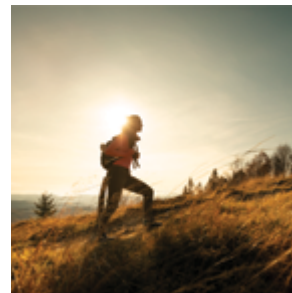


Boulder County Public Health

2024

Annual Report



Boulder County Public Health aims to ensure all content and documents are accessible. While efforts have been made to maximize accessibility, some types of content have inherent technical limitations. For alternate formats or accommodations, please submit an ADA accommodation request to HealthInfo@bouldercounty.gov.

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Letter from the Director

Dear Boulder County community,

As we reflect on the past year, I am proud to present our Annual Report—a testament to the resilience, progress, and collaboration that have defined our journey in public health. It is with deep gratitude that I present the Boulder County Public Health (BCPH) Annual Report. This year's report reflects a period of meaningful progress in addressing critical community health challenges, continued recovery of our agency following the COVID-19 pandemic, improved governance and strengthened partnerships—built on the resilience, compassion and commitment that define our community.

Over the past year, we have worked diligently to address key public health challenges facing our communities. Through a collaborative, equity-centered approach, we have advanced initiatives focused on mental and behavioral health, climate and environmental health, maternal and child health, and many other issues you will find in this report. Our community-driven strategies are helping to close long-standing health gaps and ensure that everyone—regardless of income, race, age or neighborhood—has the opportunity to thrive.

While we continue to feel the lasting impacts of the COVID-19 pandemic, Boulder County has moved forward with purpose and determination. Recovery is not only about healing from what we experienced, but also building systems that are more responsive, inclusive and resilient. We continue to shift from emergency response to sustainable, long-term support—focusing on restoring public trust as well as preparing for future public health emergencies. The lessons we have learned continue to shape how we protect and promote the health of all residents.

Governance and transparency remain foundational to our success. Key improvements include the adoption of a formal reserves policy, enhanced internal controls, and a more focused approach to aligning expenditures with historical trends and actual operational needs. We have taken significant steps to enhance internal accountability, increase our ability to report progress, build cross-sector partnerships and ensure that community voices are reflected in our decisions. And we remain focused on delivering meaningful, measurable results guided by our agency's mission and values, the Board of Health's strategic direction, and community expectations for accountability, equity and excellence. Our improved strategic planning processes and data systems are helping us serve you better—more efficiently, more equitably and with greater foresight.

None of our work would be possible without the dedication of the Boulder County community. To our partners, providers, elected officials and residents—you have shown incredible strength, compassion and collaboration throughout a time of profound challenge and change. Your voices have guided our priorities, and your support has fueled our progress.

As we look ahead, we remain focused on building a healthier, more connected future—one where every person has the opportunity to live a long, healthy and fulfilling life. We invite you to explore this report, celebrate the milestones and join us in shaping the next chapter of public health in our community.

With appreciation,

A handwritten signature in dark ink, reading "Lexi Nolen". The signature is fluid and cursive, with the first name "Lexi" and last name "Nolen" clearly distinguishable.

Lexi Nolen, Ph.D., M.P.H.
Executive Director, Boulder County Public Health

Supporting the Health of Boulder County Communities

BCPH's Strategic Priorities

The 2024–2029 BCPH Strategic Plan sets the course for how the agency will grow, evolve and deliver on its mission over the next five years, focusing on areas to deepen our work. It reflects what BCPH has learned from recent public health emergencies, what the community has asked for and where the agency can make the greatest impact.

Shaped by input from staff, leadership and partners across Boulder County, the plan outlines how BCPH will strengthen systems, center equity and build trust. It also provides a roadmap for how the agency will invest in its people, programs and partnerships to improve health outcomes and respond to emerging challenges. The plan identifies six strategic priorities and several areas of focused work:

Strategic Priorities

- Health and Racial Equity
- Community Engagement
- Mental and Behavioral Health
- Emergency Preparedness, Response and Recovery
- Climate Action and Sustainability
- Sustainability, Transparency, and Stewardship

There are a number of key areas of agency work that are not designated as strategic priorities:

- Maternal and Child Health
- Youth
- Food Security
- Regulatory work based on statutory requirements



Centering our Work in a Health Justice Framework

Health justice is the foundational and cross cutting approach that frames the work outlined in our strategic plan. For BCPH and our strategic plan, health justice means dismantling systemic barriers, promoting policies and practices that foster equity and inclusion, and maximizing opportunities for everyone in our community to achieve their optimal health, regardless of their background, life experience, race/ethnicity, or socio-economic status. Health justice principles focus on achieving a fair and equitable distribution of resources, opportunities, and responsibilities around key social determinants of health that drive health disparities in our community. Disparities in Boulder County are rooted in systemic racism and social injustices that limit access to preventive services, reduce climate resilience and worsen mental health outcomes. By centering health justice throughout our strategic plan, we will ensure that all community members benefit from our programs.

BCPH's Health Justice Framework is built on three core elements: ethical principles that underpin the values inherent in the public health mission, a theory of change that explains how we could create the change we are seeking, and agency commitments that articulate what it would take in our agency to implement the work.

We see a direct relationship between our ethical principles and our theory of change, in that health and racial equity work is most effective when it is grounded in community-led programming and transformational change within our institutions. An increasing body of research shows that communities with increased levels of racial equity demonstrate improved health outcomes, indicating the need for public health institutions to center these efforts in agency operations. This work aims to reframe the relationships between public health, social justice, and community power.

BCPH is committed to advancing health justice and equity for everyone in Boulder County by upholding principles that promote fairness, inclusion and access to health services. Our aim is to create a healthier Boulder County where all people—regardless of background, race/ethnicity, or socio-economic status—can thrive.



BCPH's Health Justice Framework

Mental and Behavioral Health

Improve mental and behavioral health (MBH) in Boulder County by strengthening protective factors and building capacity to support well-being.

Mental and Behavioral Health is BCPH's Public Health Improvement priority, based on community needs and feedback on priorities. The agency has a number of programs that work in this area, and we have recently adopted a framework to help us strategically advance the work, strengthen community value and improve efficiency.

- The **Youth Opioid Overdose Prevention (YOOP)** program provides youth with Narcan training, overdose recognition, and harm reduction education, empowering them to prevent opioid overdoses, reduce stigma and promote safer behaviors among their peers and communities. YOOP was created in 2024 by a BCPH staff member and two youth advisers. Through youth-created and youth-led training sessions, the team reached 117 youth with education on Narcan administration and overdose prevention and connected with 111 young adults and 175 youth through outreach efforts.
- **Healthy Futures Coalition/Healthy Futures Youth Coalition** empowers Boulder County's youth and adults to prevent substance use through education, leadership development, and community partnerships, promoting healthy, substance-free lifestyles.
- The **Substance Use Advisory Group** is a collaborative of county, municipal, and community partners along with people with lived experience to reduce and prevent harm caused by substance use in Boulder County.
- **Communities that Care** is a youth-focused initiative supporting mental health, substance use prevention and youth leadership in Lafayette. One hundred percent of Lafayette coalition members reported that, as the backbone agency, BCPH effectively organizes the community to achieve its goals—reducing community norms favorable toward substance use and increasing youth opportunities for pro-social involvement while addressing community needs such as mental health, youth spaces, restorative justice, economic opportunity and policy.
- The **Infant and Early Childhood Mental Health Consultation** program pairs licensed mental health clinicians with families to support young children's emotional development, offering guidance during early transitions and connecting caregivers to additional resources as needed. It provides support especially to our home visitation programs.
- **To the Root/A La Raíz** centers LGBTQ+ and Latinx voices to enhance substance use prevention through culturally responsive education, youth leadership, community storytelling, and partnerships that address health disparities and promote well-being (see story below).
- **The Works** (Harm Reduction) program is part of the MBH continuum of care. The program promotes harm reduction for those who use drugs by providing access to clean supplies, which reduces HIV, Hepatitis and other communicable diseases in our community. In 2024, the Works fully implemented a bilingual harm reduction education program and increased Hispanic participation in its fixed-site services from 13% in 2021 to 27% in 2024.



Addressing Substance Use in Latinx and LGBTQ+ Communities

In 2024, the To the Root/A La Raíz project strengthened community-informed approaches to substance use prevention by centering the voices and experiences of Latine and LGBTQ+ community members. Using the Strategic Prevention Framework, the project supports the development of prevention systems created with and for these communities in Boulder County.

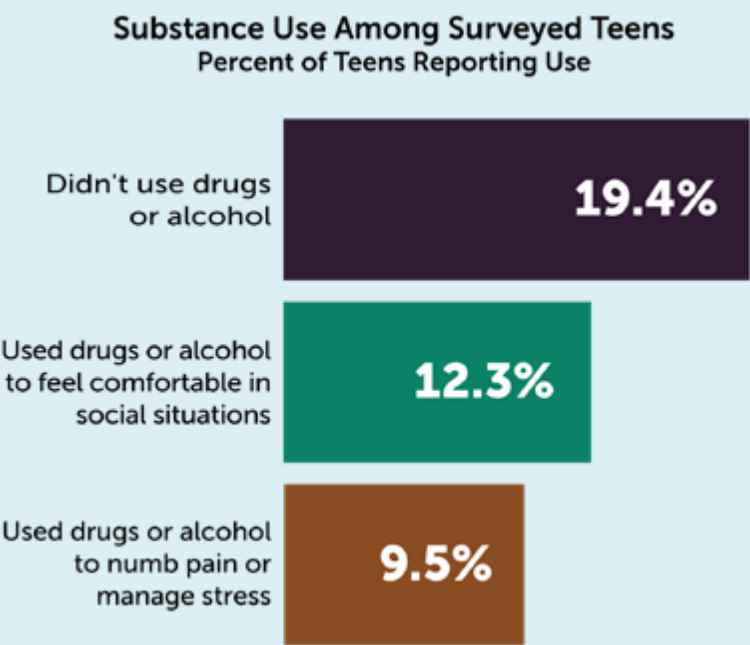
Substance use remains a complex issue, with available health, well-being and criminal justice data revealing persistent disparities. Yet limited data exist that reflect the lived experiences of Latinx and LGBTQ+ communities—or the strategies most effective in preventing and reducing harm within these populations. To the Root/A La Raíz helps address this gap through culturally responsive and community-driven engagement.

“We are here because we care about LGBTQ+, Latine and all youth in general. Usually, people in our communities are overlooked and this makes our health outcomes worse. So, we’re here to do something about it!”

A To the Root/A La Raíz Youth Research Assistant

Youth who participated said they want trusted adults to talk with them about substance use and mental health without judgment. They also want to work with adults on solutions that are accessible, confidential and culturally responsive, and said structural issues like racism and financial stress affect their mental health and family support.

Youth researchers presented their findings at the Shared Risk and Protective Factors Conference, where more than 90 participants joined a youth-led data share-out. The program was recognized with a 2024 National Association of Counties Achievement Award in the Children and Youth category.



Advancing Equity Through Culturally Responsive Harm Reduction

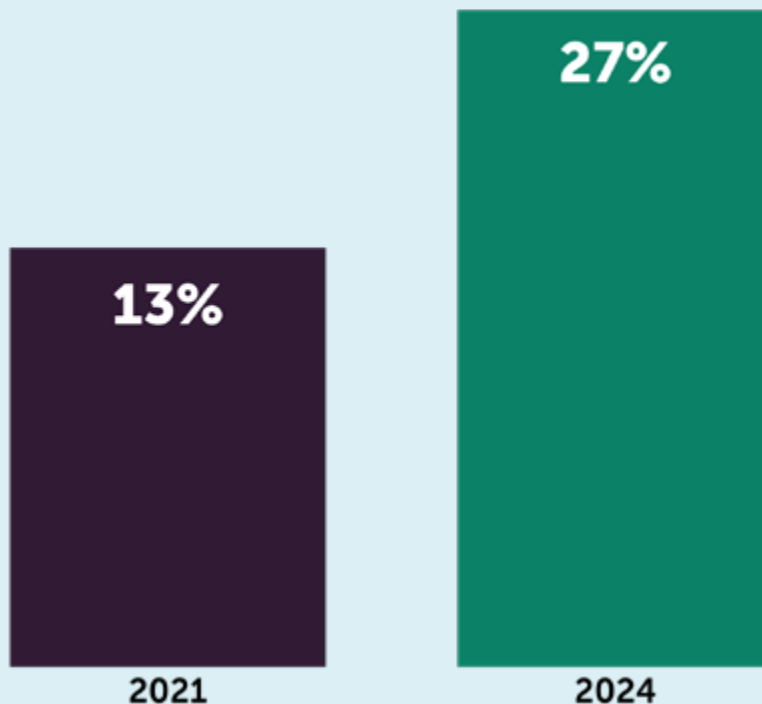
By providing culturally and linguistically responsive services, The Works (Harm Reduction) program promotes safer substance use practices, supports recovery, prevents communicable disease, and builds trust with historically underserved populations—advancing a more equitable public health system across Boulder County.

“El programa se debe dar a conocer más. En la radio, televisión y redes sociales. Es un tema muy importante del que los latinos no sabemos.”
[The program needs to be known in radio, TV and social media. This is a very important subject we latinos do not know about.]”

Casey Middle School Parent

In 2024, the Harm Reduction program fully implemented a bilingual education initiative designed to reduce language barriers that limit access for Hispanic community members. As a result of this targeted effort, Hispanic participation in the program’s fixed-site services rose from 13 % in 2021 to 27% in 2024. This growth reflects increased awareness of services and meaningful progress in making services more accessible and inclusive.

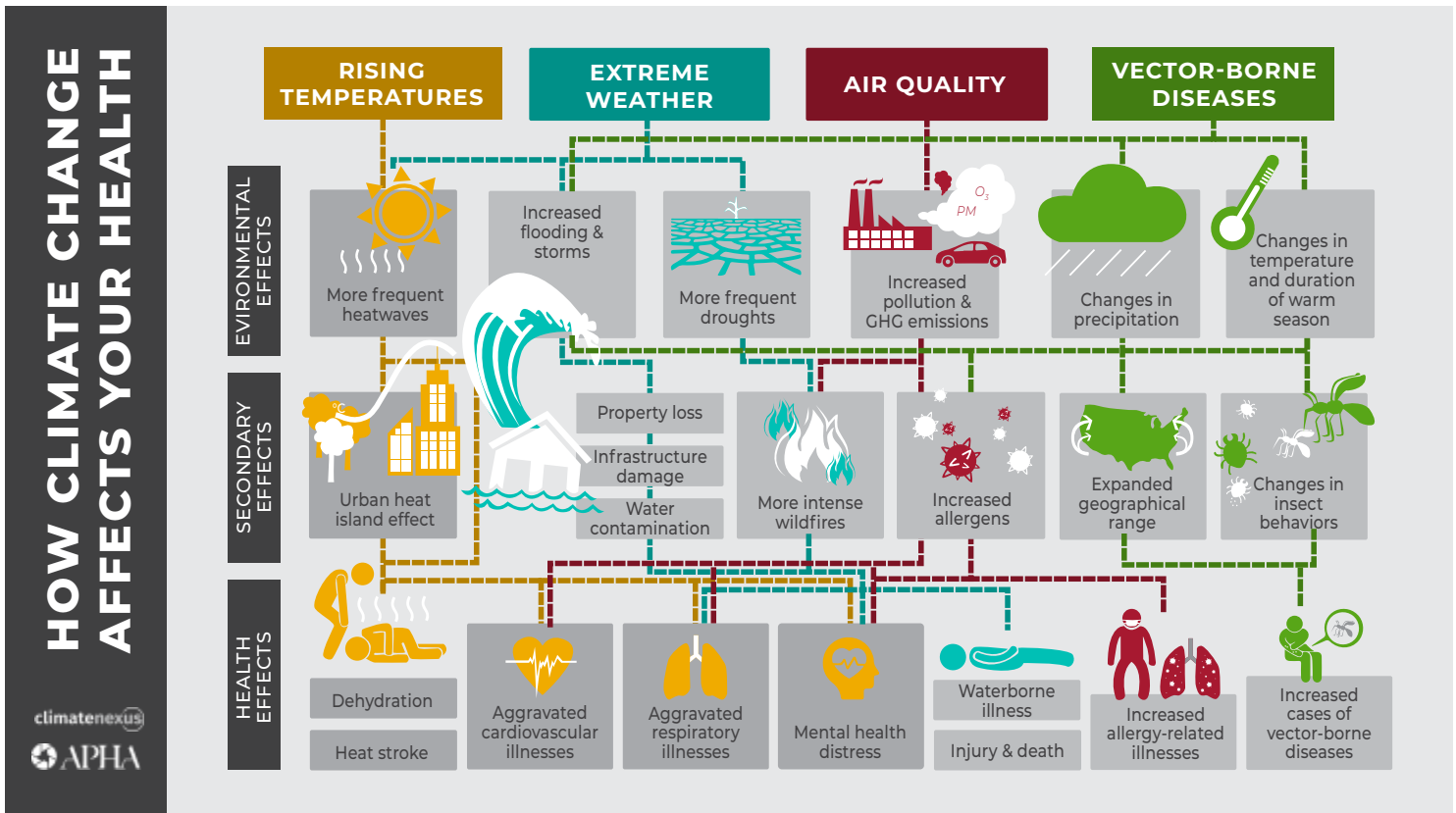
Growth in Hispanic Participation
Fixed-Site Harm Reduction Services (2021 - 2024)



Climate Action and Sustainability

Protecting community health today and for future generations by addressing climate change, reducing environmental risks and supporting sustainable, resilient systems across Boulder County.

Climate change creates a wide range of health risks relevant to public health work, including effects on communicable disease, chronic disease, and mental and behavioral health, to name a few. BCPH will continue to build this innovative work, helping to define the role of public health in climate change response.



Source: American Public Health Association - How Climate Change Affects Your Health

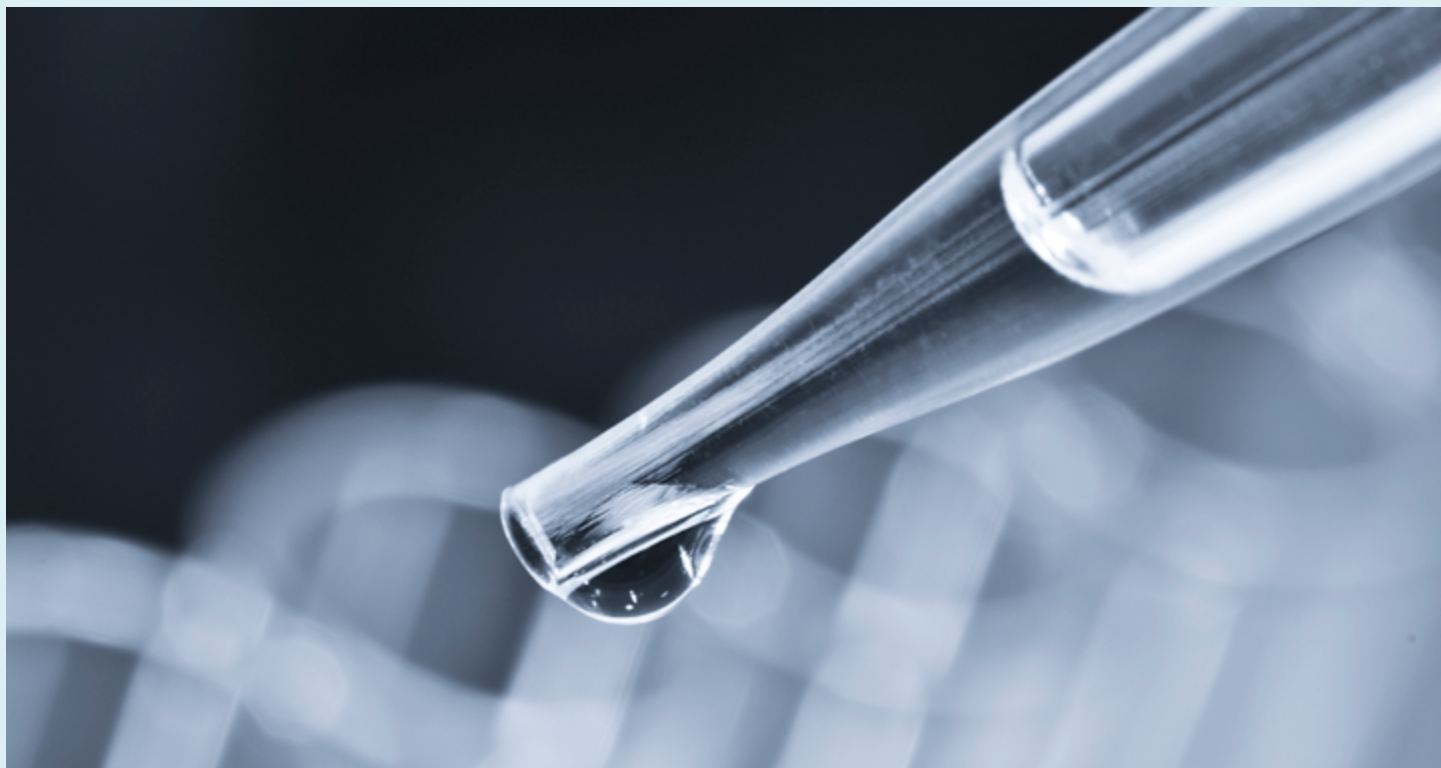
- The **Climate Justice** program supports climate resilience, carbon reduction, and environmental health equity across Boulder County. In 2024, staff, working in collaboration with the county and community partners, led a community engagement initiative for the Valmont power plant coal ash cleanup, advanced climate action strategies and supported disproportionately impacted communities in securing grants.
- The **Healthy Homes** program provides in-home assessments and recommendations to improve indoor air quality. The program received 75 requests for assessments following a press release in 2024 and eight assessments were completed in 2024.
- **Water Justice** improves drinking and surface water quality, prevents water-related illness, and reduces water-borne disease transmission in Boulder County, with a focus on disproportionately impacted populations.

Clean Water Starts at Home: Advancing Water Justice by Partnering with Domestic Well Owners

In Colorado, people who rely on domestic wells don't receive the same oversight or support that comes with municipal water systems. Instead, they are left to manage the safety of their drinking water—often without clear guidance, resources or regular testing to know what's in it.

In 2024, BCPH evaluated local hydrologic and water quality data and surveyed 800 well owners to assess needs and behaviors. Most respondents expressed concern about their water quality, with 90% indicating they do not test their wells annually. Nearly all supported more education and resources. BCPH partnered with CSU, the Colorado School of Public Health and CSU Extension, receiving \$20,000 in in-kind lab support and applying for a \$25,000 grant.

In 2025, the program will offer well testing at no cost, host educational workshops, compile findings into a report, submit a research abstract and explore options to strengthen groundwater policy and monitoring.



Emergency Preparedness, Response and Recovery

Ensure residents and community partners are equitably supported before, during and after public health emergencies.

The ability to effectively manage emergencies is fundamental to safeguarding public health. As a result of climate change, the number of emergencies and disasters are increasing, Boulder County faces a range of potential emergencies, from natural disasters to public health crises. Our strategic plan emphasizes strengthening our emergency management capabilities to ensure a swift and coordinated response to any situation. This includes enhancing preparedness and response, improving communication and coordination among agencies, and investing in infrastructure and resources that support rapid response. By prioritizing emergency management, we aim to protect the health and safety of our community, minimize disruptions and build resilience against future challenges.

Building Resilience Through Emergency Preparedness

In 2024, BCPH's **Emergency Management** program advanced the agency's strategic priority to strengthen systems that prepare for, respond to and recover from public health emergencies.

The Emergency Management team coordinated 12 emergency responses to multiple hazards—a significant increase from two responses in 2023—including cold weather sheltering activations, public safety power shutoffs, extreme heat advisories and wildfires such as the Dinosaur and Stone Canyon fires.

Staff also provided support following a train derailment in Boulder, a meningococcal disease outbreak in the metro area, a tuberculosis case at a Longmont high school and multiple drug overdose incidents.

These responses highlighted the program's role in addressing both natural and human-caused emergencies through planning, coordination and rapid mobilization.

Each response demonstrated BCPH's commitment to readiness, cross-sector partnerships and building resilience. These efforts help ensure Boulder County can better withstand and recover from future emergencies.



Health and Racial Equity

Institutionalizing the infrastructure, knowledge, culture and resources BCPH staff need to plan and implement equity-focused improvements in the community.

BCPH staff have a duty as public servants to lead by example and work alongside the communities we serve. To effectively address health inequities in Boulder County communities, we must center a deep commitment to racial equity and social justice throughout the entire agency. Everyone must continuously and persistently practice racial equity as a shared responsibility. This includes engaging in deep internal work to ensure our staff have the knowledge to advance equity, that our agency culture is inclusive and accountable, that we have policies in place to advance workforce equity, and that we have policies and procedures that increasingly dismantle systems of oppression within our governmental systems.

- BCPH's **Organizational Culture and Accountability** work aims to advance inclusiveness purposefully, support healing spaces for staff, and ensure accountability for behaviors that advance a healthy, anti-oppressive organizational culture. In 2024, staff increasingly participated in county racial affinity groups. BCPH and the county-administered the GARE (Government Alliance on Race and Equity) 2024 survey to identify staff knowledge and perceptions around support for racial equity work, which will inform 2025 agency plans. The GARE survey revealed that 94% of BCPH staff recognize the importance of discussing race, and 78% feel competent in their interactions with individuals of a different race.
- **Talent Acquisition, Retention and Career Advancement** aims to advance a human resource practice that increases diversity and inclusion within our agency, ensures BCPH is a supportive environment, and creates opportunities for career advancement. In 2024, BCPH continued to recruit leadership and staff that increasingly represent our community. Additionally, we continued to improve pay equity in the agency.
- **Learning and Growth** aims to provide ongoing, accessible opportunities for staff to develop their knowledge, competency, and skills in health and racial equity, which can then be applied in their everyday work. In 2024, eight BCPH staff participated in two CCAR (Courageous Conversations About Race) trainings, ensuring that the majority of our staff have now taken the training. BCPH also began rolling out the Roots of Health Inequity training, a series of ten courses developed by the National Association of City and County Health Officials (NACCHO), focusing on public health history, social justice in health, and other related issues. The GARE survey revealed that 98% of staff have attended one or more trainings on racial equity; 80% can identify examples of institutional racism; 50% are involved in advancing racial equity in their work; and 77% have utilized a racial equity tool in making policy, program, or budget decisions.
- **Policies, Procedures and Practices** aims to ensure internal and external policies, procedures and practices are anti-racist and pro-equity. In 2024, BCPH continued to advance pay equity for staff by adding analysis components to diminish bias in setting salaries. To date, the agency has completed an analysis and corrected pay inequities for over 100 staff members and implemented an ongoing process and procedure to ensure ongoing equity as new hires are added.

Community Engagement

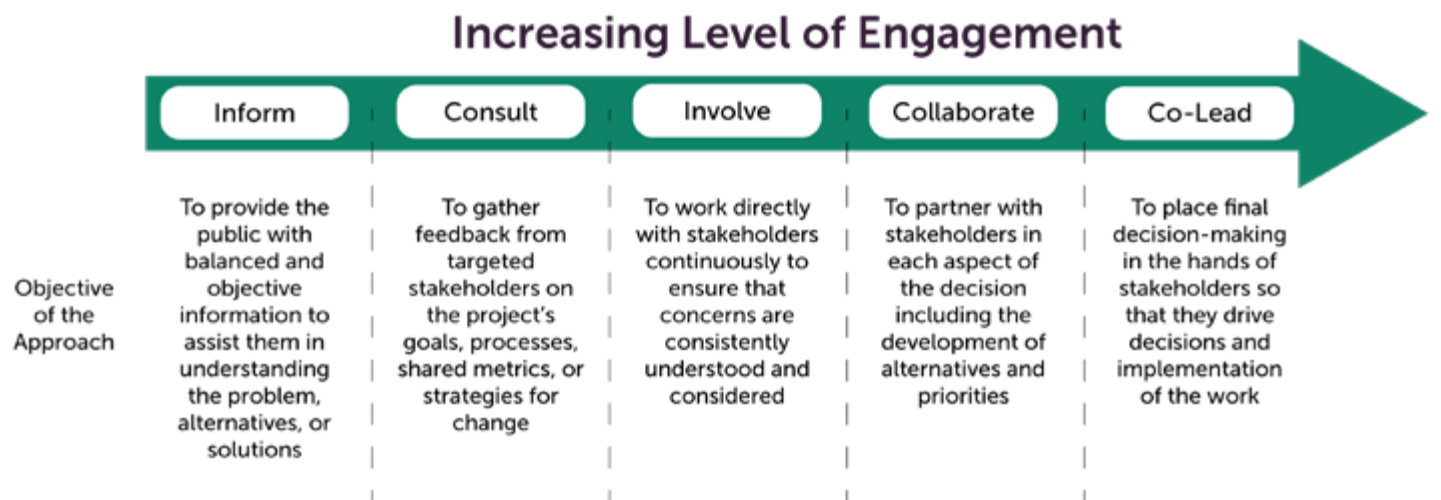
Strengthen relationships with the public and community partners to build trust and ensure that community priorities shape agency decisions.

BCPH believes that public health is most effective when the community is centered in setting priorities and participates actively in the work. Community engagement is also one of the most important ways we operationalize our internal racial equity work (see previous section) as well as improve health equity more broadly through our programs.

Our agency has a long history of engagement with the community that we are building on to expand our work and deepen relationships, as we build the infrastructure to support the work efficiently for the long-term.

While defining “community” may differ in a range of contexts, we recognize the importance not only of informing the community, but also collaborating, co-developing work, and deferring to community decisions in many cases. This is long-term, deep work that will take some time to fully build out.

BCPH works with over 70 community organizations each year to ensure our programs are responsive, collaborative, efficient and effective.



Source: Collective Impact Forum, adopted from Tamarack Institute and IAP2

Protecting the Community and the Environment at Valmont Station

Since 2023, BCPH has supported efforts to address coal ash contamination at the former Valmont Station site to protect community health and the environment. Coal ash, a byproduct of coal-fired power generation, contains harmful pollutants that pose risks to air, water and soil if not properly managed.

BCPH collaborated with local, state and federal partners to advocate for a thorough cleanup that prioritizes the health and safety of disproportionately impacted communities. The agency emphasized the need for long-term solutions that protect natural resources and reduce public health risks.

“BCPH partnered with CDPHE to regulate the cleanup of groundwater contamination near the Valmont Station ash landfill to find solutions that protect community health and the environment. Outreach efforts have resulted in 60 public comments—more than half in Spanish—reflecting strong community engagement.”

Tracie White, director of Boulder County’s Hazardous Materials and Waste Management Division

In 2024, BCPH promoted opportunities for community input on Xcel Energy’s proposed cleanup plan. The agency ensured that feedback from historically underserved populations helped to shape decisions about the site’s future and will continue to do so with future public comment periods.

This work reflects BCPH’s commitment to environmental justice, climate resilience and community-driven public health. Protecting groundwater and restoring land remain key to building a healthier, more sustainable Boulder County.



Sustainability, Transparency and Stewardship

Build strong internal systems that support good governance and long-term success through transparency, responsible use of resources and sustainable practices.

Effective stewardship is essential to our agency's success and involves not only responsible management of resources but also a commitment to transparency, accountability, and continuous improvement. We will ensure that our initiatives are evidence-based, data-driven and aligned with best practices. Regular evaluation and feedback mechanisms will be integral to our approach, enabling us to adapt and refine our strategies in response to emerging needs and opportunities.

- The **Communications** team manages public information, outreach and branding for BCPH, ensuring consistent, accurate messaging through news releases, social media, educational campaigns, visual design and direct engagement with communities and partners. The team received more than 29 media requests and over 380 requests for communications assistance from BCPH programs in 2024.
- In 2024, BCPH advanced **Financial Governance** by rebasing the 2025 budget to align with actual revenues, launching a monthly accounting close process for timely reporting, and strengthening oversight through formal controls and improved forecasting. These efforts, along with the creation of a comprehensive budget book, a 2024 budget amendment, and a new Contingency Request Form, reflect a deepened commitment to fiscal stewardship, accountability and long-term sustainability.
- The **Health Planning and Evaluation** team uses data to guide public health planning, assess program effectiveness, identify health trends, and support evidence-based decision-making. The team collaborates with partners to design, monitor, and evaluate public health initiatives that improve health outcomes across Boulder County. In 2024, HPE finalized BCPH's 2024–2029 Strategic Plan and published a Spanish translation of the 2023–2028 Public Health Improvement Plan. The team also released ADA-accessible Healthy Kids Colorado Survey data, identified 182 initial KPIs for 61 programs, and completed 28 evaluation or data requests.
- The **Information Technology** team supports technology infrastructure for BCPH's programs and services, providing secure systems, technical support, cybersecurity and digital solutions that enhance public health operations.
- **Budget and Finance** ensures accurate financial management, including budgeting, accounting, and financial reporting for all BCPH programs.
- **Business Operations** supports daily administrative functions, improving efficiency and making sure programs deliver across the agency.
- **Contracts and Purchasing** manages procurement processes, negotiates contracts and ensures compliance with purchasing policies.
- **Employee Health** provides resources and support to maintain the well-being of BCPH staff, including health screenings and workplace safety initiatives.
- **Personnel and Payroll** oversees employee records, benefits administration, payroll processing, and compliance with labor policies.
- **Volunteer Services** recruits, trains, and coordinates volunteers to support BCPH programs and community initiatives.

Additional Key Agency Work

Maternal and Child Health—Creating a Continuum of Care

In 2024, BCPH streamlined the Maternal Child Coordinated Services System (MCCSS) referral system for addressing various needs in collaboration with partners. Strengths and opportunities for improvements were identified. MCCSS processes referrals from Clinica, WIC, and Salud and matches families with the best fit participating home visiting program (see graphic below). Our home visiting programs also refer clients out for a wide range of needs, working with Boulder County Human Services and Community Services, as well as local food banks, domestic shelters, mental and behavioral support programs, and many others. Around 60% of the referrals are for those who are pregnant. The BCPH Home Visiting Leaders Group are now working on implementing changes that best match existing and projected resources and priorities. See Appendix One for a graphic representation of BCPH's maternal and child health continuum of care.

- **Nurse-Family Partnership (NFP)** assists first-time parents to develop confidence and proficiency with parenting and economic self-sufficiency. NFP served approximately 300 Boulder County families in 2024, with NFP nurses completing more than 2,100 home visits this year.
- **Children with Special Needs (CSN)** provides care coordination services for families of infants and children born prematurely or have special health care needs to support child health and development. CSN served 98 care coordination clients in 2024—double the target for FY23–24 and the highest number since the pandemic.
- **GENESIS** promotes healthy parenting practices for teen parent families, offering education, mentorship, and support to build parenting skills, improve family health, and support positive child development. The GENESIS team served 184 families (392 people) in 2024.
- **Family Connects** offers free nurse home visits to all families with newborns, providing health checks, breastfeeding support, infant care education, and connections to community resources. In 2024, the Family Connects team served more than 747 households, expanding outreach with support from the Family Voice Ambassador team, a group of youth who work with government agencies to ensure that programs and services are designed to meet the needs of diverse families.



Supporting Families with Newborns

Family Connects Colorado is an evidence-based model shown to improve health outcomes. The program offers voluntary nurse home visits to all families with newborns in Boulder County at no cost. Research shows it reduces emergency room visits for infants by 50% and lowers maternal anxiety while increasing positive parenting behaviors, home safety and community connections.

Highly trained registered nurses provide personalized support, including baby weight checks, safe sleep education, feeding guidance and postpartum care for mothers. Families also receive help scheduling doctor appointments, exploring child care options, and connecting to community resources .

In 2024, the Family Connects team served more than 747 households, expanding outreach with support from the Family Voice Ambassador team. The Family Voice Ambassador team is an innovative component to Family Connects intended to strengthen community engagement.

The program follows a two-generation approach, addressing the needs of both parents and infants while ensuring services are culturally responsive. Families can access infant and early childhood mental health (IECMH) consultation, provided by a licensed mental health clinician, for support during times of transition, including emotional support, resources and referrals for additional services when needed.



Youth Leadership Development

- **GENERATIONS** supports youth and families to ensure school success and reduce the chances of an unplanned pregnancy through mentorship, self-empowerment tools and culturally responsive programming. In 2024, 27% of GENERATIONS youth completed an average of eight hours of service-learning activities. GLO youth contributed a total of 354 hours of service-learning activities during the year.
- **OASOS** works to increase healthy behaviors among lesbian, gay, bisexual, transgender, intersex, and questioning (LGBTQ) youth through support, advocacy and education. In 2024, the OASOS program focused on strengthening the vision for youth-led programming and support. The team prioritized building strong relationships and creating decision-making processes that center and integrate the voices of queer and transgender youth .
- **Inspire Youth Connections** works with community partners to create a community of resilient kids and young people who are valued, respected and supported. The Inspire Youth Connections youth calendar posted 296 events in 2024, connecting youth to pro-social activities across Boulder County.
- The **Youth Opioid Overdose Prevention (YOOP)** program provides youth with Narcan training, overdose recognition, and harm reduction education, empowering them to prevent opioid overdoses, reduce stigma and promote safer behaviors among their peers and communities. YOOP was created in 2024 by a BCPH staff member and two youth advisors. Through youth-created and youth-led training sessions, the team reached 117 youth with education on Narcan administration and overdose prevention and connected with 111 young adults and 175 youth through outreach efforts.

Empowering Youth to Save Lives

In 2024, BCPH launched the YOOP program, developed by a staff member and two youth advisors. YOOP uses youth-created, youth-led trainings to teach peers how to recognize and respond to opioid overdoses, including how to administer Narcan. These trainings equip young people with lifesaving skills while fostering peer support and education.

Through YOOP, 117 youth participated in overdose prevention training, gaining practical knowledge and confidence in using Narcan. In addition, the program connected with 111 young adults and 175 youth through outreach efforts, expanding awareness of opioid risks and harm reduction strategies. YOOP emphasizes peer-led education, empowering young people to take an active role in preventing opioid-related harm in their communities.

By providing education, skills, and support, YOOP contributes to BCPH's commitment to reducing overdose risks and promoting youth wellness.



Food Security

- The **Healthy Beverage Partnership**, funded by Boulder's Sugar Sweetened Beverage tax spearheaded by BCPH several years ago, reduces sugary drink consumption through policy changes, community education, and partnerships with schools and organizations, promoting healthier beverage choices and supporting better health outcomes for all residents. In 2024 the program built on its success advancing municipal policies to support healthier kids' meals by working with Louisville City Council and businesses to adopt the Healthy Drinks in Kids' Meals policy.
- **Women, Infants and Children (WIC)** focuses on the nutrition needs of low-income pregnant and postpartum parents and children under age five. In 2024, the program provided nutrition coaching and food vouchers to more than 5,400 individuals in Boulder County in 2024, generating \$2.8 million in local food purchases, including \$870,000 for fruits and vegetables. The program supports healthier families and a stronger community.
- **Women, Infants and Children (WIC) Farmers Market** program supplements food assistance for WIC participants by providing benefits for fresh produce at farmers markets.
- **Farm to Early Care and Education (Farm to ECE)** works with local farms to offer children ages six months to five years at local daycares healthy food boxes as well as hands-on nutrition education, including gardening, taste tests, field trips to local farms, breastfeeding education and support for caregivers, meals, and snacks. It aims to improve access to nutritious, locally grown foods and encourage a lifetime of healthy eating habits. In 2024, 81 childcare programs received weekly produce deliveries and other program supports from local farms between June and mid-December.
- **Double Up Food Bucks** doubles SNAP benefits for fresh produce, improving access to healthy food.
- **Produce Rx** provides eligible pregnant patients with bi-weekly deliveries of fresh fruits and vegetables, along with nutrition education, to improve prenatal health, reduce food insecurity and support healthy birth outcomes.
- The **Fruit and Veg** program offers monthly benefits for fresh produce to eligible residents, making it easier for families to access nutritious fruits and vegetables. The program supports healthier eating habits by providing consistent financial support for fresh, locally grown produce.

Increasing Food Security for Families

The Fruit and Veg Longmont program supports Longmont families who are ineligible for federal food assistance programs such as SNAP and WIC but still experience food insecurity. Many of these families have mixed immigration status.

Families qualify for the program through trusted community partners and receive monthly coupons to purchase fresh fruits and vegetables at participating retailers, including farmers markets, farmstands and minority-owned grocery stores.

Survey results show significant improvements in food security. Among participants, 61% reported being able to afford enough food each month, compared with just 41% at enrollment—reflecting a 50% increase in food security.

In 2023, 69% of respondents agreed with a statement indicating food insecurity. That percentage fell to 38% in March/April 2024 and 45% in November/December 2024 .

Regulatory Work

BCPH continues to invest in state-mandated regulatory work, using collaborative educational approaches with our clients whenever possible to enhance ongoing adherence to best practices, as well as a priority setting approach to support efficiency in our resource-constrained programs.

- **Vital Records** issues and maintains official records, such as birth and death certificates, ensuring document accuracy and security .
- **Communicable Disease** works to detect, investigate and report cases of significant infectious disease, provide important updates to the community, recommend and implement measures to control the spread of disease and provide infection-control training to community agencies and organizations. In 2024, the communicable disease epidemiology team responded to more than 900 case investigations of reportable diseases through Dec. 6—an average increase of 31% over the past five years (2019–2023).
- **Immunizations** works to minimize vaccine-preventable diseases in Boulder County by providing access to routine vaccinations, educating residents about vaccine safety and effectiveness, partnering with schools and clinics, and coordinating immunization outreach for underserved populations. The Immunization program administered more than 3,100 routine childhood and adult vaccines to the Boulder County community, a 35% increase from 2023. This growth was driven in part by additional clinics offered at community sites and local events. The team received an award from the National Association of Counties in recognition of its outstanding work.
- The **Environmental Health Administrative Support** team supports issuance of licenses and permits and processing applications for food safety, air inspections, oil and gas and vector programs. In 2024, they processed approximately 2,000 business licenses and 950 applications and handling more than 600 calls each month.
- **Food Safety** works to detect, manage, and prevent the spread of foodborne illnesses in Boulder County by conducting inspections, educating food establishments, investigating outbreaks, enforcing health regulations and promoting safe food handling practices. The program maintained compliance with eight of nine FDA Voluntary National Retail Food Program Standards, securing multiple NEHA-FDA grants to strengthen food safety. This program is recognized nationally for its innovative educational work, including a focus on non-English speaking restaurant workers and limited literacy workers to enhance food safety practices and ensure public safety.
- **Animal-Borne Disease Control (Vector)** program works to prevent the spread of disease from vectors (animals) to humans and monitors wildlife, mosquitoes, ticks, and other insects to detect the presence of encephalitis, rabies, plague, tularemia and hantavirus.
- BCPH staff support the **Mosquito Control District** by managing mosquito populations to protect residents from diseases such as West Nile Virus.
- **Body Art** licenses and routinely inspects all body art facilities that provide tattoos, piercing, or permanent makeup services operating within the county. The team presented about 50 safe body art classes at 28 schools, promoting safer practices among youth .
- **Onsite Water Treatment System (OWTS)** program regulates septic systems to protect water quality and public health. Boulder County has a significant rural population not connected to municipal sewer systems. In 2024, the team completed more than 400 onsite water treatment system inspections and approved over 250 systems, including a number related to the Marshall Fire of 2022.

- **Child Health Promotion** works with the staff of child care centers to reduce the spread of communicable diseases, promote health and safety in child care settings, and help families access health care services. In 2024, the team completed 258 childcare health inspections and 20 plan reviews for new or extensively remodeled facilities. Preparing for state increases or regulatory requirements related to K-12 inspections.
- The **Oil and Gas Inspections** program conducts inspections to address emissions and protect air quality. In 2024, the program inspected all Boulder County oil and gas facilities twice using infrared cameras to identify methane leaks. Mobile monitoring improved response to community complaints.
- The **Lead Investigations** program conducts investigations when children test positive for elevated blood lead levels. Staff conducted six lead investigations in 2024 and provided medical offices with information regarding Eyeliner Surma, which often contain high levels of lead, translated in Dari for Afghan clients.
- The **Meth Investigations** program ensures that properties with suspected meth contamination meet health standards. The team reviewed screening, preliminary and clearance reports for 36 affected properties, including three public buildings—hotels and motels—identified in late 2023 and 2024.
- The **Radon** program supports radon testing and mitigation to protect residents from harmful exposure. In 2024, staff answered approximately 110 radon inquiries from the public and distributed 63 short-term radon test kits.
- **Tobacco Education and Prevention Partnership (TEPP)** works to reduce tobacco use by youth and adults in Boulder County through education, community outreach, policy advocacy, and support for smoke-free environments, promoting healthier lifestyles and reducing tobacco-related harm. In 2024, TEPP supported a policy shift at Boulder Public Library to replace punitive vape response protocols with education-focused approaches and led a statewide tobacco waste initiative, delivering 26 presentations and hosting 12 outreach events, reaching over 1,000 professionals and community members, while collecting over 13,000 vape devices (nearly 1,750 pounds) from 187 drop offs.

Our Agency

BCPH is a legally separate component agency of the broader Boulder County government, with its own Board of Health. As an integral part of the local government system, the health department serves municipal and unincorporated areas of the county, and collaborates with numerous county departments and programs, as well as municipal leadership and other key external partners such as Chambers of Commerce.

BCPH is governed by a five-member Board of Health (BOH), who are appointed by the Boulder County Board of County Commissioners. The BOH is responsible for assuring appropriate policy for BCPH, hiring and supervising the BCPH Director, approving the department's budget, and providing oversight of agency operations. The Public Health Director serves as the administrative and executive head of BCPH, which is comprised of six divisions that house numerous programs serving the community and supporting the success of the agency.

Community Health

The Community Health Division works with the community to provide specialized support in areas that affect health equity, including youth advocacy and empowerment, assistance and life coaching for young parents, LGBTQIA+ youth rights, reproductive justice, and tobacco and substance use reduction among young people.

- **Community Substance Use Prevention (CSAP)** program initiatives:
 - **Communities that Care** is a youth-focused initiative supporting mental health, substance use prevention and youth leadership in Lafayette.
 - **Healthy Futures Coalition/Healthy Futures Youth Coalition** empowers Boulder County's youth and adults to prevent substance use through education, leadership development and community partnerships, promoting healthy, substance-free lifestyles.
 - **Inspire Youth Connections** works with community partners to create a community of resilient kids and young people who are valued, respected and supported.
 - **Substance Use Advisory Group** is a collaborative of county, municipal, and community partners along with people with lived experience to reduce and prevent harm caused by substance use in Boulder County.
 - **To the Root/A La Raíz** centers LGBTQ+ and Latinx voices to enhance substance use prevention through culturally responsive education, youth leadership, community storytelling, and partnerships that address health disparities and promote well-being.
 - The **Youth Opioid Overdose Prevention** program provides youth with Narcan training, overdose recognition, and harm reduction education, empowering them to prevent opioid overdoses, reduce stigma, and promote safer behaviors among their peers and communities.
- **GENERATIONS** supports youth and families to ensure school success and reduce the chances of an unplanned pregnancy through mentorship, self-empowerment tools and culturally responsive programming.
- **GENESIS** promotes healthy parenting practices for teen parent families, offering education, mentorship, and support to build parenting skills, improve family health, and support positive child development.
- **OASOS** works to increase healthy behaviors among lesbian, gay, bisexual, transgender, intersex, and questioning (LGBTIQ) youth through support, advocacy and education.
- **Tobacco Education and Prevention Partnership** works to reduce tobacco use by youth and adults in Boulder County through education, community outreach, policy advocacy, and support for smoke-free environments, promoting healthier lifestyles and reducing tobacco-related harm.

Communicable Disease and Emergency Management

The Communicable Disease and Emergency Management division contributes to improved health outcomes for our community through foundational services including access to immunizations, harm reduction interventions, and communicable disease prevention, investigation and control. The division leads agency efforts to ensure the foundational public health capability of emergency preparedness, response and recovery.

- **Communicable Disease** works to detect, investigate and report cases of significant infectious disease, provide important updates to the community, recommend and implement measures to control the spread of disease and provide infection-control training to community agencies and organizations.
- **Emergency Management** protects Boulder County residents from adverse consequences of both unintentional (flood, wildfire) and intentional (bioterrorism) events.
- **The Works (Harm Reduction)** promotes harm reduction for those who inject drugs by providing access to clean supplies, reducing the spread of HIV, Hepatitis and other communicable diseases in our community.
- **Immunizations** works to minimize vaccine-preventable diseases in Boulder County by providing access to routine vaccinations, educating people about vaccine safety and effectiveness, partnering with schools and clinics, and coordinating immunization outreach for underserved populations.

Environmental Health

The Environmental Health division focuses on the relationships between people and their environment, promotes human health and well-being and fosters healthy and safe communities. The division works to advance policies and programs to reduce chemical and other environmental exposures in air, water, soil and food to protect people and provide communities with healthier environments.

- **Climate Justice** supports climate resilience, carbon reduction and environmental health equity across Boulder County.
- **Consumer Protection** works with businesses across Boulder County to support healthy workplaces, energy efficiency, water conservation and a zero-waste business community.
 - **Food Safety** works to detect, manage, and prevent the spread of foodborne illnesses in Boulder County by conducting inspections, educating food establishments, investigating outbreaks, enforcing health regulations and promoting safe food handling practices.
 - **Body Art** licenses and routinely inspects all body art facilities that provide tattoos, piercing, or permanent makeup services operating within the county.
 - **Animal-Borne Disease Control (vector)** program monitors wildlife, mosquitoes, ticks, and other insects to detect the presence of encephalitis, rabies, plague, tularemia and hantavirus.
 - The **Mosquito Control District** manages mosquito populations to protect people from vector-borne diseases, supported by BCPH staff.
- **Healthy Eating Active Living (HEAL)** promotes healthy lifestyles through nutrition education, physical activity programs, and community partnerships that support access to healthy foods and active living opportunities for all community members.
 - **Double Up Food Bucks** doubles SNAP benefits for fresh produce, improving access to healthy food.
 - The **Fruit and Veg** program offers monthly benefits for fresh produce to people who are eligible, making it easier for families to access nutritious fruits and vegetables. The program supports healthier eating habits by providing consistent financial support for fresh, locally grown produce.

- **Healthy Beverage Partnership** reduces sugary drink consumption through policy changes, community education, and partnerships with schools and organizations, promoting healthier beverage choices and supporting better health outcomes for all community members.
- **Produce Rx** provides eligible pregnant patients with bi-weekly deliveries of fresh fruits and vegetables, along with nutrition education, to improve prenatal health, reduce food insecurity, and support healthy birth outcomes.
- **Women, Infants and Children (WIC) Farmers Market** program supplements food assistance for WIC participants by providing benefits for fresh produce at farmers markets.
- **Water Quality**
 - The **Onsite Wastewater Treatment System** program regulates septic systems to protect water quality and public health.
 - **Water Justice** improves drinking and surface water quality, prevents water-related illness, and reduces water-borne disease transmission in Boulder County, with a focus on disproportionately impacted populations.
- **Air Quality**
 - The **Air Quality** team conducts investigations to ensure compliance with state-issued air emission permits and perform inspections of facilities that manage waste tires to ensure compliance with state regulations.
 - The **Oil and Gas Inspections** program conducts inspections to address emissions and protect air quality.
 - The **Lead Investigations** program conducts investigations when children test positive for elevated blood lead levels.
 - The **Meth Investigations** program ensures that properties with suspected meth contamination meet health standards.
 - The **Radon** program supports radon education, testing and mitigation to protect residents from harmful exposure.
- **Environmental Health Administrative Support** team supports issuance of licenses and permits and processing applications for food safety, air inspections, oil and gas, and vector programs.

Family Health

The Family Health division recognizes that healthy children are key to the future of our communities and works to promote the healthy development of children within stable and nurturing families. The team works actively with local health care providers and human service agencies to ensure that children and families have access to health care and social support.

- The **Farm to Early Care and Education** program connects early childhood programs with local farmers for healthy meals and education.
- **Child Health Promotion** works with the staff of child care centers to reduce the spread of communicable diseases, promote health and safety in child care settings and help families access health care services.
- The **Children with Special Needs** program provides care coordination services for families of infants and children born prematurely or have special health care needs to support child health and development.
- **Family Connects** offers free nurse home visits to all families with newborns, providing health checks, breastfeeding support, infant care education and connections to community resources.
- **Infant and Early Childhood Mental Health Consultation** pairs licensed mental health clinicians with families to support young children's emotional development, offering guidance during early transitions and connecting caregivers to additional resources as needed.

- **Maternal Child Coordinated Services System** connects pregnant individuals and families with health and support services.
- **Nurse-Family Partnership** assists first-time parents to develop confidence and proficiency with parenting and economic self-sufficiency.
- **Women, Infants and Children (WIC)** focuses on the nutrition needs of low-income pregnant and postpartum parents and children under age five.

Strategic Initiatives Branch

The mission of the Strategic Initiatives Branch is to ensure that BCPH has a profound public health impact by providing strategic expertise, leadership and technical assistance to BCPH staff, partners and community.

- The **Communications** team manages public information, outreach and branding for BCPH, ensuring consistent, accurate messaging through news releases, social media, educational campaigns, visual design and direct engagement with residents and partners.
- The **Health Planning and Evaluation** team uses data to guide public health planning, assess program effectiveness, identify health trends, and support evidence-based decision-making. The team collaborates with partners to design, monitor, and evaluate public health initiatives that improve health outcomes across Boulder County.
- The **Information Technology** team supports technology infrastructure for BCPH's programs and services, providing secure systems, technical support, cybersecurity and digital solutions that enhance public health operations.

Administration and Finance

The Administration and Finance Section is responsible for managing BCPH's business operations, including budgeting and accounting, contract management, purchasing, payroll and personnel, and vital records.

- **Accounting and Finance** ensures accurate financial management, including budgeting, accounting, and financial reporting for all BCPH programs.
- **Business Operations** supports daily administrative functions, improving efficiency and ensuring smooth program delivery across the agency.
- **Contracts and Purchasing** manages procurement processes, negotiates contracts and ensures compliance with purchasing policies.
- **Employee Health** provides resources and support to maintain the well-being of BCPH staff, including health screenings and workplace safety initiatives.
- **Personnel and Payroll** oversees employee records, benefits administration, payroll processing, and compliance with labor policies.
- **Vital Records** issues and maintains official records, including birth and death certificates, ensuring document accuracy and security.
- **Volunteer Services** recruits, trains, and coordinates volunteers to support BCPH programs and community initiatives.

Summary of 2024 Draft Financials

BCPH remains deeply committed to protecting and promoting the health of our community through responsible stewardship of public resources. In 2024, despite economic pressures and continued uncertainty around federal funding, we maintained financial stability while delivering critical services to people in Boulder County.

Thanks to prudent fiscal management, BCPH ended the year with a balanced budget, strengthened reserves and a more sustainable financial outlook. These outcomes reflect our efforts to improve budget practices, align resources with priorities, and plan ahead for future needs. We are proud to report that we ended the year under budget and improved our overall financial position, all while continuing to provide essential public health services across the county. Below is a high-level overview of our 2024 financial results:

Ending Fund Balance

The General Fund closed the year with a balance of \$7.27 million, a modest increase of \$101,241 compared to 2023. Of this total, approximately 97% (\$7.03 million) is unrestricted and available for general operations—providing a crucial buffer for emergencies and future investments.

Net Position

Our overall financial position improved significantly in 2024. The agency's net position rose from \$(2.59) million in 2023 to \$(725,000)—an improvement of \$1.87 million. This progress was primarily driven by positive investment earnings and reduced pension-related liabilities.

Revenue Highlights

In 2024, BCPH generated \$23.6 million in total revenue. Most funding came from intergovernmental sources such as federal, state, and local grants, which totaled \$21.2 million. Additional revenues included:

- Charges for services: \$1.78 million
- Interest and miscellaneous Income: \$643,000
- Contributions: \$861

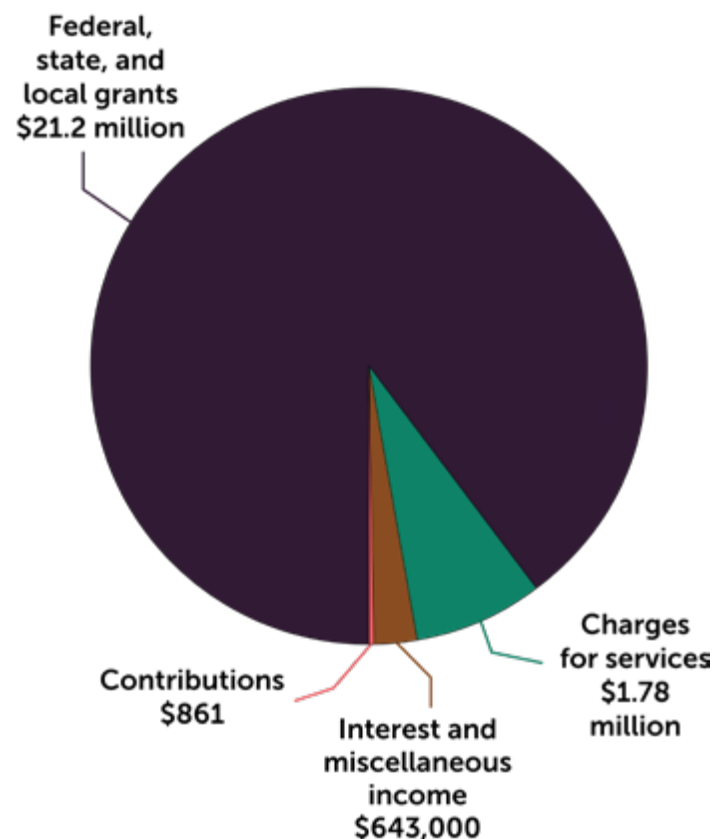
Expense Highlights

Total expenditures for the year were \$23.5 million, primarily supporting core public health services.

Operational Observations

BCPH continued to demonstrate strong financial discipline, ending the year \$2.44 million under budget. This was due to position vacancies, unspent grant funds, and improved internal budgeting and forecasting. These savings allow us to reinvest in future priorities and strengthen our financial resilience.

2024 Revenue Highlights



Appendix One

Every family is unique, with different family members, cultures, values, needs, and strengths. Boulder County has several home visiting programs that can be a good fit for many types of families. These programs serve families from pregnancy through early childhood and include bilingual staff and language services to ensure accessibility for all. Feel free to contact any of the programs with questions. Any door is the right door.



CHILD FIRST

GOOD MATCH

Pregnant people and children 0-5 years and their caregivers. This includes birth parents, fathers, foster parents, and relative caregivers.

DESCRIPTION

Promotes child and caregiver mental health, child development and learning, access to community resources, and the decrease of child abuse and neglect. Facilitates nurturing parent-child relationships to promote behavioral health and cognitive development.

719-463-3106
saviohouse.org



COMMUNITY INFANT PROGRAM

GOOD MATCH

Pregnant people and caregivers of children 0-3 years with a history of trauma and/or currently experiencing overwhelm, anxiety, depression, isolation, lack of resources or family conflict.

DESCRIPTION

Home visiting staff of psychotherapists, public health nurses and health and wellness coaches trained in parent-infant interactions providing prevention and early intervention services including connection to community resources and supports, strengthening parent-child relationships, and teaching caregivers coping skills, positive parenting techniques, how to read baby's cues, and how to support baby's growth and development.

303-661-0433
mhpcolorado.org/
services/community-
infant-program

CIPreferrals@
mhpcolorado.org



CHILDREN WITH SPECIAL NEEDS

GOOD MATCH

For parents and caregivers whose child was born early, has a disability, or are concerned with their child's development. Age range 0-21 years.

DESCRIPTION

Visits are with a nurse who helps families understand their child's unique health needs, promote healthy development, navigate healthcare, and access community resources.

303-678-6137
boco.org/csn



NURSE-FAMILY PARTNERSHIP

GOOD MATCH

First-time families who meet income requirements can enroll any time during pregnancy and up to one month after the baby is born.

DESCRIPTION

Supports first-time parents from early pregnancy through their child's second birthday. Specially trained nurses partner with families to provide information and guidance on health and wellness, child growth and development, positive parenting, and connection to community resources.

303-413-7554

boco.org/nfp



GENESIS HEALTHY FAMILIES AMERICA

GOOD MATCH

Pregnant teens or young families with children 0-3.

DESCRIPTION

Culturally respectful, family-centered services to help parents build supportive, positive relationships with their children. Connects families to community resources and to other young parents. Healthy Families America affiliate.

303-678-6155

boco.org/genesis



WILD PLUM CENTER

GOOD MATCH

Pregnant mothers and Parents of children 0-3 years old who meet qualifying factors and would like extra support to ensure their interactions with their child have a positive impact on their early education and development.

DESCRIPTION

Weekly home visits with a Family Mentor. By using a research-based parenting curriculum, an active partnership is created to support parents' and caregivers' parenting skills and goals as they move towards self-sufficiency and a healthy home environment. The Home Base program has opportunities to connect with other families and community services.

303-776-8523

WildPlumCenter.org



PARENTS AS TEACHERS

GOOD MATCH

Families of children (0-5) years who would like support with child development, school readiness, parenting skills and community resource connection.

DESCRIPTION

Home visits are with a professional Family Support Specialist who provides structured family-specific lessons to help families understand their child's development, help prepare their children for school, support positive parenting practices, and help connect families to essential community resources.

303-441-1027

BoulderCountyPAT.gov

parentingadvice@bouldercounty.gov



FAMILY CONNECTS

GOOD MATCH

Parents and caregivers with newborns up to 12 weeks old.

DESCRIPTION

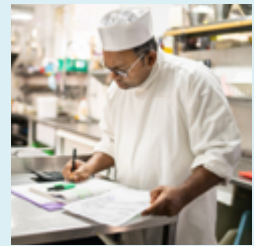
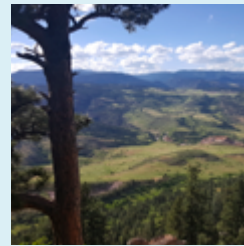
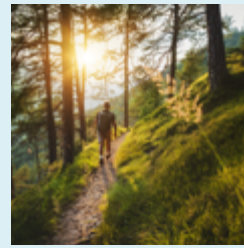
For families within 3 months postpartum including immigrant, kinship, refugee, and adoptive parents. A nurse visits your home around three weeks after birth to check on parent, baby, and the whole family.

303-441-3540

boco.org/familyconnects

familyconnects@bouldercounty.gov

Ensuring that ***all people***
in Boulder County have
the opportunity for a
healthy life.



BOULDER COUNTY
PUBLIC HEALTH
Opportunity for a Healthy Life