OFFICIAL RECORD OF PROCEEDINGS

Boulder County Board of Health (BOH) Regular Meeting In-Person Online/Telephonic/In-Person Meeting

September 8, 2025

BOH Members:

Vice President Lindy Hinman; *Board Members* Landrey Fagan, Amber Johnson, Steven Yoon. Board President Morgan McMillan was absent for this meeting.

BCPH Staff:

Executive Director, Lexi Nolen; *Deputy Director*, Indira Gujral; *Director of Administration and Finance*, Armando Guardiola; *Finance Manager*, Desiree Kazarosian; *Family Health Division Manager* Daphne McCabe; *CDEM Division Manager*, Stephanie Faren; *Environmental Health Division Manager*, Rachel Arndt; *Communications Manager*, Shawn Hollister; *Senior Budget Analyst*, Sarah DeVore; *Policy Lead*, Tessa Hale; *Executive Administrative Assistant* Patrick Kuhnell, *Administrative Specialist*, Dalia Mohamed.

Boulder County Staff:

Senior Assistant County Attorney, Erica Rogers.

Members of the Public who Provided Comment:

None

Meeting Called to Order.

Vice President Hinman called the meeting to order at 5:31 p.m. and asked all participants to identify themselves for the record (see above). Vice President Hinman 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. Welcome and Appreciation.

Lexi Nolen and the Board welcomed new staff members, new board member Steven Yoon and thanked Brooke Harrison for her five years of service on the board.

- Lexi Nolen introduced and welcomed:
    - Megan Gaydos, retained as an hourly position to build community engagement infrastructure. Megan Gaydos has extensive experience with Human Impact Partners and CALPHO, focusing on community engagement in public health.

  - Steven Yoon is our new board member, who brings significant experience from CDC and the US Public Health Service, particularly in infectious disease and data systems.
- Vice President Hinman thanked board member Brooke Harrison for her five years of dedicated service to the board, highlighting her leadership, commitment to public health, and significant contributions to the organization. Lindy noted that Brooke championed performance transparency and played a key role in supporting budget discussions, leaving a lasting positive impact on the board and the department.

ITEM 2. Public Comments.

No public comments.

ITEM 3. Approval of Meeting Minutes.

Vice President Hinman made a motion, which was seconded by Board Member Johnson, to approve the August 11, 2025, Regular Board of Health minutes. With all Board Members present in favor of the motion, Vice President Hinman declared the motion unanimously carried.

ITEM 4. Strategic Plan KPIs

Elise Waln, Rachel Mintle, and Elanor Sidman presented on the development and implementation of Strategic Plan KPIs. They detailed how the Health Planning and Evaluation (HPE) team collaborated with priority leads and work groups to refine indicators for agency goals and objectives. They explained that the process began in March and involved reviewing existing logic models, suggesting new measures, and incorporating feedback from various stakeholders. The presenters highlighted that data for these indicators would come from sources such as an annual staff survey, internal records, and new or existing program and partner surveys, with some data available this year and others requiring new systems. They concluded by outlining the plan to collect and report on feasible indicators in late 2025, with results informing the agency's annual strategic plan review and future improvements.

Discussion and Action Items:

Board Member Yoon:

- Q: Were the program surveys conducted by partners or internally, how frequently were they administered, and did the KPIs include a mix of process and impact indicators?

- A: The presenters explained that program surveys varied: some were given to training participants immediately after events, others were planned for community partners, and some were still in development. They also clarified that the indicators included both process and impact measures, with an emphasis on moving toward more outcome-focused data over time.

Board Vice President Hinman:

- Q: What percentage of indicators would be available for the Q4 report, and what is the balance between process and impact indicators?

- A: The presenters responded that they expected at least a quarter of the indicators to be available in the Q4 report, depending on the ease of data collection for each priority. They acknowledged that while there were more consistent process indicators, their goal was to increase the number of impact indicators in the future.

Follow up items:

1. Follow Up Item: HPE: Share a more detailed response to the % of data we have indicators for in the Director's Report.
2. Follow Up Item: HPE: Follow up on process vs. outcomes question from Lindy.

ITEM 5. Strategic Planning Subcommittee Discussion

The board discussed the potential formation of a strategic planning subcommittee to provide focused input on agency vision, strategy, and priorities, drawing on the success of other subcommittees. Members emphasized the importance of clearly defining the subcommittee's scope to ensure the board remained at a high strategic level rather than getting involved in operational details. Staff and the board also considered the timing, structure, and membership of the subcommittee, agreeing to collaborate further and develop a proposal for the board to review at a future meeting.

Discussion and Action Items:

Board Member Yoon:

- Q: What is the board's role in setting vision and purpose—does the executive team create it for board review, or does the board develop it? How can the board provide guidance when they are several steps removed from day-to-day operations?

- A: Lexi Nolen and Armando Guardiola explained that the board's role was to steer the agency's long-term vision and purpose at a high level, while staff executed the strategy and managed operations. They reassured Steven that the board would focus on aspirational, multi-year goals, and that regular reporting and controls would keep the board informed without requiring them to be involved in operational details.

Board Vice President Hinman:

- Q: How can the subcommittee's scope be clearly defined to ensure the board stays at the right strategic level and does not get involved in programmatic details? What is the best way to gather board member input on subcommittee structure and frequency—individually, in executive session, or in a public meeting?

- A: Lexi Nolen and others agreed that the subcommittee's remit should be well-defined, with tangible work products and clear boundaries to keep the board focused on strategy. Lexi and Lindy agreed to collaborate on gathering input from board members and to seek legal guidance on the appropriate process for these procedural discussions.

Board Member Johnson:

- Q: How would the creation of a new subcommittee affect board member participation, given the existing subcommittees and the board's capacity?

- A: Amber's question prompted discussion about balancing the number and frequency of subcommittees, with suggestions to possibly adjust the cadence of other subcommittees to accommodate the new one. The group agreed to consider board capacity and priorities when finalizing the subcommittee structure.

Action Items:

1. Advise Board Vice President Hinman on how to collect insights from board members on subcommittee structure and membership then she will build a strawman for BCPH staff to react to.
2. Decide if we need to keep the budget subcommittee monthly or can we move to quarterly.

ITEM 6. Director's Report.

None.

ITEM 7. Old and New Business.

None.

ITEM 8. Adjournment.

There being nothing further to discuss, Vice President Hinman declared the meeting adjourned at 7:29 p.m.

Signed, Morgan McMillan,

President

Alexandra Nolen

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Signed, Alexandra (Lexi) Nolen,

Executive Director