

Boulder County Public Health 2025 Annual Report



**BOULDER COUNTY
PUBLIC HEALTH**

Opportunity for a Healthy Life

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Letter from the Director

I am honored to share the 2025 Boulder County Public Health (BCPH) Annual Report, which highlights the progress, collaboration and resilience that shaped our work throughout 2025 and continues to strengthen our community today. It acknowledges the dedication of our staff, partners and residents, whose commitment continues to guide our mission and deepen our impact. Their work and partnership reflect the values that define public health in Boulder County and the shared belief that health is a foundation for opportunity, connection and community strength.

In 2025, we navigated a challenging and fast-changing public health landscape. The end of pandemic-era funding and shifts in federal and state support placed new pressures on our agency and required us to think carefully about how to sustain essential services.

Even in this challenging environment, BCPH remained focused on delivering programs, providing mandatory services and ensuring that resources were directed where they were needed most. We strengthened governance practices, reinforced internal controls and aligned our budget with real operational needs so we can operate responsibly and transparently. These steps will ensure our work remains steady and sustainable, even if broader conditions continue to shift.

During the past year, we also advanced important changes in how we organize our work. We introduced a more unified structure that brings clarity to how our programs operate and how they support the strategic priorities that guide our mission. This approach improves coordination across the agency and strengthens our ability to respond to community needs with greater focus and alignment. It also creates a clearer path from community priorities to program activities and to the outcomes we are responsible for demonstrating. By shaping our work in this way, we are better positioned to meet immediate needs while remaining focused on long-term goals that matter to Boulder County.

Throughout 2025, we invested in planning, data systems and partnerships that strengthen accountability and help us assess progress in ways that are meaningful and measurable. These improvements support clear decision-making and ensure that our work remains grounded in the needs and experiences of the communities we serve. They also reinforce our commitment to transparency, equity and excellence across all areas of our agency.

The accomplishments highlighted in this report reflect the collective efforts of many. Partners, elected officials and community members continue to play an essential role in our success and their insight and collaboration help us better understand the health opportunities and challenges facing Boulder County. We are deeply grateful for the trust they place in us. Public health is strongest when it is shared, and our progress in 2025 reflects that shared responsibility.

Looking ahead to 2026, BCPH remains focused on building a healthier and more connected future for Boulder County. Every person in our community deserves the opportunity to live a healthy and fulfilling life, and that vision continues to guide our decisions and priorities. We invite you to explore this report, recognize the progress we made together in 2025 and join us in shaping the future of public health in Boulder County. Together, we will continue to strengthen the systems, relationships and strategies that support health, resilience and opportunity for all.

With appreciation,

A handwritten signature in dark ink, appearing to read "Lexi Nolen". The signature is fluid and cursive, with a long, sweeping underline that extends to the left.

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

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 public health agency 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 (BOCC). 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.

BCPH has served the community for 74 years. Our work has always focused on supporting vulnerable residents. Established in 1952 as the Boulder City-County Health Department, BCPH began by addressing communicable diseases, improving sanitation, and supporting families through maternal and child health services and home visiting nurses.

Public health in Boulder County

BCPH has always been a leader in public health innovation. In the 1960s, our public health nurses helped shape new models of community-based care that influenced programs nationwide. In the 1980s, the department responded to the HIV/AIDS crisis with forward-thinking harm reduction strategies, including one of the first syringe exchange programs in the US. These efforts reflected a broader shift toward prevention, education and meeting people where they are.

In the decades that followed, BCPH expanded its role to address a wide range of community health needs - from immunizations and chronic disease prevention to environmental health, emergency preparedness and behavioral health. The department increasingly focuses on addressing the social determinants of health, recognizing that where people live, work and recreate plays a critical role in overall well-being. We work to fight stigma, racism and inclusivity, and we educate the public on actions they can take to stay healthy and protect the environment.

Today, BCPH continues to evolve to meet emerging challenges, including pandemic response, climate-related health impacts and substance use. Grounded in a commitment to equity and community partnership, BCPH works to ensure that all people in Boulder County have the opportunity to for a healthy life.



The former county hospital building in 1954, two years after BCPH's founding. This building still stands at the Boulder County property at Broadway and Iris campus.

Creating a More Strategic and Sustainable Budget

In 2025, BCPH shifted from incremental budgeting to priority-based budgeting (PBB) to better adapt to rapidly changing federal, state and local financial conditions. This shift came at a critical moment, as funding across all government levels became increasingly volatile and required a budgeting model capable of quick, strategic adjustment.

Recognizing the need for a flexible, forward-looking funding model, BCPH developed and implemented a PBB framework that allows the agency to respond rapidly to financial changes while keeping resources focused on essential public health needs.

Throughout early 2025, agency leadership, staff and the BOH built a shared understanding of how PBB strengthens financial decision-making during periods of volatility. The Administration and Finance division highlighted the need for a budgeting system that can navigate variable revenues while maintaining stable public health services.

BCPH completed its first full program inventory in the spring, categorizing every service as mandated, non-mandated or infrastructure. Programs were evaluated using a standardized scorecard based on legal requirements, alignment with strategic outcomes, ability to serve disproportionately impacted populations and long-term community value.

The agency then created a detailed funding matrix to reveal the full cost of each program, including staff time, operating costs and revenue sources—insights BCPH had not previously had at this level of detail.

By early summer, divisions made recommendations based on community health priorities rather than historical spending patterns. These proposals were reviewed publicly with the BOH and BOCC, ensuring transparency and alignment with community needs.

From late July through fall 2025, BCPH implemented approved recommendations, completing its first full PBB cycle. Divisions coordinated HR and legal reviews, developed implementation plans and communicated changes internally and externally. Staff also identified process-improvement opportunities and potential revenue enhancements to strengthen future operations.

The PBB process resulted in staffing adjustments aligned with projected revenues and helped ensure financial stability in a changing funding environment, reducing public health staffing by 20% over two years. These decisions affected services and shifted strategic thinking.

In recent years, BCPH has made difficult decisions as community priorities evolved. Some programs were consolidated or transitioned as community organizations substantially expanded related services.

The growth of Rocky Mountain Equality and El Centro Amistad expanded access to LGBTQ+ and Latine youth services, allowing BCPH to redirect resources toward core public health needs rather than duplicate services already strengthened in the community.

BCPH staff also face rising demand in mandated public health programs such as restaurant and child care inspections, septic system regulation, disease surveillance, outbreak response and emergency management. Population growth and climate-related threats have increased demands on this foundational work. BCPH is evaluating ways to increase efficiency and ensure the highest-risk issues are addressed.

PBB has strengthened BCPH's governance by making the agency more adaptable to shifting financial conditions. Although this work will continue as funding and community priorities evolve, the foundation built in 2025 will guide financial and program decisions for years.

The BCPH Administration and Finance division was awarded a Significant Contribution Award from the Colorado Government Finance Officers Association for its strategic use of priority-based budgeting in shaping its 2026 budget.

Key Contributions to Public Health in Boulder County in 2025



2025 Priority-Based Budgeting Structural Changes

Foundational work and tools

- Conducted agencywide learning opportunities about PBB principles for staff, senior leadership and the BOH.
- Created BCPH's first full program inventory, categorizing each program as mandated, nonmandated or infrastructure.
- Applied a standardized program scorecard to evaluate community impact. Programs considered infrastructure were exempt because they do not directly impact the community.
- Built a detailed funding matrix identifying revenue sources and personnel and operating costs for every program.

Budget development and decision-making

- Assigned each division a reduction target for the 2026 budget.
- Evaluated reduction options and aligned decisions with community priorities.
- Reviewed all proposals in public meetings with the BOH and the BOCC.
- Monitored fall 2025 revenue assumptions to determine whether additional reductions were required.

Program and division restructuring

- Moved the Immunizations program into the Communicable Disease program.
- The Tobacco Education and Prevention Partnership and Community Substance Abuse Prevention programs were combined into a Youth Substance Use Prevention program.
- Consolidated the GENERATIONS and OASOS programs into a Youth Leadership Development and Mental Health program.
- Moved the Child Health Promotion program from Family Health to Environmental Health, aligning it with Consumer Protection.

Workforce and financial alignment

- Right-sized staffing levels to 121 FTE for 2026 to match sustainable revenue.
- Identified grant-funded positions scheduled to sunset when their grants expire, including positions tied to COVID-19-era funding.
- Adopted a funding hierarchy policy in 2025 to guide consistent allocation of costs across restricted and unrestricted funds.
- Adopted a funding allocation policy to support transparent, consistent cost assignment across grants and other revenue sources.

Operational and revenue improvements

- Identified 32 process-improvement opportunities and 23 potential revenue opportunities for further evaluation.
- Achieved \$3.8 million in savings compared with the 2025 adopted budget, without significant impacts on essential services.

Governance and long-term sustainability

- Strengthened transparency and alignment between spending and strategic priorities.
- Increased staff engagement by connecting program operations to measurable outcomes.
- Developed strategies to advocate for a more equitable share of state public health funding.

Strategically Building a Healthier and More Equitable Boulder County

[BCPH's 2024–2029 Strategic Plan](#) identifies six priorities designed to advance community well-being and strengthen the agency's internal capacity. These priorities were selected based on community needs, organizational goals, and alignment with broader county initiatives. Together, they outline how BCPH will address critical public health challenges while centering health justice and supporting disproportionately impacted populations.

Mental and Behavioral Health

Improve mental and behavioral health (MBH) in Boulder County by strengthening protective factors and building capacity to support well-being. BCPH aims to improve mental and behavioral health by strengthening protective factors and expanding community capacity. Key efforts include increasing public understanding through education and training, advocating for supportive policy, strengthening social connectedness, and securing sustainable funding for prevention and early intervention.

Climate Action and Sustainability

Enhance Boulder County communities' resilience to effectively cope with the impacts of climate change by improving public health programs, prioritizing disproportionately impacted populations, and ensuring better preparedness and protection for local environments. To build resilience against climate impacts, BCPH will advance cross-agency collaboration, develop and implement a Climate Action Plan, and ensure disproportionately impacted populations are resourced and empowered to shape climate solutions.

Emergency Preparedness, Response, and Recovery

Ensure Boulder County residents and community partners are equitably supported in emergency preparedness, response and recovery. The plan focuses on strengthening internal systems and infrastructure to support effective emergency response and ensuring community partners—especially those working with priority populations—have the resources and support needed to prepare for, respond to, and recover from emergencies equitably.

Health and Racial Equity

BCPH institutionalizes the infrastructure, knowledge, culture, and resources for staff to effectively plan and implement Health and Racial Equity (HRE) improvements in the community. BCPH will institutionalize the infrastructure, culture, and knowledge needed for staff to engage in meaningful health and racial equity work. This includes fostering an inclusive and anti-oppressive organizational culture, advancing equitable human resource practices, expanding workforce training, and ensuring policies and procedures are anti-racist and pro-equity.

Community Engagement

BCPH effectively engages with the public and community partners to create trust and to incorporate community and partner priorities into planning and interventions. To build trust and ensure community voice guides public health action, BCPH will strengthen structures that support community-led decision-making, improve engagement processes, and reinvigorate public understanding and support for public health.

Sustainability, Transparency, and Stewardship

BCPH has infrastructure, culture, and practices to support good governance through sustainability, transparency, and stewardship of resources. This priority focuses on good governance through improved administrative systems, stronger resource management, greater transparency, and investment in a thriving workforce culture. These efforts ensure BCPH has the internal foundation needed to deliver on its external commitments.

Key Work Areas

BCPH organizes its work into key work areas to align agency efforts with the 2024–2029 Strategic Plan. These work areas provide a clear structure for how programs and teams contribute to community well-being and internal capacity. By grouping related functions, they help BCPH coordinate activities, strengthen shared goals, and ensure services are delivered effectively, equitably and with accountability to Boulder County communities.

Environmental Public Health

The Environmental Public Health work area supports community well-being by addressing environmental conditions that influence health. This includes efforts that improve local environments, reduce exposure to risks, and strengthen resilience in the face of climate-related impacts. Consistent with the agency’s strategic priorities, this work emphasizes cross-agency collaboration, attention to disproportionately impacted populations, and actions that help communities prepare for and adapt to changing environmental conditions.

Emergency Preparedness, Response, and Recovery

This work area ensures that Boulder County residents and partners are equitably supported before, during and after emergencies. It focuses on strengthening internal systems and infrastructure needed for effective response, and on working with community organizations—particularly those serving priority populations—to ensure they have resources and support to prepare for, respond to and recover from emergencies.

Good Governance

The Good Governance work area advances the internal capacity necessary for BCPH to uphold its mission and meet its strategic priorities. This includes strengthening administrative systems, promoting transparency, improving stewardship of resources, and supporting a healthy and sustainable workforce culture. These efforts help ensure the agency can operate effectively and maintain accountability to the community.

Infectious Disease Prevention and Control

This work area supports community health by helping prevent and reduce the spread of infectious diseases. Its functions align with BCPH’s focus on equitable protection for residents, particularly those facing disproportionate impacts. Activities center on maintaining readiness for public health challenges, supporting community partners, and contributing to the broader system of prevention and response.

Maternal, Child, and Family Health

The Maternal, Child, and Family Health work area promotes well-being across the lifespan by supporting healthy pregnancies, child and family development and access to needed services. Its contributions reinforce BCPH’s commitment to equitable health outcomes and responsiveness to community needs, especially for populations facing barriers to health and stability.

Mental and Behavioral Health

The Mental and Behavioral Health work area supports efforts to strengthen protective factors, expand community capacity, and promote well-being across Boulder County. Its work includes increasing public understanding, supporting prevention and early intervention, fostering social connectedness, and aligning with policy and funding efforts that advance equitable mental and behavioral health outcomes.

Our Divisions and Programs

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) programs include:

- **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.
- **To the Root/A La Raiz** centers LGBTQIA+ and Latine 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 (LGBTQIA+) youth through support, advocacy and education.

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.

Strengthening Connections in a Year of Transition

In 2025, OASOS navigated major transitions, including a new program manager and shifting staff roles. The team focused on stabilizing operations and strengthening relationships as the program approached its planned June 2026 sunset.

Youth Advocating for Change remained active, meeting with legislators at Lobby Day, hosting a mental-health-focused art exhibit at the Lyons Public Library, and attending the PowerUp! leadership conference at DU.

With a school visit coordinator returning, OASOS more than doubled its engagement with St. Vrain Valley and Boulder Valley schools, supporting GSAs and club sponsors in creating safe, inclusive spaces.

The program also continued partnering with CU Boulder's Queer Endeavor and the Department of Women and Gender Studies to ensure youth perspectives informed ongoing research.

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.

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, responding to vaccine-preventable disease outbreaks and coordinating immunization outreach for underserved populations.

Emergency Management protects Boulder County residents from adverse health consequences of both unintentional (flood, wildfire) and intentional (terrorism) events.

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 before and during outbreaks and provide infection-control training to community agencies and organizations.

The Works (harm reduction) program promotes harm reduction for individuals who use drugs by providing access to overdose reversal education and medications, clean use supplies, drug testing supplies, and infectious disease testing, reducing overdose deaths and the spread of HIV, hepatitis and other communicable diseases in our community.

Expanding Safer-Use Resources Through Innovation

In 2025, the Works harm reduction program installed the state's first full-service harm reduction vending machine, marking a major step in expanding access to essential health resources for people who use substances. The initiative offers a private, low-barrier way to obtain supplies that support safer practices, reflecting an approach grounded in dignity, autonomy and practical support.

The machine provides a wide range of free harm-reduction supplies, including naloxone, fentanyl and xylazine test strips, sharps containers, safe sex supplies, wound care materials and safer-use equipment. In 2025, dispensed 143 items were dispensed to program participants. People using the machine enter a unique personal code, ensuring confidentiality and efficiently reaching individuals who might not otherwise access lifesaving materials.

The resource was funded through opioid abatement dollars awarded by the Boulder County Regional Opioid Council. Its placement at the South East Hub demonstrates the value of adapting service delivery to meet people where they are and increasing access where traditional service sites are not available.

"I'm about to celebrate 10 years clean from heroin and used the Works program often ... this program helped me stay safe, feel understood/not judged and ensured I didn't contract any diseases when I was in my active addiction. Thank you."



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.

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.

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.

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.

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, with a focus on disproportionately impacted populations.

Improving Water Safety for Domestic Well Users

Domestic wells in Colorado are not regulated for drinking water safety, presenting a public health concern for the approximately 10,000 domestic wells permitted in Boulder County.

In 2025, BCPH's Water Quality program built new capacity to support domestic well users in managing well water safety. In partnership with the Colorado School of Public Health and Colorado State University, staff conducted a survey reaching over 800 domestic well users, followed by targeted interviews to better understand common concerns and challenges. Only 8% of respondents tested their wells in the last year and 97% supported the development of resources for well users.

The team also organized a free well testing campaign that has sampled more than 225 wells for contaminants of concern and hosted a series of educational workshops focused on well stewardship and drinking water safety. Preliminary analysis of samples showed that about 45% exceeded a drinking water guideline, with issues related to bacteria and uranium being the most common concerns. This strengthened BCPH's ability to address public health challenges associated with unregulated domestic wells and lays an important groundwork for potential statewide collaboration to better support domestic well users throughout Colorado.

This amazing program was awarded a 2025 National Association of Counties (NACo) Achievement Awards in the Health category.

"My knowledge of well systems and water quality has been significantly expanded."



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.

Assisting Vulnerable Families in Boulder County

In 2025, the Nurse-Family Partnership served over 150 first-time Boulder County parents, providing evidence-based nursing support during early parenthood. The program emphasized mental health connections through Infant and Early Childhood Mental Health Consultation, while staff strengthened relationships with local health providers and social services to better coordinate care.

The IECMHC program earned a NACo award for its innovative community services. It expanded mental health knowledge for nurse home visitors and increased direct consultation for high-risk peripartum families, offering services in both English and Spanish to ensure accessible support.

The Women, Infants and Children (WIC) team assisted more than 4,000 households and over 5,000 individuals, bringing more than \$3 million in healthy food benefits to local families. Combined efforts across NFP, IECMHC, and WIC reinforced Boulder County's integrated system of support for parents and young children.

"With each visit to come, we continue building a world where no parent walks alone, no baby is left behind, and every family has a chance to rise."



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.



Reducing Stigma Through Shared Experiences

Boulder County Public Health partnered with the statewide Let's Talk Colorado initiative to launch a mental and behavioral health anti-stigma campaign that increased awareness and normalized conversations about emotional well-being called [Let's Talk Boulder County](#). The campaign emphasized positive storytelling and focused on reducing stigma and encouraging open dialogue.

Across all channels, the campaign delivered strong performance. By Dec. 31, 2025, it generated 23,462 engagements and a 2.43% engagement rate, putting it in the upper tier of nonprofit public-health benchmarks. Viewers watched at least 25 percent of the videos, indicating meaningful engagement among diverse audiences.

Additional outreach channels reinforced the campaign's reach. Display advertising generated 154,897 impressions, while influencer content from local creators produced 32,445 views and a 3.04% engagement rate. Meta ads were particularly effective among adults ages 35–64, who accounted for 77.4 percent of impressions.

Overall, people in Boulder County responded positively to the campaign's storytelling approach, reflecting a community increasingly willing to engage in open conversations about mental health.

"I wish more people understood that the struggle with mental illness can be just as invisible to the people who are struggling. I wear my mental health like a badge of honor because it has completely made me who I am."

Administration and Finance

The Administration and Finance division 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.

Strengthening Fiscal Stewardship for a Sustainable Future

For the development of the 2026 budget the agency implemented the priority-based budgeting framework advancing the agency's Sustainability, Transparency and Stewardship strategic objective by establishing and strengthening budgeting processes related to the transparent identification and allocation of resources, both funding and personnel.

The implementation of PBB included the creation of a program inventory; scoring programs based on alignment with agency strategic priorities, community impact, equity, and innovation; creation of a fiscal matrix to understand allocation of funding, specifically flexible funding; decision trees to evaluate programmatic adjustments; and feasibility testing for 32 recommended programmatic changes.

As a result of this process, the agency reduced its 2026 budget by \$3.8 million compared to 2025 aligning expenses with projected revenues and creating a fiscally sustainable future for the agency.

This work was presented at the fall Colorado Government Finance Officers Association conference in Loveland, Colorado. The CGFOA awarded the Administration and Finance Division the Significant Contribution Award for its leadership, accountability, and dedication in elevating the standards of public finance in Colorado.

This work was also recognized by the Colorado Public Health Association in its January 2026 publication of Rise Magazine.



Summary of 2025 Draft Financials

BCPH remains deeply committed to protecting and promoting the health of our community through responsible stewardship of public resources. Economic instability and changes in Federal and State funding of public health activities created significant challenges for the agency in 2025.

Total revenues in the general Fund declined by \$1.5 million compared to 2024. At the same time, salaries and benefits, which make up over 80% of total expenditures, continue to increase in a way that is consistent with Boulder County's pay practices. Priority-based budgeting allowed the agency to minimize its use of fund balance, all while continuing to provide essential public health services across the county. Below is a high-level overview of our 2025 financial results.

Ending Fund Balance

Governmental funds represent the agency's near-term inflows and outflows of spendable funds and provide a point in time indicator of BCPH's near-term financing requirements. BCPH closed the year with a balance of \$5.9 million in the General Fund, a decrease of \$1.3 million compared to 2025. Of this total, 95.7% (\$5.7 million) is unrestricted and available for general operations—providing a crucial buffer for emergencies and future investments.

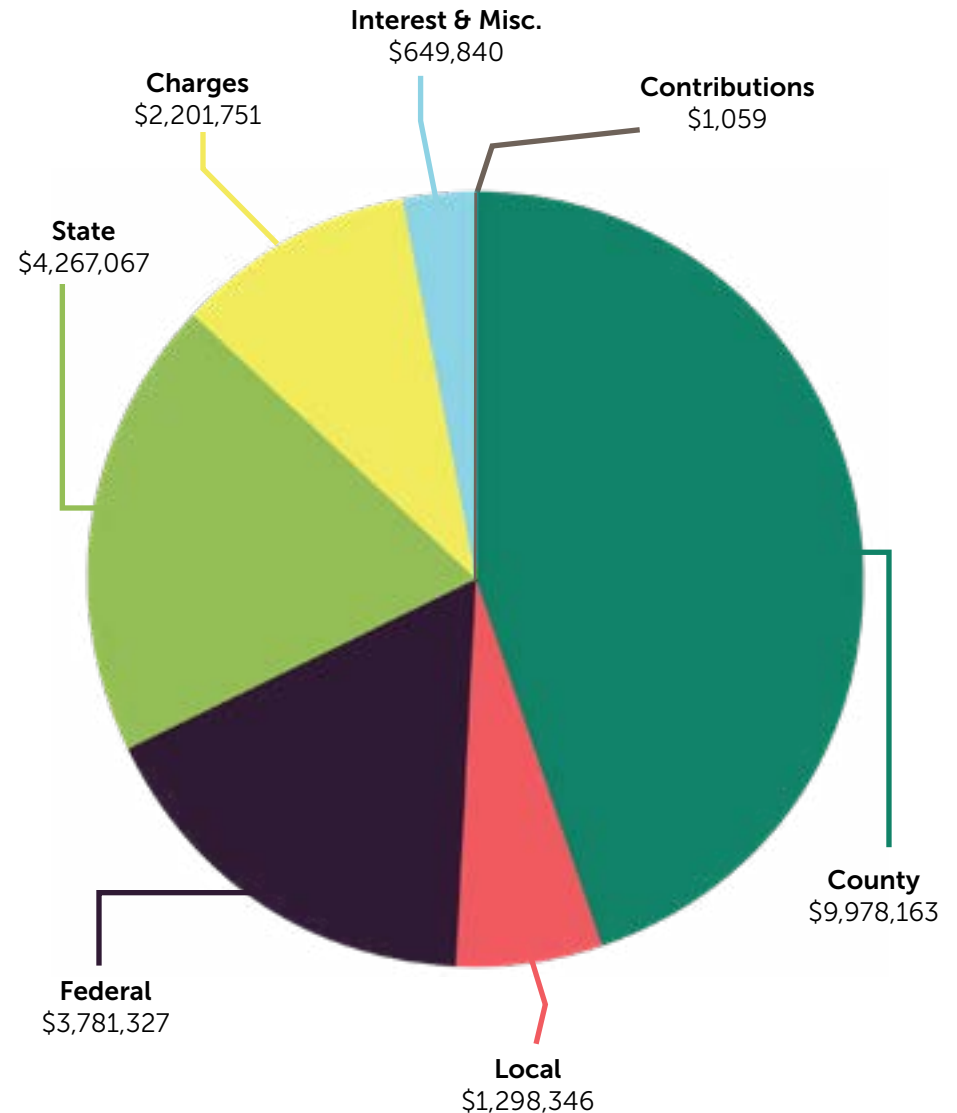
Balance Sheets – Governmental Fund – General Fund		
Dec. 31, 2025 & 2024		
Assets	2024	2025
Cash and Investments	6,978,035	5,850,414
Due from Other Governments	1,486,342	1,618,722
Other Assets	31,189	15,095
Total Assets	8,495,566	7,484,231
Liabilities		
Accounts Payable	256,553	190,242
Accrued Salaries and Benefits	324,951	224,310
Accrued Payroll Liabilities	46,553	341,773
Unearned Revenue	551,075	23,461
Total Liabilities	1,179,132	1,279,786
Total Deferred Inflows of Resources	48,672	267,479
Fund Balance		
Restricted Fund Balance	239,826	253,439
Unrestricted Fund Balance	7,027,936	5,683,528
Total Fund Balance	7,267,762	5,936,967
Total Liabilities and Fund Balance	8,495,566	7,484,232



Revenue Highlights

In 2025, BCPH generated \$22.2 million in total revenue, a \$1.5 million or 6.2% decrease compared to 2024. Most funding came from intergovernmental sources such as federal, state, and local grants, which totaled \$19.3 million. Charges for services, contributions, interest and other income made up less than 13% of the total revenues.

	2024	2025
Revenues		
Intergovernmental		
County	11,537,916	9,978,163
Local	1,377,217	1,298,346
Federal	4,118,893	3,781,327
State (Incl. Federal Pass-Through Funds)	4,194,191	4,267,067
Total Intergovernmental	21,228,217	19,324,903
Charges for Services	1,779,789	2,201,751
Contributions	861	1,059
Interest and Miscellaneous	642,598	649,840
Total Revenues	23,651,465	22,177,553
Expenditures		
General Administration	4,330,643	4,453,309
Strategic Initiatives	2,544,930	2,345,446
Family Health	3,986,267	4,452,302
Community Health	3,564,554	3,363,057
Environmental Health	6,070,061	5,996,902
Communicable Disease	3,053,769	2,897,332
Total Expenditures	23,550,224	23,508,348
Net Change in Fund Balance	101,241	(1,330,795)
Fund Balance - Beginning of Year	7,166,521	7,267,762
Fund Balance - End of Year	7,267,762	5,936,967



Expense Highlights

Total expenditures for the year were \$23.5 million, primarily supporting core public health services. Expenses for general administration and support services made up less than 20% of the agency's expenditures, in line with its approved General and Administrative rate authorized by the Colorado Department of Public Health and Environment (CDPHE).

Operational Observations

Despite structural challenges to funding public health agencies nationwide and in the State of Colorado, BCPH ended 2025 with a sound financial position. Fund Balance was used to support important core services, and staff continue to invest in process improvements to increase efficiency. 2025 expenditures were below budget by \$919,587 or 3.8%. This is primarily due to salary savings and staff's conservative approach to operational expenses. The agency continues to build upon its Priority based Budgeting work (as discussed earlier in this report) by focusing on process improvement, alignment of programs to the strategic plan, and revenue and fee analysis to support long-term sustainability.





**BOULDER COUNTY
PUBLIC HEALTH**
Opportunity for a Healthy Life