

OFFICIAL RECORD OF PROCEEDINGS

Boulder County Board of Health (BOH) Regular Meeting

In Person and Virtual Meeting: Jan. 12, 2026

BOH Members in Attendance:

President Lindy Hinman, Board Members Morgan McMillan, Steven Yoon, Landrey Fagan.

BCPH Staff in Attendance:

Executive Director, Lexi Nolen; Deputy Director, Indira Gujral; Director of Administration and Finance, Armando Guardiola; Finance Manager, Desiree Kazarosian; Budget Analyst Sarah DeVore; CDEM Division Manager, Stephanie Faren; Policy Lead, Tessa Hale; Chief Medical Officer, Dr Bob Belknap; Executive Administrative Assistant Patrick Kuhnell, Administrative Specialist, Dalia Mohamed.

Boulder County Staff in Attendance:

Senior Assistant County Attorney, Erica Rogers.

Members of the Public who Provided Comment:

Erin Meschke

Meeting Called to Order.

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

Erin Meschke cited a lack of evidence-based research on the safety and effectiveness of vaccines and called for a re-evaluation of their role in public health.

ITEM 2. Approval of Meeting Minutes.

Board President Hinman made a motion, which was seconded by Board Member McMillan, to approve the December 15, 2025, Regular Board of Health minutes. With all Board Members present in favor of the motion, President Hinman declared the motion unanimously carried.

ITEM 3. Policy Update: Plans for State Legislative Session, Next Steps

Lexi Nolen opened the discussion by emphasizing the importance of the upcoming legislative session and the agency's readiness to engage strategically. She highlighted the addition of a full-time policy lead and the need for clear alignment between board priorities and staff advocacy efforts. Lexi stressed that the board's voice carries significant weight in shaping outcomes and that proactive engagement will be key to influencing legislation impacting public health funding and authority.

Tessa Hale provided a detailed overview of the internal coordination process for policy engagement. She described the launch of the BCPH State Policy Workgroup, which includes 15 staff members representing BCPH divisions. The group will meet weekly during the session to track bills, analyze impacts, prioritize issues, and coordinate responses. Tessa introduced the Fast Democracy platform, a robust tool for real-time bill tracking, note-taking, and generating reports for the board. She explained that monthly policy updates will be provided to the board, with urgent updates communicated as needed. Tessa outlined the criteria for board involvement, including high-impact legislation, potential harm prevention, and areas where board expertise adds credibility.

The presentation concluded with a discussion of engagement levels: monitoring, written advocacy, public testimony, and direct meetings with legislators. Tessa emphasized that while staff will lead technical analysis, the board's participation in strategic advocacy can amplify BCPH's influence. She invited board members to indicate areas of interest for future engagement and confirmed that staff will prepare briefing materials and talking points when board involvement is requested.

Discussion and Action Items:

Board President Hinman:

Q: What are the criteria and thresholds for engaging the board in policy matters, and how do you determine when board involvement is appropriate versus when staff should handle policy issues?

A (Tessa Hale): Criteria for board engagement include legislation with high impact on funding, services, or authority; prevention of significant harm; areas where the board has unique expertise; and instances involving proactive policy development. The board will be engaged early for such items.

Q: Will strategic planning subcommittee input on policy priorities translate into actionable policies?

A (Tessa Hale): Yes, subcommittee input can help shape proactive policy initiatives, especially if a program has been successful locally and might be expanded statewide.

Q: Should written support or testimony on legislative issues be submitted on behalf of the entire board or just by individual board members?

A (Board Member McMillan): It is appropriate for the Board President to sign on behalf of the board unless a specific board member's expertise is central to the issue.

A (Tessa Hale): Board members with specific expertise should provide public testimony when relevant, to maximize impact.

Q (Board Member McMillan): How can the board most effectively influence policy, for example when a pilot program is successful in Boulder County and may warrant broader adoption?

A (Tessa Hale): There are multiple opportunities for board impact, including written advocacy, testimony, and strategic meetings with legislators, especially when the board's perspective or political role is particularly valuable.

Q (Board Member Yoon): How do you balance the expertise of staff versus the potential value board members can offer in policy discussions?

A (Tessa Hale): Staff usually provide the primary subject matter expertise on legislative or technical issues. However, board involvement can lend political weight or present an “outside the box” perspective, and such engagement will be determined case by case.

Additional comments from Tessa Hale:

There are four engagement levels for the board: (1) tracking and reporting, (2) written advocacy by board or individuals, (3) public testimony, (4) coordinated meetings with legislators. Opportunities for proactive engagement include community listening sessions, policy planning, and stakeholder meetings. The board’s involvement will be coordinated based on member interest, expertise, and availability.

ITEM 4. 2025 Wrap-Up, and 2026 Agency Goals and Roadmap

Lexi Nolen reviewed progress on 2025 operational goals, noting achievements in internal systems, accountability, and fiscal sustainability. She highlighted the development of an agency performance evaluation framework and plans to collect baseline KPIs in early 2026. Lexi emphasized the importance of codifying standards and procedures to stabilize the agency amid staffing transitions and outlined initiatives to strengthen onboarding, supervisor training, and organizational culture.

Indira Gujral provided an overview of the 2024–2025 roadmap accomplishments, including priority-based budgeting, workload guidance implementation, and health equity coordination. She detailed plans for the new roadmap, which focuses on transitioning to the 28th Street hub, updating recruitment systems for volunteers, and reinforcing agency culture through inclusion, accountability, and healthy conflict navigation. Indira stressed that 2026 will be an infrastructure-building year, laying the foundation for innovation and sustainability.

The discussion included strategies for aligning operational plans with strategic priorities and KPIs, improving internal communication, and maintaining fiscal discipline. Lexi and Indira underscored the need to scope work realistically to avoid overextension and ensure accountability. Board members expressed appreciation for the agency’s progress and commitment to transparency.

Discussion and Action Items:

Q (Board President Hinman): How do operational goals and committee work integrate or support the agency’s strategic plan?

A (Lexi Nolen): Each work area, including committee objectives, connects and supports strategic priorities through aligned KPIs and program evaluations.

Q (Board President Hinman): Are there measures in the operating plans focused on operational efficiency versus purely strategic or programmatic metrics?

A (Lexi Nolen): Yes, operational metrics are included and tracked through the governance and infrastructure KPIs.

Q (Board President Hinman): Can you provide a practical example illustrating how KPIs roll up from programmatic to strategic levels?

A (Kelli Hintch/Lexi Nolen): Yes, e.g., KPIs that indicate similar functions from programs aggregate at the strategy level to provide a holistic picture on that work area strategy.

Q (Board Member Yoon): For complex metrics, could you walk us through a specific KPI or program area so we can see how objectives and measures are linked?

A (Lexi Nolen): That is the main topic for the next strategic planning meeting; we will present a detailed example.

ITEM 5. Administration and Finance Update

Desiree Kazarosian presented 2025 finance achievements, including successful audits, creation of a grant intake system, and statewide recognition for priority-based budgeting. She noted that Boulder County Public Health shared its budgeting methodology with other agencies and received positive feedback. Desiree highlighted that the agency will maintain Board-prescribed reserve levels through 2028, ensuring fiscal stability.

Sarah DeVore discussed the implementation of the 2026 budget and submission of the budget book for GFOA award consideration. She outlined enhancements to the budget book, including organizational charts, program summaries, and grant development plans. Sarah previewed plans for 2027, which will integrate zero-based budgeting to strengthen accountability and align expenditures with performance outcomes.

Armando Guardiola delivered a farewell message, reflecting on his tenure as Director of Administration and Finance. He expressed pride in building a culture of transparency and accountability and thanked the board and staff for their partnership. Armando emphasized that the agency is well-positioned for stability and sustainability over the next three years.

Discussion and Action Items:

Q (Board President Hinman): Can you confirm that the reserve and fund balance projections now ensure three years of stability and sustainability?

A (Desiree Kazarosian/Lexi Nolen): Yes, the agency is expected to maintain a sufficient reserve and remain solvent.

Q (Board President Hinman): Can you remind the board of the budget and committee meeting calendar?

A (Armando Guardiola/Sarah DeVore): The budget process aligns with subcommittee schedules and will be shared with the board for easy reference.

Q (Morgan McMillan): The recognition for your budgeting methodology in RISE Magazine is impressive—was it formally published or presented?

A (Desiree Kazarosian): Yes, it was presented at the CGFOA conference and shared as a template with other agencies, as well as being published.

ITEM 6. Director's Report.

Lexi Nolen announced plans to formalize a policy approval process. She also shared lessons learned from the recent PSPS (Xcel energy shut-off) event, which challenged vaccine cold chain systems. She praised staff for their quick response, which minimized losses and maintained compliance. Lexi also reported on respiratory illness trends, noting high incidence rates statewide but strong local vaccination coverage. She concluded with an announcement of Heather Crate's departure after 14 years of service, recognizing her contributions to equity work and LGBTQ youth programs.

Q (Board Member Yoon): With recent vaccine cold-chain failures, will the new facility have robust backups?

A (Lexi Nolen/Indira Gujral): Yes, lessons learned will inform planning, and we will ensure our multiple redundant systems failure points are addressed.

Q (Board Member Yoon): Was the state understanding of the vaccine incident, and do we have adequate emergency storage agreements?

A (Indira Gujral/Keith Rawls/Lexi Nolen): Yes, the state was understanding as many other vaccine providers in the area had similar experiences. Boulder Community Health provided rapid emergency vaccine storage.

Q (Morgan McMillan): Are we seeing higher than usual spikes or trends in respiratory disease in the community this season?

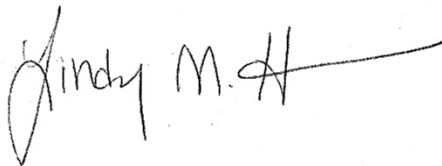
A (Lexi Nolen/Stephanie Faren): Incidence rates are high but appear to be trending downward; Boulder's immunization rates are relatively strong.

ITEM 7. Old and New Business.

Patrick Kuhnell asked the Board to be on the lookout for a committee scheduling email and to please respond with availability.

ITEM 8. Adjournment.

Board President Hinman declared the meeting adjourned at 6:58 p.m.



Signed, Lindy Hinman,

President



Signed, Alexandra (Lexi) Nolen,

Executive Director