regarding additional Lease related documents.	0.30
09/16/26	JPU	Review materials and correspondence re presentations, HCA approach, public record and procurement requirements, attend to draft resolution and press release.	1.50
09/17/26	EDV	Updated and edited draft Lease Agreement.	0.50
09/17/26	D R	Reviewed detailed email from B. Harris; prepared response to the same.	0.80
09/17/26	D R	Drafted and prepared edits to Resolution for Board's review.	1.60
09/17/26	MRR	Attend to lease sections, attend to presentation for upcoming meeting, attend to correspondence from B. Harris regarding process for proposal, call with J. Ungru, call with D. Steigman.	3.90
09/18/26	EDV	Continued to update and edit draft Lease Agreement. Correspondence with M. Reizen regarding same.	2.00
09/18/26	D R	Prepared detailed email to client.	1.10
09/18/26	MRR	Attend to resolution for meeting, numerous calls and correspondence regarding same, attend to upcoming meetings, attend to lease, correspond with D.Gerber, correspond with G. Escobar.	3.20
09/18/26	JPU	Review presentations and memos, attending to calls and correspondence on board meeting materials.	1.50
09/20/26	EDV	Call with M. Reizen regarding edits to Lease, slides for Board presentation. Updated and edited Lease. Correspondence with M. Reizen and C. Hinsely regarding same.	1.40
09/20/26	MRR	Attend to draft lease, attend to outline for presentation, confer with E. Vorhoff regarding comments to lease and presentation for upcoming meetings.	2.60
09/21/26	EDV	Drafted and edited slides summarizing lease for presentation to Board. Correspondence with M. Reizen regarding same.	3.00
09/21/26	D R	Reviewed B. Harris's email.	0.50
09/21/26	MRR	Attend to materials for upcoming Board meeting, including PPT on lease terms and resolution language, attend to draft lease sections, Attend to outline for Board briefings, Call with J. Ungru and D. Steigman, attend to follow-up regarding same.	4.60
09/21/26	JPU	Call with D. Steigman and M. Reizen on board meeting materials, review correspondence.	2.00
09/22/26	EDV	Correspondence with M. Reizen regarding updates to Board slides.	0.10

Date	Initials	Description	Hours
09/22/26	MRR	Call with D. Steigman regarding upcoming briefings, call w Board members invidually, J. UNGRU, B. Harris and Dsteigmam. Attend to presentation materials for meeting, call with C. Hinsley regarding lease	6.50
09/22/26	CMH	Review hospital properties, folios, vesting deeds and legal descriptions and prepare tentative legal description.	2.40
09/22/26	JPU	Zooms with individual board members to prepare for meetings, prepare for board meeting.	3.00
09/23/26	MRR	Attend to comments from D. Steigman regarding Board presentation, attend to revisions regarding Information request, call with E. Vorhoff, attend to updated presentation for certain lease terms, board briefings with individual members, call with D. Gerber, finalize presentations, correspondence with Weaver.	7.10
09/23/26	EDV	Call with M. Reizen regarding updates to Board slides. Updated and edited same. Correspondence with M. Reizen regarding same. Correspondence with C. Hinsely regarding updated draft Lease.	1.30
09/23/26	D R	Prepared slide deck for presentation at Board meeting.	1.60
09/23/26	CMH	Review voluminous draft Hospital ground lease draft and provide detailed revision for consideration by the parties.	7.40
09/23/26	JPU	Zooms with individual board meeting members, attend to resolution and correspondence from B. Harris.	3.50
09/24/26	MRR	Attend to materials for upcoming meeting, call with D. Steigman and Weaver, prepare for upcoming Board meeting, Attend/present at Board meeting, confer with J. Ungru.	5.70
09/24/26	D R	Teams meeting attendance and presentation at Board meeting.	2.30
09/24/26	D R	Prepared for presentation to Board.	1.30
09/24/26	JPU	Attend to materials for board meeting and confer with D. Steigman and M. Reizen, attend Board meeting, review correspondence from Commission.	4.50
09/25/26	MRR	Call with D. Steigman, attend to finalizing presentations to forward to clerk, attend to lease materials, correspond regarding same.	1.60
09/25/26	D R	Email to client.	0.30
09/27/26	EDV	Reviewed and analyzed C. Hinsley's updates to lease.	0.30
09/28/26	MRR	Call with D. Steigman, call with D. Gerber and D. Steigman, attend to lease language.	0.90
09/29/26	EDV	Continued to review and analyze updated draft Lease. Conversation with M. Reizen regarding draft Lease and project next steps.	0.50

Date	Initials	Description	Hours
09/29/26	MRR	Attend to lease provisions, call with E. Vorhoff regarding same, attend to materials for C. Hinsley.	3.20
09/30/26	MRR	Attend to lease revisions from C. Hinsley, call with him regarding same, attend to comments to Emily regarding lease.	3.20
09/30/26	EDV	Continued to review, analyze and edit draft Lease Agreement. Correspondence with M. Reizen regarding draft Lease.	3.90
10/01/26	EDV	Reviewed, analyzed and edited draft Lease Agreement. Correspondence with M. Reizen regarding same.	0.70
10/06/26	EDV	Correspondence with M. Reizen regarding project next steps.	0.10
10/07/26	EDV	Conversation with M. Reizen to discuss edits to Lease. Began to update and edit same.	1.40
10/08/26	EDV	Continued to update and edit Lease. Reviewed and analyzed the Enabling Act and other Florida healthcare law in connection therewith.	3.20
10/08/26	D R	Strategy telephone conference.	0.30
10/09/26	EDV	Continued to update and edit Lease. Reviewed and analyzed the Enabling Act and other Florida healthcare law in connection therewith. Correspondence with M. Reizen regarding updated Lease.	1.60
10/09/26	MRR	Call with D. Steigman, attend to correspondence with D. Steigman, confer with J. Ungru, attend to revisions from E. Vorhoff in lease, call with D. Gerber	3.70
10/11/26	MRR	Confer with J. Ungru, attend to followup regarding same.	0.50
10/12/26	ANM	Began review and revisions to Highlands County Hospital District lease form	1.80
10/12/26	MRR	Confer with J. Ungru, correspond with D. Gerber, attend to resolution, attend to draft lease provisions, call with E. Vorhoff, attend to correspondence with D. Steigman, call with D. Steigman.	3.80
10/12/26	EDV	Conversation with M. Reizen regarding edits to Lease, Lease next steps. Updated and edited same.	1.10
10/13/26	ANM	Continued review and revisions to lease; correspondence regarding same	6.50
10/13/26	MRR	Call with D. Steigman, call with D. Steigman and J Ungru, attend to lease provisions, call with D. Forester regarding insurance provisions, attend to correspondence from D. Forester, attend to revisions to draft lease document, confer with J. Ungru, attend to initial review of A. Matasar's comments.	4.70
10/14/26	ANM	Conversations with Myla regarding lease revisions	0.90

Date	Initials	Description	Hours
10/14/26	MRR	Attend to draft lease, including attending to comments and call with A. Matasar, call/correspond with D. Forester, call/correspond with E. Vorhoff, confer with J. Ungru, correspond with D. Russell regarding health care documents for RFP.	5.80
10/14/26	EDV	Updated and edited draft Lease. Conversation and correspondence with M. Reizen regarding same.	1.70
10/15/26	D R	Document review in initial preparation of client's RFP.	1.40
10/16/26	D R	Highland discussion ZOOM meeting with client.	0.60
10/16/26	D R	Follow up meeting with Bert Harris relating to Highlands County; preparations and document review relating to the same.	2.30
10/19/26	EDV	Correspondence with M. Reizen regarding Lease next steps.	0.10
10/19/26	D R	RFP drafting.	4.80
10/20/26	EDV	Conversation with M. Reizen regarding updates and edits to draft Lease. Began to update and edit same.	1.00
10/20/26	MRR	Attend to agenda, confer with J. Ungru, attend to lease, confer with Emily, call with D. Forestner regarding insurance provisions, attend to RFP insert, call with D. Russell.	5.20
10/20/26	D R	Continued RFP drafting.	3.90
10/20/26	D R	Telephone conference.	0.40
10/21/26	D R	Continued RFP drafting and document review.	3.80
10/21/26	D R	Telephone conference.	0.70
10/21/26	D R	Email exchange.	0.60
10/25/26	EDV	Correspondence with M. Reizen regarding Lease next steps.	0.10

Total Fees: $121,394.50

Timekeeper Summary

Initials	Timekeeper	Hours	Rate	Amount
JPU	Jennifer P. Ungru	28.10	$475.00	$13,347.50
EDV	Emily D. Vorhoff	37.40	$460.00	$17,204.00
CMH	Christopher M. Hinsley	9.80	$485.00	$4,753.00
ANM	Adam N. Matasar	9.20	$650.00	$5,980.00

Timekeeper Summary

Initials	*Timekeeper*	*Hours*	*Rate*	*Amount*
MRR	Myla R. Reizen	117.40	$500.00	$58,700.00
D R	Dan Russell	40.10	$500.00	$20,050.00
NW	Nick Wollermann	4.00	$340.00	$1,360.00
	Totals	**246.00**		**$121,394.50**

Other Charges

09/23/2026	Delivery Services - |FedEx sent by Carmen Alvarez, Jones Walker LLP to Gail Escobar Highlands County Board	87.59
09/29/2026	Meals; Reizen, Myla R.; 9/29/2026, Trip exp - Sebring, FL - 09/24/26 - Board meeting	52.34
09/29/2026	Out of Town Travel; Reizen, Myla R.; 9/29/2026, Trip exp - Sebring, FL - 09/24/26 - Board meeting	216.76
10/10/2026	Lexis Legal Research VORHOFF, EMILY	123.75
10/12/2026	Lexis Legal Research VORHOFF, EMILY	49.50
10/13/2026	Out of Town Travel; Ungru, Jennifer P.; 10/13/2026, 09/23-09/24/26 - Meeting with Highlands Board members	499.32
	Total Other Charges:	**$1,029.26**

TOTAL AMOUNT DUE THIS INVOICE **$122,423.76**