



TM/SM

# HEALTH DEPARTMENT

*Serving Crowley & Otero Counties*

**Executive Director**  
Richard Ritter

**Program Directors**  
Aaron Olivieri, Training  
Susan Workman, Nursing  
Jo Jancar, WIC  
John Miller, Business  
Dr. Janell Maier, Epidemiology  
Michael Mustain, Tobacco Control  
Su Korbitz, Environmental  
Kristin Carpenter, Communities That Care

**La Junta Office**  
13 West 3<sup>rd</sup> Street, Room 111  
La Junta, CO 81050  
Phone: (719) 383-3040

**Rocky Ford Office**  
811 South 13<sup>th</sup> Street  
Rocky Ford, CO 81067  
Phone: (719) 254-5300

**Ordway Office**  
603 Main, Courthouse Annex  
Ordway, CO 81063  
Phone: (719) 267-5247

Website: [www.oterogov.com](http://www.oterogov.com)

**OTERO COUNTY BOARD OF HEALTH MEETING  
SEPTEMBER 24<sup>th</sup>, 2019, 11:15 a.m.  
OJC STUDENT CENTER, ROOM 120  
LA JUNTA, COLORADO  
(Lunch began at 11:00 a.m.)**

**Members Present:** Dr. R.J. Nelson, Vice President  
Dr. David Trujillo  
Kelly Lotrich

**Member(s) Absent:** Dr. Paul Yoder, President and Medical Officer  
Nathan Shultz

**Ex Officio:** Richard Ritter, BOH Secretary, OCHD Executive Director  
John Hostetler, Otero County Commissioner  
Amy White-Tanabe, Otero County Administrator

**OCHD Staff:** John Miller, Business Manager  
Susan Workman, Nursing Program Director  
Mike Mustain, Tobacco Control Program Director  
Su Korbitz, Environmental Services Program Director  
Kristin Carpenter, Communities That Care Program Director

**Guest:** Brysen Anderson, Goal Academy Student and OCHD/CTC Intern

## MINUTES

1. Call to Order: A quorum being present, the meeting was called to order by R. Nelson.
2. Public Notice Posting (Pursuant to C.R.S. 25-1-509(2)(f) & C.R.S. 24-6-402 (2)(c)): The agenda was posted in the designated public locations in all OCHD offices on 9/20/2019.
3. Public Comment: There were no public comments for items not on the agenda.

#### 4. Consent Agenda

##### A. Approval of Minutes

- a. May 28<sup>th</sup>, 2019 Regular BOH Meeting

##### B. Contract Ratification (Pursuant to C.R.S. 25-1-508 (5)(k) & C.R.S. 25-1-511 (3))

- a. 2019/2020 CDPHE WIC Contract Amendment #1

- Amendment Contract Number: 20 FHLA 140885
- Purpose: CDPHE support for OCHD's WIC Program.
- Status: Partially Executed
- Term: 10/1/2019-9/30/2020
- Amount: \$168,502 (including state meeting funds)
  - ✓ Increase of \$3,848 over the previous term's amount of \$164,654.

- b. 2019-2020 CDPHE CTC Option Letter #1

- Option Letter Contract Number: 2018\*3420 Option Letter #1
- Purpose: CDPHE support for OCHD's CTC Program.
- Status: Fully Executed
- Term: 7/1/2019 – 6/30/2020
- Amount: \$187,367.00
  - ✓ No change over the previous term's amount.

- c. 2019-2020 CDPHE Division of Environmental Health and Sustainability Option Letter #1

- Option Letter Contract Number: 17 FEFA 91090 Option Letter #1
- Purpose: CDPHE direction and support (through the OPPI Contract) for OCHD's Environmental Services Program.
- Status: Fully Executed
- Term: 7/1/2019-6/30/2020

- d. 2019-2020 Healthy Communities (EPSDT) Contract Amendment #4

- Contract #: 2016000000000000021A4
- Purpose: HCPF support for OCHD's regional Healthy Communities Program.
- Status: Partially Executed
- Term: 7/1/2019-6/30/2020
- Amount: \$87,000.00
  - ✓ No change over the previous contract amount.

- e. 2019 Crowley County Public Health/Environmental Services Contract

- Purpose: Annual public health services contract with Crowley County.
- Status: Fully Executed
- Term: 1/1/2019 – 12/31/2019
- Amount: \$16,197.00 (not including CDPHE OPP funds)

- f. 2019-2020 Collaborative Management Program MOU (1451 Collaborative)

- Purpose: Fosters communication, collaboration, and cooperation between service delivery agencies.
- Status: Partially Executed
- Term: 7/1/2019-6/30/2020

- g. 2019-2020 STEPP/Baca County Public Health Department Contract for Services
  - Purpose: CDPHE support (via OCHD pass-through) for Baca County Public Health Department tobacco control program activities.
  - Status: Fully Executed
  - Term: 7/1/2019-6/30/2020
  - Amount: \$5,000.00
    - ✓ No change over the previous contract amount.
- h. 2019-2020 STEPP/Bent County Public Health Department Contract for Services
  - Purpose: CDPHE support (via OCHD pass-through) for Bent County Public Health Department tobacco control program activities.
  - Status: Fully Executed
  - Term: 7/1/2019-6/30/2020
  - Amount: \$5,000.00
    - ✓ No change over the previous contract amount.
- i. 2019-2020 STEPP/Cheyenne County Public Health Department Contract for Services
  - Purpose: CDPHE support (via OCHD pass-through) for Cheyenne County Public Health Department tobacco control program activities.
  - Status: Fully Executed
  - Term: 7/1/2019-6/30/2020
  - Amount: \$5,000.00
    - ✓ No change over the previous contract amount.
- j. 2019-2020 STEPP/Kiowa County Public Health Department Contract for Services
  - Purpose: CDPHE support (via OCHD pass-through) for Kiowa County Public Health Department tobacco control program activities.
  - Status: Fully Executed
  - Term: 7/1/2019-6/30/2020
  - Amount: \$5,000.00
    - ✓ No change over the previous contract amount.
- k. 2019-2020 STEPP/Las Animas-Huerfano District Health Department Contract for Services
  - Purpose: CDPHE support (via OCHD pass-through) for Las Animas-Huerfano District Health Department tobacco control program activities.
  - Status: Fully Executed
  - Term: 7/1/2019-6/30/2020
  - Amount: \$10,000.00
    - ✓ No change over the previous contract amount.
- l. 2019-2020 STEPP/Prowers County Public Health Department Contract for Services
  - Purpose: CDPHE support (via OCHD pass-through) for Prowers County Public Health Department tobacco control program activities.
  - Status: Fully Executed
  - Term: 7/1/2019-6/30/2020
  - Amount: \$5,000.00
    - ✓ No change over the previous contract amount.

- m. 2019-2020 CCPD AVFP & VWHS Partnership Agreement
  - Purpose: CDPHE support (via LA/HDHD & OCHD pass-through) for AVFP & VWHS CCPD activities.
  - Status: Fully Executed
  - Term: 6/1/2019-6/30/2020
  - Amount: \$8,500 each entity
- n. 2019-2022 Otero Junior College (OJC) Child Development Services (CDS) Memorandum Of Understanding (MOU)
  - Purpose: Agreement with OJC CDS to facilitate cooperation and collaboration with OCHD programs.
  - Status: Partially Executed
  - Term: 9/1/2019-8/31/2022

### C. Grants

- a. 2019-2020 CDPHE Indoor Radon Grant
  - Purpose: CDPHE support for OCHD's efforts around radon education, awareness, training, and reporting.
  - Status: Submitted, awaiting reply.
  - Term: 10/1/2019-9/30/2020
- b. CDPHE 1306 Brownfields Cleanup Plaza Block Building, City of La Junta
  - Purpose: CDPHE financial support to remediate the Plaza Block building in La Junta, if funded OCHD will serve as the fiscal administrator and possibly receive OCHD's 2019 approved indirect rate.
  - Status: Submitted, awaiting reply.
  - Note: Rebecca Goodwin approached R. Ritter and asked if OCHD would be the fiscal administrator, to which R. Ritter agreed.

D. Ratification: K. Lotrich moved to approve the consent agenda and approve/ratify the items therein, D. Trujillo seconded, motion carried.

### 5. Old Business

A. None

### 6. New Business: The following information was provided by R. Ritter:

#### A. Budget

- a. Financial Summary Report (Based upon Tyler Financial Systems reports dated 9/23/2019)
  - May 2019
    - ✓ Revenues: \$67,873.01
    - ✓ Expenditures: \$119,670.80
    - ✓ Deficit: \$51,797.79
    - ✓ Fund Balance: 1,138,920.83
  - June 2019
    - ✓ Revenues: \$93,931.03
    - ✓ Expenditures: \$153,971.46
    - ✓ Deficit: \$60,040.43
    - ✓ Fund Balance: \$1,078,880.40

- July 2019
    - ✓ Revenues: \$264,280.15
    - ✓ Expenditures: \$157,900.94
    - ✓ Surplus: \$106,379.21
    - ✓ Fund Balance: \$1,185,259.61
  - August 2019
    - ✓ Revenues: \$60,206.74
    - ✓ Expenditures: \$122,484.40
    - ✓ Deficit: \$62,277.66
    - ✓ Fund Balance: \$1,122,981.95
    - ✓ Historical August Deficits
      - 2014: \$271,531.66
      - 2015: \$130,186.37
      - 2016: \$206,678.05
      - 2017: \$146,966.56
      - 2018: \$182,944.08
      - 2019: \$189,345.21
- b. Approval of Expenditures: K. Lotrich moved to approve the May 2019, June 2019, July 2019, and August 2019 expenditures in the amounts of 119,670.80, \$153,971.46, \$157,900.94, and \$122,484.40 respectively, D. Trujillo seconded, motion carried.
- c. 2018 OCHD Fiscal Performance (based upon Tyler Financial Reports): At the end of 2017, OCHD's fund balance was \$1,248,668.74, and at the end of 2018 the fund balance was \$1,312,327.16, which represents an increase of \$63,658.42. Revenues for 2018 amounted to \$ 1,506,856.30, and 2018 expenditures were \$ 1,443,197.88. OCHD received 98.24% of its budgeted revenues, and expended 94.09% of its budgeted expenditures.
- d. Fund Balance Importance: The fiscal reserves of the fund balance are critical funds that are used in times of necessity and after use should eventually be replenished to a sufficient level dictated by generally accepted financial/accounting principles. They serve as a protection by covering deficits caused by lost funding, unexpected expense, leadership transition, etc. Fund balances are required by C.R.S. 29-1-103 (2) if an adopted budget shows expenditures exceeding revenues. Regarding reserves in a fund balance, three important questions should be considered:
- Liquidity: Does the organization have adequate cash to meet its month-to-month operating needs?
  - Adaptability: Does the organization have flexible funds that allow for adjustments, growth, and change?
  - Durability: Does the organization have access to funds to address a variety of future needs to deliver its mission over the long-term?
  - Regarding its ability to respond to the projected deficits, OCHD is in good financial shape. During the last 19 years OCHD has been deliberately building its fund balance to withstand financial tempests. In July 2000 (the month before R. Ritter was employed as executive director) OCHD reserves amounted to

\$104,699. The approved budget for that year was \$837,237. The reserves at that time amounted to 12.5%. In fact, for one month during these fiscally troublesome times OCHD literally went bankrupt, with an approximate -\$6,000 fund balance. At the September 2000 staff meeting, R. Ritter devoted most of the meeting to the budget and the dire necessity for staff to work together to build the fund balance. Subsequent staff meetings always had (and continue to have) a budget component. OCHD staff answered the call, and today the department is well positioned financially.

- “Trigger Point”: From the 3/26/2013 BOH Meeting, “R. Ritter has identified the “trigger point” to consider staff and operational adjustments, and that point is when the fund balance reaches or is approaching 25% of the operating budget at the end of a calendar year without a balanced budget or surplus identified for the subsequent year(s).”
- e. Fund Balance Multi-Year Perspective 2001-2018: At the beginning of 2001, the fund balance was \$181,723.74. At the end of 2018, the fund balance was \$1,312,327.16, which is approximately 7.22 times the beginning amount in 2001.
- f. Fund Balance Recommended Amounts: Good financial principals dictate having between 3 to 6 months (25%-50%) of the operating budget in the fund balance. OCHD’s proposed operating budget (Version 2) for 2020 is \$1,536,172. 25% of this amount is \$384,043, and 50% is \$768,086. OCHD fund balance as of 1/1/2019 was \$1,312,327, which is 85.43% (or 10.25 months) of the proposed 2020 operating budget.
- g. 2019/2020 OCHD Budget Approval and Adoption (ACTION ITEM)
  - Version 2019.2020.02
    - ✓ Overview
      - 2019 BUDGET ESTIMATE
        - REVENUE ESTIMATE: \$1,565,597
        - EXPENDITURE ESTIMATE: \$1,572,471
        - DEFICIT ESTIMATE: \$6,874
      - 2020 BUDGET REQUEST
        - REVENUE REQUEST: \$1,517,151
        - EXPENDITURE REQUEST: \$1,536,172
        - DEFICIT ESTIMATE: \$19,021
    - ✓ Notes
      - Potential Deficit (Taken from the 7/31/2018 BOH Meeting): “Due to the volatile nature of public health funding, there is always the possibility that OCHD will realize a deficit of expenditures over revenues at the end of a fiscal year... R. Ritter did a projection of the OCHD 2018/2019 budget without the LAHDHD CCPD grant subsidy, and deficits appeared for both 2018 and 2019. This highlights the criticality of taking advantage of appropriate funding streams when they appear and of maintaining a healthy fund balance to support the most important part of the agency, the staff.”

- Deficit Offset: OCHD's fund balance, it is R. Ritter's intention to use these reserves to support staff and operations during 2019 & 2020. C.R.S. 29-1-103(2) states "No budget adopted pursuant to this section shall provide for expenditures in excess of available revenues and beginning fund balances." The foregoing applies to local government budgets, including OCHD's. Thus, deficits are allowed if there are reserves sufficient to cover them in addition to projected revenues.
- Response to 2019 & 2020 Deficits
  - No RIF Planned: Based upon the projection that at the end of 2020 OCHD will have an estimated 83.74% of its 2020 operating budget in its fund balance, R. Ritter does not intend any Reduction in Force (RIF) through the end of 2020.
  - Discretionary reductions: R. Ritter will continue to encourage staff to cut costs where possible (i.e., non-subsidized travel, meetings, conferences, trainings, etc.).
- Unanticipated Budget Stressors
  - RHC Program Discontinuance: Effective 7/1/2019, the federal government discontinued funding the Regional Health Connector (RHC) Program statewide. This loss of subsidy amounts to approximately \$100,000 annually. This program supported Cassandra Wyckoff. In response to this loss, R. Ritter will move C. Wyckoff into .50 FTE CCPD (partnership development, and moving S. Ramsay to .5 FTE CCPD clinical) and .50 FTE STEPP filling the vacancy left by Donna Starck. These FTE allotments are subject to change based upon necessity. From the 7/31/2018 BOH meeting: "Potential Lost Revenue Source: The RHC Program's contract is effective through May 2019. While federal funding sources past this time are actively being pursued at both the state and local levels, at this time they have not been secured. In the 2019 budget, R. Ritter did budget full support for the RHC Program through 2019 as this scenario has happened in the past and funding has been secured. If this funding does not materialize, R. Ritter's plan is to transition C. Rogers into another position..."
  - Salary Survey Increases: The Otero County Government salary survey recommended moving staff currently under market value to market, which was done. Salary survey increases were given to four staff to bring them to market value.
  - Health Insurance: One staff member took single in 12/2018, was not budgeted in 2018 for 2019; another staff member took family (from single) in 1/2019, was not budgeted for in 2018 for 2019.
- Effective 7/1/2019, Bent County inclusion in OCHD STEPP, which increased this revenue line by approximately \$30,000.

- Potential 2020 Supplemental Budget Request: Since there are identified deficits and no surpluses, R. Ritter did not budget a contingency expense line item. This line item has been used to offset surpluses for the last several years, and can act as a "pad" against unanticipated expenses. R. Ritter did not artificially inflate (pad) the expenditure figures, and with no contingency, and given the volatile nature of PH budgeting, it is a possibility that R. Ritter will need to make a 2020 supplemental budget request during the last quarter of 2020.
  - Per Otero County Government instructions on 7/31/2019: 0% health insurance increase, a \$50/month COLA increase.
  - R. Ritter e-mailed the budget packet (Version 2) to members of the Otero County Board of Health (copied to Otero County Commissioners and J. Miller) on 8/28/2019.
  - R. Ritter attended a county budget meeting with county officials on 7/31/2019.
  - R. Ritter met with the Otero Board of County Commissioners and Amy Tanabe on 9/10/2019 for OCHD's budget hearing, and no objections nor concerns were noted.
  - Part Time staff were either raised to Colorado's minimum wage rate for 2020 or were given a .29/hour raise, commensurate with full time COLA. ( $\$50/\text{month} * 12\text{month} / 2080\text{ hours} = .29/\text{hour}$  increase).
  - Subsequent Versions: Subsequent versions of the 2019/2020 Budget may be necessary before final approval and adoption of the Otero County Government budget in December.
  - Perspective Check: On the OCHD 2000/2001 Budget Approval Form, at the end of 2001, it was projected that OCHD fund balance would only be 11.04% of its approved operating budget for 2001. This can be compared to the projection (in the "Overview & Notes" tab of the budget spreadsheet) that at the end of 2020 OCHD will have an estimated 83.74% of its 2020 operating budget in its fund balance.
- ✓ Approval/Adoption: D. Trujillo moved to approve/adopt the budget as presented above, K. Lotrich seconded, motion carried.

#### B. Personnel

- a. Mike Mustain Retirement: Mr. Mustain is retiring from OCHD. He has served in Tobacco Control Program since 7/1/2013, and as its director since 8/18/2014. His last day will be 10/3/2019. He will be sorely missed, and OCHD and the BOH thanked him for a job very well done and wished him all the best!
- b. Donna Starck, Tobacco Control Program Director: R. Ritter has selected Mrs. Starck to replace M. Mustain as OCHD's regional Tobacco Control Program Director. This transition will be effective 10/4/2019. Mrs. Starck has been with OCHD since 2006, working in the Tobacco Control Program, EPR Program, CHAPS, and special projects. Donna was promoted to STEPP Program Director in 2010. She then moved to Johnstown, Colorado and assumed a Community Health Specialist position (working in/with STEPP, EPR, PPHR, CHAPS) by



virtue of a contract in 2011 that has remain in effect uninterrupted. R. Ritter met with the Otero County Commissioners on 8/26/2019, and they had absolutely no objections to allowing D. Starck to work remotely from her home in Johnstown as a full-time employee. OCHD is pleased to continue its professional relationship with Mrs. Starck!

- C. Otero County Government Positive Work Climate: The OBOCC and Administrator Amy White-Tanabe are working very intentionally to cultivate a positive work environment that supports Otero County Government staff and programs. In R. Ritter's 19 years in the job these are the most profound, positive changes he has seen, and staff have noted and appreciated them. Two examples of this include the adoption of flex work time and the recent salary survey that raised under-market staff to market.
- D. Executive Director Responsibilities Review: The following OCHD Executive Director responsibilities review reflect current job duty apportionments and are subject to change at any time based upon available subsidies, contractual obligations, etc.
  - a. Direct Responsibilities
    - Child Fatality Prevention System (CFPS) Chair and Coordinator
    - South East Colorado Worksite Wellness Initiative (SECWWI) Coordinator
    - South East Medical Reserve Corps (MRC) Coordinator
    - South East Healthcare Coalition (SEHC) Chair and Coordinator
    - Grant Writing
    - Grant Coordination
    - Emergency Preparedness & Response (EPR) Coordinator
      - ✓ EPR Local Contract Deliverables
      - ✓ Emergency Support Function (ESF) 8 Lead
      - ✓ Health Alert Network (HAN) Coordinator
      - ✓ South East Region's Regional Transfer Point (RTP) Oversight
      - ✓ National Incident Management System (NIMS) Command Staff Responsibilities
      - ✓ Public Information Officer (PIO)/Spokesperson
    - Administration/Governance (Pursuant to C.R.S. 25-1-509 & 6 CCR 1014-7)
      - ✓ Staff & Client/Customer Safety
      - ✓ Custodian of Agency Property & Records
      - ✓ Otero County Registrar of Vital Statistics
      - ✓ HIPAA Oversight
      - ✓ Budget/Finance
      - ✓ Risk Management
      - ✓ Board Of Health (BOH) Secretary
      - ✓ Facilities/Offices
      - ✓ Information Technology
      - ✓ Legal/Law
      - ✓ Contract/Agreement Signatory & Management
      - ✓ Resource Management
      - ✓ Assurance
      - ✓ Assessment

- ✓ Policy Development and Implementation (Internal & External)
  - ✓ Partnerships (Intra & Inter Jurisdictional), i.e. Board of Director, Committee, Workgroup Memberships; Regional Programs; Educational Intern, Practicum Coordination; Local Public Health Agency (LPHA) Consultations, etc.
- b. Indirect Responsibilities (Supervisory)
- Administration/Governance (Programs & Staff, C.R.S. 25-1-509 & 6 CCR 1014-7)
    - ✓ Environmental Services
    - ✓ Business Management
    - ✓ Vital Records
    - ✓ EPR Regional
    - ✓ Nursing
    - ✓ Tobacco Control
    - ✓ WIC
    - ✓ CTC

E. Addendum/Addenda: None

7. Program Reports

A. Public Health Training, Rick Ritter for Aaron Olivieri: General Information.

B. Nursing, Susan Workman: General Information.

C. Tobacco Control, Mike Mustain: General Information.

D. Environmental Services, Su Korbitz: General Information.

E. DCEP, Dr. Janell Maier: No report.

F. EPR, Rick Ritter: General Information.

G. Vital Statistics, John Miller: No report.

H. WIC, Rick Ritter: No report.

I. CTC, Kristin Carpenter: General Information.

8. Executive Session: R. Ritter requested an executive session with the BOH Members regarding personnel, specifically the BOH's annual evaluation of the executive director. C.R.S. 24-6-402 (4)(f)(I) was cited as the statute authorizing the executive session. K. Lotrich moved to convene into executive session D. Trujillo seconded, motion carried. The BOH and R. Ritter then moved into executive session, which was recorded.

9. Reconvene: The BOH reconvened into regular session.

10. Executive Director's Annual Evaluation: D. Trujillo made a motion that, over the course of the previous year, R. Ritter's performance as executive director has exceeded expectations and the BOH congratulated him on a job well done. Furthermore, R. Ritter should be given a \$3,000 annual increase to his current base salary. Said increase would go into effect August 1<sup>st</sup>, 2019. K. Lotrich seconded, motion carried. R. Ritter expressed appreciation for his continued employment and for the generous compensation increase.

11. Adjournment: With no further business, R. Nelson adjourned the meeting.

Respectfully Submitted,

A handwritten signature in blue ink, appearing to read 'Richard Ritter', is written over a horizontal line.

Richard Ritter  
Secretary, Otero County Board of Health  
Executive Director, Otero County Health Department