

# OFFICIAL RECORD OF PROCEEDINGS

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## Boulder County Board of Health (BOH) Regular Meeting Online/Telephonic Meeting February 10, 2025

### BOH Members:

*President Morgan McMillan; Board Members, Landrey Fagan and Amber Johnson.*

### BCPH Staff:

*Executive Director, Lexi Nolen; Deputy Director, Indira Gujral; Director of Administration and Finance, Armando Guardiola; Director of the Strategic Initiatives Branch, Kelli Hintch; Communicable Disease and Emergency Management Division Manager, Stephanie Faren; Senior Budget Analyst, Sarah DeVore; Finance Manager, Desiree Kazarosian; Chief Medical Officer, Dr Bob Belknap; Health Planning and Evaluation Manager, Elise Waln; Mental and Behavioral Health Program Coordinator, Dave LaRocca; Climate Justice Program Coordinator, Marianne Shiple; Health Planner, Rachel Intel; Family Health Division Manager Daphne McCabe; Emergency Management Program Coordinator, Chris Campbell; Site Manager and Vital Records Manager, Jordan Bullard; Community Substance Abuse Prevention & Inspire Youth Connections Program Manager, Allison Bayley; Environmental Health Division Manager, Joe Malinowski; Budget Analyst, Jeri Mael; Administrative Assistant, Patrick Kuhnell; Administrative Specialist, Dalia Mohamed*

### Boulder County Staff:

*Assistant County Attorney, Erica Rogers*

### Members of the Public who Provided Comment:

None

### Meeting Called to Order.

President McMillan called the meeting to order at 5:29 p.m. and conducted a rollcall and declared that a quorum was present, that notice of this meeting was posted on the Board of Health website, and that the call-in information and address was included to allow for public participation. This meeting was held in hybrid-fashion with members of the board, staff, and members of the public meeting in-person and online.

### ITEM 1. Public Comments (on unscheduled agenda items).

No public comments.

**ITEM 2. Approval of Meeting Minutes.**

Board Member Fagan made a motion, which was seconded by Board Member Johnson, to approve the January 13, 2025, Regular Board of Health minutes. With all three Board Members present in favor of the motion, President McMillan declared the motion carried.

**ITEM 3. Strategic Plan Quarterly Update**

Rachel Mintle introduced the strategic plan quarterly update, emphasizing that the purpose of these reports was to provide a snapshot of progress. She explained that modifications had been made to the quarterly report format based on feedback, focusing on reporting activities rather than objectives. Rachel highlighted the importance of the upcoming annual review meeting, where the management team would gather to discuss the strategic plan, identify challenges, and plan for 2025. She mentioned that in February, the agency would start the process of refining the measures of success, focusing on the objectives and goals. Mintle also discussed the work being done to advance the agency dashboards, ensuring collaboration and avoiding duplication across the strategic initiatives, brand, and administrative and finance divisions. She noted that the agency had made a verbal offer for the monitoring and evaluation specialist position.

The priority leads then provided updates on the various strategic priorities.

- David LaRocca provided an update on the mental and behavioral health priority. He discussed the completion of key research for three objectives - communications, training, and social connectedness. David explained that the plans focused on developing an MBH website, updating the Let's Talk Colorado campaign, and providing trainings for BCPH staff. He also mentioned the work done on a policy objective, including the adoption of an MBH policy agenda and monitoring related bills in the state legislature.
- Marianne Shiple provided an update on the climate action and justice priority. She focused on the development of a comprehensive spreadsheet that reviewed 10 climate action and sustainability plans across Boulder County, including the county's own plan and plans from 9 out of the 10 incorporated municipalities. Marianne highlighted key insights and gaps from this review, noting that the emission reduction targets and timelines varied widely across the different plans. In addition to this comprehensive review, Marianne worked with a community partner, the Climate Justice Hive, to map out climate plans and resources that the community was holding, separate from government efforts. She also reviewed public health programs to understand how climate change impacts could affect the agency's internal operations and the communities it serves. Marianne stated that this in-depth work supported the goal of refining public health's role in climate action in the county, particularly in coordination with the Office of Sustainability. She also discussed the successful community engagement around the Valmont coal ash remediation project, crediting it to trusted partnerships with groups like the Climate Justice Collaborative and Eco Arts Collective. Looking ahead, Marianne mentioned next steps including developing a community engagement report to reflect on lessons learned and a community-informed approach to heat wave planning in collaboration with the Office of Sustainability, Climate Action, and Resiliency.
- Chris Campbell provided an update on the emergency preparedness, response, and recovery priority, emphasizing the importance of supporting community partners. Chris discussed the

finalization of the emergency operations plan, stating that it included health and racial equity considerations. Chris highlighted the need for continuous quality improvement and the importance of power sharing and resource sharing during disaster responses. He mentioned that the agency's analysis on putting equity into practice was recognized and presented as a session at the NATO preparedness conference the previous year. Chris explained that the analysis was informed by feedback from partners like the City of Longmont, City of Boulder, Center for People with Disabilities, school districts, and community ambassadors. This helped provide insight on health equity and informed the development of the emergency operations plan. Chris noted that the next steps included continuing to share the lessons learned, start building capacity with the community through communities of practice, and work on internal system improvements, which he stated he would provide a deeper dive on in the future.

- Indira Gujral provided an update on the Health and Racial Equity Strategic Priority. In relation to the organizational culture objective and talent acquisition, retention, and career advancement objectives, she discussed the implementation of two courageous conversations about race trainings, which were facilitated by the Office of Racial Equity. Indira explained that these trainings were conducted to establish a baseline before engaging in the roots of health inequities course. Indira stated that Dr. Sheila Davis, the agency's former health and racial equity manager, has been contracted to implement the Roots of Health Inequity trainings. Indira also mentioned the adoption of a year-long, coordinated policy change in the county regarding a more standardized approach for county bilingual pay. She gave a shout-out to Amanda Sandoval from personnel who helped get this policy in place. Additionally, Indira discussed encouraging staff to join the county's affinity groups, such as the Asian, American Native, Hawaiian, Pacific Islander group that she herself belongs to. Indira stated they also conducted a series of focus groups and brought in the county attorney's office to have conversations about employment law and employee rights. Looking ahead to 2025, Indira shared that they would be implementing the roots of health and equity trainings, receiving the biannual care survey results, and participating in larger county collaboration efforts around equity training and racial equity pay studies.
- Marianne Shiple, filling in for Heather Crate, provided an update on the community engagement priority, focusing on the development of community engagement definitions and principles. Marianne highlighted the upcoming brown bag meetings to receive feedback on the operational definition and guiding principles. She highlighted the challenge of staff capacity and the need for an internal community engagement person.
- Jordan Bullard provided an update on the sustainability, transparency, and stewardship (STS) priority. He began by acknowledging some of the challenges faced within the Administration and Finance (A&F) division in 2024, including a four month vacancy in the director position and resources being focused on budget stabilization. Jordan stated that a big accomplishment in the fourth quarter was getting the A&F division on more stable footing and establishing a cadence for their 2025 plans. He discussed the implementation of a new funding intake form, which received initial feedback from super users, and the identification of key performance indicators for teams across the agency. Jordan mentioned that two key positions were being hired that would help move this work forward - a Grants Manager and a Monitoring and Evaluation Specialist. He explained that new processes would be implemented in the first three quarters of

2025 for each section within A&F, with 30-60-90-day review periods to engage staff and ensure the systems were serving the agency appropriately.

**Discussion and Action Items:**

- Board President McMillan suggesting highlighting the excellent community engagement work done on the Valmont power plant coal ash cleanup.

**ITEM 4. Budget Update: Planning for Priority Based Budgeting**

Armando Guardiola provided an overview of Boulder County Public Health's approach to priority-based budgeting (PBB). He explained that PBB was a strategic initiative to ensure resources were allocated to maximize community impact and align with the agency's goals and long-term sustainability.

- Armando outlined the three phases of the PBB process - the foundational phase, the framework phase, and the implementation phase. He stated that the agency had completed the foundational phase, which focused on building understanding, setting objectives, and defining success metrics.
- Armando discussed the key tools being used in the PBB process, including program categorization, a scorecard, a funding matrix, and a decision tree. He reviewed the categorization of programs into infrastructure, mandated work, and non-mandated work.
- Armando explained that these tools would help objectively assess programs based on criteria like strategic alignment, community impact, equity, and funding flexibility.
- Armando emphasized that the PBB approach was a strategic initiative to ensure resources were aligned with the agency's priorities and goals, maximizing the community impact.

**Discussion and Action Items:**

- The Board provided positive feedback on the thoughtful, data-driven approach being taken, while also noting the importance of having clear data-driven KPIs to support the decision-making process.
- Staff will be working to finalize the program inventory categorization, scorecard, funding matrix, and decision tree for priority-based budgeting.
- For the March 3 budget study session, the agenda will include:
  - Review goals of PBB, process, and tools we are using
  - Review draft outcomes of categories, scorecard, funding matrix, and decision tree
  - Proposal for scenario conditions
- Staff expect to present the PBB recommendations to the Board of Health in May.

**ITEM 5. Federal Policy Update**

Lexi Nolen provided an update on the new federal administration and its potential impact on Boulder County Public Health. She explained that the agency had been closely tracking the whirlwind of changes and executive orders coming from the new administration.

- Lexi highlighted the key issues the agency was monitoring, including immunizations, reproductive health, environmental health, and emergency response. She stated that the

agency was particularly concerned about the potential for increased health, economic, and social losses among vulnerable populations, as well as the possibility of increased communicable disease outbreaks if the work and public messaging is not properly supported.

- Lexi discussed the agency's federal funding, noting that about \$5 million came from federal sources, including pass-throughs from the state. She explained that federal drawdowns on existing grants had been paused and were now irregular, creating uncertainty.
- Regarding the agency's short-term plan, Lexi stated that they were engaging in financial planning, identifying federal funds at risk, and incorporating that analysis into the 2026 budget scenario planning. The agency was also doubling down on internal communications, ensuring adherence to policies, and developing response guidelines for staff.
- Lexi emphasized that the agency was also tracking legal challenges, increasing communication with legislators, and coordinating with community partners, county leadership, and state-level organizations to navigate the uncertain landscape.

### Discussion and Action Items:

Board President McMillan:

- Recognized that this was a challenging time for management and appreciated the agency's strategy of leaning on partnerships and sharing information to navigate the uncertainty.
- Suggested that the agency continue supporting staff and community members who are struggling during this time.

Board Member Johnson:

- Acknowledged the difficulty of managing public health funding, as it often comes from multiple sources and supports various activities.
- Expressed support for the agency's efforts to navigate the dynamic situation, stating that the board supports the agency in this endeavor.

### ITEM 6. Approval to issue statement reaffirming Board of Health's mission and commitment to serve all Boulder County residents

President McMillan led the board in approving a statement reaffirming the Boulder County Board of Health's commitment to serving all Boulder County residents.

- President McMillan acknowledged that these were challenging times, particularly for community members who were already facing hurdles in accessing healthcare and other resources. She read aloud the proposed statement, which reaffirmed the board's commitment to serving residents regardless of factors like race, ethnicity, gender identity, sexuality, religion, age, language ability, neurodiversity, physical differences, and immigration status.
- The statement expressed the board's belief that the community is stronger, healthier, and more resilient when diverse lived experiences are honored. It also reiterated the board's support for

the agency's staff in carrying out the mission to address social, economic, and environmental conditions to ensure all people have the opportunity for a healthy life.

- After the statement was read, Board Member Fagan made a motion to approve it, which was seconded by Board Member Johnson. The board then unanimously voted in favor of adopting the statement, reaffirming their commitment to the agency's mission and supporting the staff during these challenging times.

Text of the full statement follows:

“The Boulder County Board of Health reaffirms our commitment to serve all Boulder County residents regardless of race, ethnicity, gender identity, sexuality, religion, age, language, ability, neuro and physical differences and immigration status. We want to reassure our community that gender identity and immigration status are not factors when considering whether someone is eligible for our services. We believe our community is stronger, healthier, and more resilient when we honor diverse lived experiences. We will continue to work in support of our mission to address social, economic, and environmental conditions in Boulder County to ensure that all people have the opportunity for a healthy life; and we support our staff in their work to carry out this mission.”

#### **ITEM 7. Director’s Report**

Lexi Nolen presented the new format for the Director's Report, explaining that the agency was attempting to lighten the board's load by reducing the program updates section. Lexi stated that going forward, the report would focus more on updates based on the strategic priorities, allowing the board to track progress even when it was not on the meeting agenda.

#### **Discussion and Action Items:**

- Board President McMillan and Board Member Johnson both provided positive feedback on the innovative approach, stating that it felt like a step in the right direction. President McMillan acknowledged the challenge of keeping up with the breadth of work while also focusing the board's time on more strategic and policy discussions.
- The Board agreed staff should set up Boulder County emails for all Board Members after consulting with the County Attorney’s Office.

#### **ITEM 8. Old and New Business**

Lexi Nolen mentioned that the board was interested in moving forward with establishing a strategic planning subcommittee. She stated that the agency would work with the board over the next month to get that subcommittee set up. President McMillan encouraged fellow board members who were particularly interested in the strategic plan to nominate themselves to be part of the subcommittee.

#### **ITEM 9. Adjournment.**

There being nothing further to discuss, President McMillan declared the meeting adjourned at 6:59 p.m.



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Signed, Morgan McMillan,

President



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Signed, Alexandra (Lexi) Nolen,

Executive Director