

OFFICIAL RECORD OF PROCEEDINGS

Boulder County Board of Health (BOH) Regular Meeting

Online/Telephonic Meeting

March 10, 2025

Board of Health Members:

President Morgan McMillan (virtual); *Vice President* Lindy Hinman; *Board Members* Brooke Harrison, Landrey Fagan (virtual), and Amber Johnson (virtual).

Boulder County Public Health Staff:

Executive Director, Lexi Nolen; *Deputy Director*, Indira Gujral; *Director of Administration and Finance*, Armando Guardiola; *Communicable Disease and Emergency Management Division Manager*, Stephanie Faren; *Senior Budget Analyst*, Sarah DeVore; *Finance Manager*, Desiree Kazarosian; *Chief Medical Officer*, Dr Bob Belknap; *Environmental Health Division Manager*, Joe Malinowski; *Health Planning and Evaluation Manager*, Elise Waln; *Mental and Behavioral Health Program Coordinator*, Dave LaRocca; *Health Planner*, Rachel Intel; *Family Health Division Manager* Daphne McCabe; *Emergency Management Program Coordinator*, Chris Campbell; *Emergency Management Planner*, Kari Middleton; *Water Quality Program Coordinator*, Erin Dodge; *Site Manager and Vital Records Manager*, Jordan Bullard; *Budget Analyst*, Jeri Mael; *Administrative Assistant*, Patrick Kuhnell; *Administrative Specialist*, Dalia Mohamed.

Boulder County Staff:

Senior Assistant County Attorney, Kate Haywood.

Members of the Public who Provide Comment:

None.

Meeting Called to Order.

President McMillan called the meeting to order at 5:31 p.m. and asked all participants to identify themselves for the record (see above). President McMillan 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 Harrison made a motion, which was seconded by Board Member Johnson, to approve the February 10, 2025 Regular Board of Health minutes. With four Board Members present in favor of the motion, President McMillan declared the motion carried.

ITEM 3. Strategic Priority Deep Dive on Emergency Preparedness Response and Recovery (EPRR)

Chris Campbell and Kari Middleton presented on current and future state of EPRR. Overall, BCPH is facing an increasingly complex emergency response landscape, characterized by climate change-driven disasters, infectious disease outbreaks, and resource constraints. Chris Campbell and Kari Middleton highlighted the agency's challenges, including fiscal limitations, staff turnover, and the need for more adaptive systems to respond effectively to emergencies like wildfires, train derailments, and potential disease outbreaks. Their strategic priority focuses on building more efficient internal processes, supporting priority populations, and leveraging community resources like their Medical Reserve Corps, which has up to 270 volunteers ready to assist during crises. The presentation emphasized the importance of proactive planning, community partnerships, and developing flexible response mechanisms to protect public health in a resource-constrained environment.

Discussion and Action Items:

Board Vice President Hinman:

- Asked about strategies to rely less on grants: Indira Gujral responded that they're exploring changing contract language to allow more flexibility for staff during emergencies.
- Expressed interest in seeing how the organization would respond to a catastrophic event like a major fire, wanting to understand potential gaps and resource allocation. Chris Campbell and team discussed their ongoing tabletop exercises and emergency planning and will send a summary analysis of plans as a follow up.
- Scheduling a follow up meeting to discuss the following plans in detail, post-COVID pandemic response plans, a disaster plan based on what is likely to happen in Boulder (how we would respond, where will the resources and funding come from etc.). and a high-level review of the measles preparedness plan.

Board Member Johnson:

- Asked about post-mortem equity assessments from recent disasters. Chris Campbell confirmed they conducted a documentary analysis called "putting equity in practice" that they can share.

Board President McMillan:

- Raised questions about the relationship between Boulder County Public Health and the Office of Emergency Management, exploring potential resource-sharing opportunities. Chris Campbell explained their collaborative approach and lean team structures.

ITEM 4. Strategic Priority Deep Dive on Sustainability, Transparency, and Stewardship (STS)

Lexi Nolen introduced the strategic priority of Stewardship, Transparency, and Sustainability, focusing on streamlining systems, managing funding more effectively, and enhancing workforce satisfaction through improved processes and professional development. Jordan Bullard and Patrick Kuhnell presented improvements in administrative processes, including a more efficient grant intake process that reduced steps by half and implemented an innovation form to track and measure organizational improvements. The team emphasized the importance of creating a more transparent and accountable organization by developing key performance indicators, an annual report, and implementing priority-based budgeting.

Discussion and Action Items:

Board Vice President Hinman commented positively about the process improvements and is excited about replicating these efficiency processes in other areas. She emphasized that the improvements are not just about cost savings, but also about making people feel more productive and improving job satisfaction.

ITEM 5. Addressing Staff Workloads

Indira Gujral presented a comprehensive workload plan addressing the agency's ongoing challenges with staff burnout, meeting fatigue, and inefficient work processes, which have been particularly evident since the COVID-19 pandemic and Marshall Fire. The plan focuses on three key areas: 1) Reducing meeting fatigue, 2) Improving prioritization of work, and 3) Setting better boundaries, with recommendations for individual staff, supervisors, and the management team. Implementation began in January 2025, with a goal of completing the culture shift by the end of 2026. The plan aims to improve mental health, reduce burnout, increase productivity, and align resources with organizational needs, with initial data showing staff are receptive to and interested in making these organizational changes.

ITEM 6. Mid-Session Legislative Policy Update

Dave LaRocca and Lexi Nolen provided an update on the 120-day Colorado legislative session. They highlighted the state's significant budget challenges, including a \$1 billion shortfall and potential impacts on public health funding. The presentation emphasized the state's budget constraints, including limitations from the Taxpayer Bill of Rights (TABOR), escalating Medicaid expenses, and recent tax reductions that have strained the state's financial resources.

At the federal level, the agency is facing potential funding risks; including a proposed 15% indirect maximum that would significantly reduce the amount allowed to be charged to grants for indirect costs, uncertainty about emergency management and immunization grants, and challenges with the 2026 federal budget.

Lexi Nolen shared insights from her meetings with federal legislators, including Senator Amabile, Representative Brown, and Representative Joseph and/or their staff. They discussed

the need to protect public health funding and challenge executive orders affecting vulnerable populations. The updates revealed a complex funding landscape with multiple challenges, requiring strategic advocacy and careful planning to maintain public health services and support. This will include adding all of our state delegation to BCPH press releases.

Discussion and Action Items:

Board Vice President Lindy Hinman:

- Asked about the federal revenue change and the potential impact on the ongoing scenario planning. Lexi Nolen responded that the future of many grants is still uncertain but is being considered in PBB, and more information may be available next month.
- Expressed interest in understanding the revenue changes, particularly referencing previous budget discussions. Lexi Nolen and Armando Guardiola acknowledged that many details are still pending finalization, and they may know more by the May board meeting and the June budget study session.

ITEM 7. Annual Board of Health Training

Lexi Nolen reminded the board about completing the required annual training. Patrick Kuhnell recommended a 90-minute virtual CDPHE training session that covers both training and emergency response statutes. Board President Morgan McMillan committed to the April 10 date and encouraged others to do the same if possible. Lexi Nolen emphasized flexibility, noting there are asynchronous options and offering support for board members to complete their training.

ITEM 8. Director's Report

Lexi Nolen discussed the ongoing shifts in the director's report towards a strategic, priority-focused approach, acknowledging that this was a significant change for staff in terms of content and collaboration. She emphasized the importance of board feedback to ensure the director's report meets their needs and continues to evolve effectively. Lexi also invited the board to provide input on how they would like to see the report develop, highlighting the organization's commitment to flexibility and continuous improvement.

ITEM 9. Old and New Business.

None.

ITEM 10. Adjournment.

There being nothing further to discuss, President McMillan declared the meeting adjourned at 7:05 p.m.



Signed, Morgan McMillan,

President



Signed, Alexandra (Lexi) Nolen,

Executive Director