



Chelan-Douglas Health District

200 Valley Mall Parkway, East Wenatchee, WA 98802

Preliminary Board of Health Meeting Agenda
December 18, 2023 at 3:00 pm at the Douglas County Public
Services Building, Hearing Room, 140 19th St. NW, East
Wenatchee

This Board meeting will be a hybrid of in person and online. Participants can attend via computer, phone or in person. Meeting attendance instructions are posted on the landing page of cdhd.wa.gov

I. General Business:

- a. Call Meeting to Order- Roll Call
- b. Approval of the Agenda

II. Executive Session: RCW 42.30.110 (1)(i) Potential Litigation

III. Public Comment (20 Minutes):

- a. *CDHD is providing opportunities for public comment in person, remotely, or by submitting written comment. The Chair will ask if there are any citizens wishing to address the Board. When recognized, please step up to the microphone (or unmute your screen), state your name and the county jurisdiction you reside in. The Chair will direct Citizen comments to two to three minutes each.*

IV. Consent Agenda:

- a. Approval of the November 20, 2023 Board Meeting Minutes
- b. Approval of November Payroll in the amount of \$299,706.68
- c. Approval of November Benefits in the amount of \$99,400.84
- d. Approval of Payment of 2023 Vouchers No.20230770-20230840 in the amount of \$161,493.57

V. New Business:

- a. 2024 Board Chair and Vice Chair Selection (Action Item)

VI. Old Business:

- a. 2024 Budget Review
- b. CDHD Budget Reserve Policy

VII. Reports:

- a. Admin Brief- All Program Reports will be Moved to the January Board Meeting Under the Fourth Quarter Reports

VIII. Board Discussion (if time allows):

- a. Present After-Action Review Work Group Recommendations for consideration of adoption by the board.

IX. Adjournment



Chelan-Douglas Health District

200 Valley Mall Parkway, East Wenatchee, WA 98802

Chelan-Douglas Health District Board of Health Regular Meeting Minutes – November 20, 2023

Board Members Present (quorum):

Marc Straub, Chair (4)
Kevin Overbay (1)
Shon Smith (2)
Michael Peterson (Alternate 7)
Alma Chacon (9)
Joseph Hunter (11)

Jerrilea Crawford, Vice Chair (5)
Dan Sutton (3)
Sharon Waters (6)
Bindu Nayak (8)
Bill Sullivan (10)

Board Members Absent:

Marissa Smith

Non-Voting Alternate Board Members Present:

Maria Hansen (7)

Carin Smith (9)

Staff Present:

Diane Forhan, Operations Director
Mariana Fletcher, Environmental Health Director
Cari Hammond, Community and Family Health Director
Dr. James Wallace, Interim Health Officer
Peter Williams, CD/Epi Director

Kent Sisson, EPR Director
Kristen Hosey, Deputy Director
Hollie Casey, Clerk of the Board
Chuck Zimmerman, CDHD Attorney

Public Present –

The meeting was held in person and via zoom and phone conferencing with members of the public attending and listening to the meeting.

Meeting –

Chair Marc Straub called the meeting to order at 3:01 PM and requested the Board Clerk to take attendance.

Approval of Agenda – (2:20)

Kevin Overbay moved to approve the agenda as presented. Dan Sutton seconded the motion and the motion passed unanimously.

Public Comment – (2:48)

Chair Marc Straub explained that 20 minutes has been set aside for public comment and asked for those present in person and via Zoom who wanted to speak during public comment to identify themselves. Once Chair Straub identified the number of members of the public that wanted to speak, he allotted three minutes to each presenter.

- Laurie Buhler of Douglas County, Darlene Crum of Douglas County, Kim Darlington of Douglas County, Lisa Templeton of King County, and Jordan Sanford of Chelan County each shared their concerns about the COVID vaccines.

Consent Agenda – (18:05)

- Approval of the October 16, 2023 Board Meeting Minutes
- Approval of September Payroll in the amount of \$287,774.70
- Approval of September Benefits in the amount of \$97,734.03
- Approval of Payment of 2023 Vouchers No. 20230681-20230769 in the amount of \$177,500.01
- Approval of the Contract Matrix

There was a Board discussion following the review of the Consent Agenda. The content of the Contract Matrix was discussed, and in that, removed from the motion to approve the Consent Agenda, and move forward with approving items a. through d. to allow separate voting on the Contract Matrix.

Kevin Overbay moved to approve the Consent Agenda of items a.– d. Dan Sutton seconded, and the motion passed.

After Board discussion regarding item e., Jerrilea Crawford moved to approve item e. Approval of the Contract Matrix, with the addition of contract Pollution Prevention Assistance and the amendment of the date on the contract COVID19 VACCINES. Alma Chacon seconded the motion. The motion carried with two votes against (Smith and Sullivan), and one abstention (Sutton).

New Business- (44:27)

- New Vehicle Purchase (44:31)

Health Administrator, Luke Davies, explained that the District is running into a challenge with ordering vehicles from the state contract. Diane Forhan, Fiscal Director, stated that the District went locally and collected quotes for vehicles from dealerships, but didn't find anything that fit into the budget. Diane gave the Board a handout with a revised cash reconciliation and explained that the District will use the state contract for a Ford Maverick and Explorer and came up with a total of about \$77,342. The 2012 Ford Escape will be sold at auction and the District expects to get about \$5-6,000 to replenish some of the funds used for the new vehicle purchases. Board discussion followed.

Dan Sutton moved to approve the New Vehicle Purchase of a Ford Maverick and a Ford Explorer through the state contract for a total cost of about \$77,342. Joseph Hunter seconded the motion, and the motion passed unanimously.

Old Business – (48:47)

a. Capital Improvements for the Building (48:49)

Luke Davies, Health Administrator, explained to the Board that the renovations have been focused on areas of the highest needs, such as office working spaces, bathrooms for ADA compliance, windows, communication reader boards, and general office space updates that came to approximately \$2,764,046. The ARPA funding that the District received from both counties was approximately \$1,064,000. Luke requested the Board authorize staff to use reserve funds of about \$560,000 to add to the ARPA funding to complete the building construction necessities. The Board asked about the District Reserve Policy. Diane Forhan, Fiscal Director, and Luke Davies stated that they will prepare a policy for Board review. The Board discussed completing a project in phases.

Kevin Overbay moved to approve utilizing the ARPA funding of \$1,057,581 to begin the first phase of remodel. Joseph Hunter seconded the motion, and the motion passed unanimously.

b. 2024 Preliminary Budget (1:13:53)

Diane Forhan, Fiscal Director reviewed the 2024 budget along with the District Staff organizational chart to review vacant staff positions per the Board request from a previous meeting. Additional budget discussion will occur at the December BOH meeting. Board discussion followed.

Reports -- (1:19:10)

Health Officer Report

Dr. James Wallace, Interim Health Officer (1:19:19)

Dr. James Wallace, Interim Health Officer, explained that he will review the COVID and RSV preparedness. There are a few notifiable conditions (Q Fever and Candida auris) that Dr. Wallace will review as well. Dr. Wallace compared the previous and current year RSV numbers as well as the national trend. The ER data on a national level shows comparables of COVID, RSV, and influenza from October of 2022 through the current month. Influenza is low so far but is beginning to increase. RSV is beginning to increase in Washington State but has had a delay in start this year. North Central Washington is lower in the trend of illness in comparison to state-wide numbers. Dr. Wallace reviewed the respiratory illness epidemic thresholds reviewing historic numbers using methodology, regional variation, and anticipation of regional thresholds with local health jurisdiction data. There is a shortage of the RSV vaccine for infants, but there is another vaccine that can be introduced during pregnancy, as well as lowering the age range down to less than 6 months of age in some instances. Q Fever is a notifiable condition caused by a bacteria called coxiella brunetii and is common in sheep, cattle, and goats and can affect those if it is inhaled. Up to 50% of cases are asymptomatic with a 2% mortality rate. It can worsen into an acute febrile illness, pneumonia, hepatitis, pericarditis, myocarditis, and cholecystitis. The mortality rate jumps as high as 65% with chronic conditions and in pregnant women, can even cause still birth and miscarriage. People that work with livestock or veterinarians are a few that are subject to Q Fever as

well as the elderly. The other notifiable condition Dr. Wallace covered is Canadida auris that is a yeast/fungus that is found on the skin and causes infection when it comes in contact with an open wound and enters the blood stream. Candida auris is a problem due to the fact that it causes serious infections in the bloodstream that can lead to death, it can be resistant to medication, it is becoming more common, and it is difficult to identify and can spread through hospital and nursing homes. Board discussion followed.

Administrator Report – (1:52:33)

Luke Davies, Health Administrator (1:52:35)

Luke Davies, the Health Administrator, presented an overview of the District program reports as well as the Administrator’s report that was provided in the Board packet. Board discussion followed.

Board Discussion — (2:01:15)

Chair, Marc Straub expressed thanks to the After-Action Review Sub-Committee: Dan Sutton, Kevin Overbay, Bindu Nayak, Alma Chacon and Marissa Smith. Chair Straub also pointed out that Position 8 was posted and received multiple applications which the Boards of County Commissioners of each county will be reviewing. Chair Straub also mentioned the reappointment of Positions 7 and 9 as well as their Alternates.

The Chair then asked how the Board would like to move forward with the earlier discussed District Reserve Policy. Following discussion, the Board consensus was for the Board Chair, Vice Chair, the Health District Administrator, and Diane Forhan, Fiscal Director, to prepare a policy for Board consideration.

Chair Marc Straub declared the meeting adjourned at 5:10PM.

Marc Straub, Board Chair

Hollie Casey, Clerk of the Board

Chelan-Douglas Health District
 Payroll 11-22-23 for pay period 11-01 to 11-15-23

Gross Pay	152,173.97
Benefits	51,155.07
 Total Payroll Cost	 <u>203,329.04</u>
 Net Pay	 112,164.23
Due to IRS	36,730.67
Due to ESD - SUTA	696.30
Due to ESD - WAFMLA	1,217.43
Due to ESD - WACares Fund	800.29
Due to L&I	1,782.91
Due to DRS for PERS	23,125.59
Due to DRS for DCP	694.62
Due to PEBB	24,594.25
Due to AFLAC	339.31
Due to Health Equity FSA	241.66
Due to Health Equity H.S.A	105.00
Due to Garnishment	-
Due to Union	836.78
 Total Payroll Expenses	 <u>203,329.04</u>

I, the undersigned, do hereby certify under penalty of perjury, that the services rendered or the labor performed as described herein and that the \$152,173.97 in salaries and the \$51,155.07 in benefits are just, true and unpaid obligations against Chelan-Douglas Health District, and that I am authorized to authenticate and certify to such claim

Quani Forhan
 Signed

11/17/23
 Date

Chelan-Douglas Health District
Payroll 12-08-23 for pay period 11-16 to 11-30-23

Gross Pay	147,532.71
Benefits	48,245.77
Total Payroll Cost	<u>195,778.48</u>
Net Pay	108,706.18
Due to IRS	35,575.05
Due to ESD - SUTA	651.04
Due to ESD - WAFMLA	1,180.20
Due to ESD - WACares Fund	786.57
Due to L&I	1,646.64
Due to DRS for PERS	22,416.42
Due to DRS for DCP	694.62
Due to PEBB	22,627.65
Due to AFLAC	339.31
Due to Health Equity FSA	241.66
Due to Health Equity H.S.A	105.00
Due to Garnishment	-
Due to Union	808.14
Total Payroll Expenses	<u>195,778.48</u>

I, the undersigned, do hereby certify under penalty of perjury, that the services rendered or the labor performed as described herein and that the \$147,532.71 in salaries and the \$48,245.77 in benefits are just, true and unpaid obligations against Chelan-Douglas Health District, and that I am authorized to authenticate and certify to such claim



Signed

12/5/2023
Date

We, the Administrator and President of the Board of the Chelan-Douglas Health District , do hereby certify that the merchandise or services hereinafter specified have been received and that vouchers **No. 20230770** through **No. 20230787** are approved for payment in the amount of \$27,118.85 this 18 day of December, 2023.

Administrator

President of the Board of Health

Voucher Number	Claimant		Description	Amount
20230770	4Imprint, Inc.	15	Outreach Supplies	\$ 2,495.47
20230771	ADP, Inc.	16	ADP Fees	\$ 3,616.68
20230772	Amazon Capital Services	15/16	Field and Office Supplies	\$ 383.36
20230773	Express Employment Professionals	16	Employment Services	\$ 2,339.14
20230774	Fed Ex	51	Postage	\$ 8.72
20230775	Grant County Health District	16	Tops Leadership Training Expense	\$ 5,250.00
20230776	InPrint Printing	41/16	Field and Office Supplies Expense	\$ 927.68
20230777	Lamar Companies	15	Advertising Expense	\$ 1,365.00
20230778	Lieurance, Lexy	12	Per Diem Reimbursement	\$ 125.00
20230779	Local Tel Communications	16	Phone Expense	\$ 964.05
20230780	Muro, Julian	12	Per Diem Reimbursement	\$ 125.00
20230781	Nurse-Family Partnership	63	Supervisor Replacement Consultation	\$ 3,566.00
20230782	ODP Business Solutions, LLC	16	Office Supplies	\$ 58.76
20230783	Ricoh USA, Inc.	16/40	Copier Lease & Equipment Services	\$ 4,157.53
20230784	Schmitt Electric	16	Troubleshoot Lighting Expense	\$ 1,012.17
20230785	Staples Advantage	16	Janitorial Supplies	\$ 392.29
20230786	SteriCycle, Inc.	12-2/83	Hazardous Drug Disposal	\$ 50.00
20230787	Taylor Technologies	42	Field Supplies Expense	\$ 282.00
				\$ 27,118.85

We, the Administrator and President of the Board of the Chelan-Douglas Health District , do hereby certify that the merchandise or services hereinafter specified have been received and that vouchers **No. 20230788** through **No. 20230803** are approved for payment in the amount of \$24094.45 this 18 day of December, 2023.

Administrator

President of the Board of Health

Voucher Number	Claimant		Description	Amount
20230788	Amazon Capital Services	16/82/20	Office Supplies Expense	\$ 293.14
20230789	Davies, Luke	16	Per Diem and Mileage Expense Reimbursement	\$ 341.43
20230790	Douglas Sewer Dist #1	16	Utilities	\$ 369.57
20230791	East Wenatchee Water District	16	Water Utility Services and Fire Line Connection	\$ 295.00
20230792	Empire Record Management, Inc.	16	Storage Lease Agreement for February	\$ 795.00
20230793	Go USA	16	Apparel Expense	\$ 5,567.52
20230794	Mendoza, Ariana	12	Per Diem Expense Reimbursement	\$ 125.00
20230795	Muro, Julian	12	Per Diem Expense Reimbursement	\$ 66.00
20230796	Pitney Bowes	16	Postage Supplies and Fee Expense	\$ 111.03
20230797	Pitney Bowes - Reserve Account	16	Postage Replenish	\$ 500.00
20230798	Pure Water Partners	16	Monthly Water Dispenser	\$ 192.07
20230799	Sound Telecom	12	Answering Services	\$ 159.88
20230800	The 100 Building LLC	16	Monthly Rent and Utilities	\$ 2,739.00
20230801	Towsquare Media Inc.	62/20/40/21	Radio Advertising	\$ 2,016.00
20230802	Verizon	Misc.	Phone Expense	\$ 2,145.32
20230803	Visa	Misc	Supplies, Lodging, Fuel, Dues and Other Expenditures	\$ 8,378.49
				\$ 24,094.45

We, the Administrator and President of the Board of the Chelan-Douglas Health District , do hereby certify that the merchandise or services hereinafter specified have been received and that vouchers **No. 20230804** through **No. 20230816** are approved for payment in the amount of \$22,054.90 this 18 day of December, 2023.

Administrator

President of the Board of Health

Voucher Number	Claimant		Description	Amount
20230804	Alpha Media	83/40	Radio Advertising Expense	\$ 680.00
20230805	Amazon Capital Services	16	Janitorial Supplies	\$ 164.70
20230806	CDW Government	16	HP Elite Book	\$ 3,152.59
20230807	Fastenal Company	16	Ice Melt	\$ 256.06
20230808	Firefly	16	Technology Services Management	\$ 8,788.50
20230809	Health Equity	16	Healthcare Benefit November 2023	\$ 129.20
20230810	InPrint Printing	44	Inspection and Complaint Forms	\$ 960.23
20230811	ODP Business Solutions, LLC	16	Office Supplies	\$ 34.95
20230812	Ogden, Murphy, Wallace	16	Legal Services October	\$ 5,574.90
20230813	Omar Construction LLC	16	Blew Out Water Lines	\$ 238.26
20230814	Visa	16/15	Monthly Wireless Alarm Monitoring and Travel Expenses	\$ 583.98
20230815	Wenatchee Valley College	16	Facility Use for Conference 11/07/23 and 10/23/23	\$ 1,123.46
20230816	Young, Katherine	63	Per Diem and Transportation Fees	\$ 368.07
				\$ 22,054.90

We, the Administrator and President of the Board of the Chelan-Douglas Health District, do hereby certify that the merchandise or services hereinafter specified have been received and that vouchers **No. 20230817** through **No. 20230840** are approved for payment in the amount of \$88,225.37 this 18 day of December, 2023.

Administrator

President of the Board of Health

Voucher Number	Claimant		Description	Amount
20230817	Ag Supply	16	Gas Expense, Supplies for Repairs, and Hardware	\$ 845.32
20230818	Alpha Media	21/40/16	Radio Advertising Expense	\$ 680.00
20230819	Amazon Capital Services	21	Office Supplies	\$ 19.46
20230820	Bear Signs & Embroidery LLC	16	Logo Lettering Embroidery for Scrubs	\$ 353.82
20230821	Caballero, Adelaida	15	Travel Per Diem	\$ 181.00
20230822	Dickey, Brian	45	Office Supplies Expense Reimbursement	\$ 31.51
20230823	Douglas County PUD #1	16	Utilities	\$ 470.00
20230824	Elizabeth Walker Consulting	70	Contracted Work with CDHD/Region 7 Health Care Alliance September and October	\$ 24,000.00
20230825	Haglund's Trophies	16	Nameplates	\$ 48.43
20230826	iHealth Labs Inc.	12	Covid-19 Antigen Rapid Test	\$ 41,719.40
20230827	Lieurance, Lexy	12-1	Travel Per Diem	\$ 62.00
20230828	Local-Tel Communications	16	Replaced Failed SG220T1 Switch and Labor	\$ 320.08
20230829	Mendoza, Ariana	12-1	Travel Per Diem	\$ 62.00
20230830	Mouret, Sean	12	Regional Public Health School Nurse Liaison For November	\$ 6,168.00
20230831	Nurse-Family Partnership	63	Education Fee	\$ 2,706.00
20230832	O'Daffer, Elizabeth	41	REHS Application and Membership Fees	\$ 455.00
20230833	Pamatz, Miriam	15	Travel Per Diem	\$ 159.00
20230834	Pure Water Partners	16	Monthly Water Dispenser Expense for 100th Building	\$ 64.02
20230835	Shai Creates, LLC	15	Website Accessibility	\$ 3,000.00
20230836	Tip Top Landscaping, LLC	16	Snow Removal	\$ 135.50
20230837	TK Elevator Corporation	16	Quarterly Maintenance	\$ 1,081.50
20230838	Visa	Misc.	Conference Fees, School Program Supplies, Meeting Supplies and Other Expenditures	\$ 5,122.60
20230839	Wenatchee Valley College	16	Facility Use Fee	\$ 243.73
20230840	Young Innovations	82	ABCD Supplies	\$ 297.00
				\$ 88,225.37

**Chelan-Douglas Health District
2024 Budget
12/18/2023**

Description	Total
Est Beginning Cash Balance 1-1-24	4,100,000
Less ARPA Reserves for Building Remodel (includes est. interest earned)	(985,904)
Less Vehicle Purchase (1 Ford Maverick, 1 Ford Explorer)	(77,342)
Less District's contribution to Capital Improvements	(551,175)
Less Cash Reserves	<u>(2,000,000)</u>
Carryover from 2023	485,579
Program Revenue	7,628,866
Program Expenses	<u>(7,918,492)</u>
12-31-2024 Surplus	195,953

**Chelan-Douglas Health District
2024 Budget
12/18/2023**

Description	2024 Preliminary 11/20/2023	2023 Revised Budget
Beginning Balance	485,579	
Revenue		
Permits		
640.001.32120.00.000 - HEALTH - BUSINESS LICENSES AND PERMITS	634,904	648,585
640.001.32210.00.000 - BUILDINGS, STRUCTURES AND EQUIPMENT PERMITS	436,276	438,700
Federal Grants		
640.001.33310.55.000 - SPEC SUPPLEMENTAL NUTRITION PROGRAM-WIC	191,420	196,231
640.001.33321.07.000 CORONAVIRUS STATE & LOCAL FISCAL RECOVERY FUNDS	170,000	967,213
640.001.33360.00.000 EPA ENV JUSTICE GOVT-TO-GOVT GRANT	119,855	-
640.001.33393.06.000 - PUBLIC HEALTH EMERGENCY PREPAREDNESS	218,000	239,808
640.001.33393.10.300 - FDA RESEARCH	5,000	6,307
640.001.33393.26.000 - IMMUNIZATION GRANT	244,504	287,196
640.001.33393.32.000 - EPIDEMIOLOGY/LAB CAPACITY (ELC)	99,866	387,292
640.001.33393.35.000 - PUBLIC HEALTH WORKFORCE DEVELOPMENT	300,000	100,000
640.001.33393.77.000 - MEDICAID MATCH	171,872	141,322
640.001.33393.99.000 - PREVENTATIVE HEALTH/MCH BLOCK GRANT	125,160	98,187
640.001.33397.03.000 FEMA DISASTER ASSISTANCE	-	185,515
State Grants		
640.001.33403.10.000 - DEPARTMENT OF ECOLOGY	155,000	93,667
640.001.33404.91.000 - DEPT OF HEALTH - GENERAL FUND	24,732	6,469
640.001.33406.90.000 - HCA GENERAL FUNDS	439,326	472,129
State Entitlements		
640.001.33604.24.000 - PUBLIC HEALTH ASSISTANCE	399,634	399,634
640.001.33604.25.000 - FOUNDATIONAL PUBLIC HEALTH SERVICES	2,715,000	2,439,000
Intergovernmental Revenue		
640.001.33862.00.000 - PUBLIC HEALTH ASSESSMENTS	457,819	457,811
640.001.33863.00.000 - INTERGOVERNMENTAL SERVICES REVENUE	75,000	
Fees for Service		
640.001.34620.00.000 - PUBLIC HEALTH CLINIC	57,540	6,058
640.001.34650.00.000 - ENVIRONMENTAL HEALTH FEE FOR SERVICES	360,680	350,748
640.001.34670.00.000 - OTHER PUBLIC HEALTH FEES (VITAL STATS)	105,000	105,384
Miscellaneous Revenue		
640.001.35000.00.000 - FINES AND FORFEITS	-	600
640.001.36000.00.000 - MISCELLANEOUS REVENUE	-	
640.001.36111.00.000 - INVESTMENT INTEREST	120,000	103,815
640.001.36900.00.000 - OTHER MISCELLANEOUS REVENUES	2,278	3,038
Total Revenue	7,628,866	8,134,707
Expenses		
Salaries & Benefits		
640.001.56200.10.000 - SALARIES & WAGES	4,405,049	3,557,164
640.001.56200.20.000 - PERSONNEL BENEFITS	1,487,177	1,244,643
Supplies		
640.001.56200.31.100 - OFFICE SUPPLIES	37,140	30,928
640.001.56200.31.200 - CLINICAL SUPPLIES	1,000	13,147
640.001.56200.31.300 - LABORATORY SUPPLIES	2,000	800
640.001.56200.31.400 - DRUGS & MEDICINES	36,135	10,000
640.001.56200.31.500 - FIELD SUPPLIES	32,400	31,492
640.001.56200.31.800 - JANITORIAL SUPPLIES	7,200	6,920
640.001.56200.35.000 - SMALL TOOLS & MINOR EQUIPMENT	2,410	268
640.001.56200.35.100 - BOOKS, REFERENCES & VIDEOS	1,500	1,880
640.001.56200.35.200 - SOFTWARE	172,100	163,470
640.001.56200.35.300 - HARDWARE	53,905	45,068
Services		
640.001.56200.41.100 - SERVICES - LEGAL	133,500	130,757
640.001.56200.41.200 - SERVICES - AUDIT	23,000	15,843
640.001.56200.41.300 - SERVICES - INTERPRETING	20,104	5,312
640.001.56200.41.450 - SERVICES - ANSWERING SERVICE	2,400	2,247

**Chelan-Douglas Health District
2024 Budget
12/18/2023**

Description	2024 Preliminary 11/20/2023	2023 Revised Budget
640.001.56200.41.500 - SERVICES - OUTSIDE DRS & DENTISTS	10,000	16,393
640.001.56200.41.600 - SERVICES - COMPUTER	140,000	74,668
640.001.56200.41.800 - SERVICES - OUTSIDE LABORATORIES	-	130
640.001.56200.41.900 - SERVICES - CONTRACTS & MISC	629,891	436,952
640.001.56200.41.920 - SERVICES - LANDSCAPE	3,000	2,354
640.001.56200.41.930 - SERVICES - PARKING LOT MAINT	10,000	13,589
Communications		
640.001.56200.42.010 - TELEPHONE	48,340	35,946
640.001.56200.42.020 - POSTAGE	12,000	8,075
Travel/Training		
640.001.56200.43.100 - TRAVEL - MILEAGE	5,054	2,125
640.001.56200.43.200 - TRAVEL - GASOLINE/ROUTINE MAINT	19,908	16,811
640.001.56200.43.300 - PROFESSIONAL TRAVEL AND TRAINING	180,617	127,615
640.001.56200.43.400 - TRAVEL - CONFERENCES - MEALS & LODGING	30,314	27,117
640.001.56200.43.500 - TRAVEL - OTHER (PLANE/BOAT/PARKING, ETC)	5,964	13,395
Advertising		
640.001.56200.44.100 - ADVERTISING - NEWSPAPER	4,000	4,081
640.001.56200.44.200 - ADVERTISING - OTHER	35,800	93,028
Leases		
640.001.56200.45.000 - OPERATING RENTALS & LEASES	41,520	39,343
Utilities		
640.001.56200.47.000 - PUBLIC UTILITY SERVICES	18,000	17,504
Repairs & Maintenance		
640.001.56200.48.100 - EQUIPMENT	454	694
640.001.56200.48.200 - AUTOS	4,200	10,808
640.001.56200.48.300 - BUILDING	24,996	29,952
Printing		
640.001.56200.49.000 - PRINTING - OFFICE	3,246	3,937
640.001.56200.49.001 - PRINTING - COPIER	18,256	19,352
640.001.56200.49.200 - PAMPHLETS - PRINTED OR PURCHASED	11,030	4,594
Dues/Subscriptions		
640.001.56200.49.300 - DUES/MEMBERSHIPS/REGISTRATIONS	15,202	20,744
640.001.56200.49.400 - SUBSCRIPTIONS	5,000	4,643
Other Expenditures		
640.001.56200.46.000 - INSURANCE	130,000	119,488
640.001.56200.49.700 - CONTINUING EDUCATION	20,500	
640.001.56200.49.500 - OTHER EXPENDITURES	74,180	124,748
Cap Improvements		30,183
Expenses	7,918,492	6,558,207
Surplus/Deficit		195,953

Chelan-Douglas Health District						
2024 Budget						
12/18/2023						
Description	Consolidated	Admin-Operations	CD-Epidemiology	Environmental Health	Community-Family Health	Emergency Preparedness Response
FPHS CARRYOVER	485,579	265,552	77,300	14,433	99,170	29,124
Revenue						
Permits						
640.001.32120.00.000 - HEALTH - BUSINESS LICENSES AND PERMITS	634,904	-	-	634,904	-	-
640.001.32210.00.000 - BUILDINGS, STRUCTURES AND EQUIPMENT PERMITS	436,276	-	-	436,276	-	-
Federal Grants						
640.001.33310.55.000 - SPEC SUPPLEMENTAL NUTRITION PROGRAM-WIC	191,420	-	-	-	191,420	-
640.001.33321.07.000 - CORONAVIRUS STATE & LOCAL FISCAL RECOVERY FUNDS	170,000	-	-	-	-	170,000
640.001.33360.00.000 - EPA ENV JUSTICE GOVT-TO-GOVT GRANT	119,855	-	-	119,855	-	-
640.001.33393.06.000 - PUBLIC HEALTH EMERGENCY PREPAREDNESS	218,000	-	-	-	-	218,000
640.001.33393.10.300 - FDA RESEARCH	5,000	-	-	5,000	-	-
640.001.33393.26.000 - IMMUNIZATION GRANT	244,504	-	44,504	-	-	200,000
640.001.33393.32.000 - EPIDEMIOLOGY/LAB CAPACITY (ELC)	99,866	-	91,002	8,864	-	-
640.001.33393.35.000 - PUBLIC HEALTH WORKFORCE DEVELOPMENT	300,000	300,000	-	-	-	-
640.001.33393.77.000 - MEDICAID MATCH	171,872	-	110,788	-	61,084	-
640.001.33393.99.000 - PREVENTATIVE HEALTH/MCH BLOCK GRANT	125,160	-	-	-	125,160	-
State Grants						
640.001.33403.10.000 - DEPARTMENT OF ECOLOGY	155,000	-	-	155,000	-	-
640.001.33404.91.000 - DEPT OF HEALTH - GENERAL FUND	24,732	-	-	24,732	-	-
640.001.33406.90.000 - HCA GENERAL FUNDS	439,326	-	-	-	439,326	-
State Entitlements						
640.001.33604.24.000 - PUBLIC HEALTH ASSISTANCE	399,634	91,224	120,884	103,244	84,282	-
640.001.33604.25.000 - FOUNDATIONAL PUBLIC HEALTH SERVICES	2,715,000	548,104	996,600	146,000	816,296	208,000
Intergovernmental Revenue						
640.001.33862.00.000 - PUBLIC HEALTH ASSESSMENTS	457,819	76,327	213,840	88,116	79,536	-
640.001.33863.00.000 - INTERGOVERNMENTAL SERVICE REVENUES	75,000	-	-	75,000	-	-
Fees for Service						
640.001.34620.00.000 - PUBLIC HEALTH CLINIC	57,540	-	53,544	-	3,996	-
640.001.34650.00.000 - ENVIRONMENTAL HEALTH FEE FOR SERVICES	360,680	-	-	360,680	-	-
640.001.34670.00.000 - OTHER PUBLIC HEALTH FEES (VITAL STATS)	105,000	105,000	-	-	-	-
Miscellaneous Revenue						
640.001.35000.00.000 - FINES AND FORFEITS	-	-	-	-	-	-
640.001.36000.00.000 - MISCELLANEOUS REVENUE	-	-	-	-	-	-
640.001.36111.00.000 - INVESTMENT INTEREST	120,000	120,000	-	-	-	-
640.001.36900.00.000 - OTHER MISCELLANEOUS REVENUES	2,278	-	-	2,278	-	-
Total Revenue	7,628,866	1,240,655	1,631,162	2,159,949	1,801,100	796,000
Expenses						
Salaries & Benefits						
640.001.56200.10.000 - SALARIES & WAGES	4,405,049	1,172,942	827,016	1,043,992	994,688	366,412
640.001.56200.20.000 - PERSONNEL BENEFITS	1,487,177	393,470	253,208	374,364	335,496	130,638
Supplies						
640.001.56200.31.100 - OFFICE SUPPLIES	37,140	13,068	1,200	4,904	15,968	2,000
640.001.56200.31.200 - CLINICAL SUPPLIES	1,000	-	1,000	-	-	-
640.001.56200.31.300 - LABORATORY SUPPLIES	2,000	-	-	-	-	2,000
640.001.56200.31.400 - DRUGS & MEDICINES	36,135	-	36,135	-	-	-
640.001.56200.31.500 - FIELD SUPPLIES	32,400	14,800	-	5,200	5,150	7,250
640.001.56200.31.800 - JANITORIAL SUPPLIES	7,200	7,200	-	-	-	-
640.001.56200.35.000 - SMALL TOOLS & MINOR EQUIPMENT	2,410	1,000	-	200	210	1,000
640.001.56200.35.100 - BOOKS, REFERENCES & VIDEOS	1,500	-	-	-	1,500	-
640.001.56200.35.200 - SOFTWARE	172,100	123,150	3,000	45,800	-	150
640.001.56200.35.300 - HARDWARE	53,905	30,000	-	23,755	150	-

Chelan-Douglas Health District						
2024 Budget						
12/18/2023						
Description	Consolidated	Admin-Operations	CD-Epidemiology	Environmental Health	Community-Family Health	Emergency Preparedness Response
Services						
640.001.56200.41.100 - SERVICES - LEGAL	133,500	132,000	-	-	-	1,500
640.001.56200.41.200 - SERVICES - AUDIT	23,000	23,000	-	-	-	-
640.001.56200.41.300 - SERVICES - INTERPRETING	20,104	18,504	400	-	-	1,200
640.001.56200.41.450 - SERVICES - ANSWERING SERVICE	2,400	-	-	-	-	2,400
640.001.56200.41.500 - SERVICES - OUTSIDE DRS & DENTISTS	10,000	-	10,000	-	-	-
640.001.56200.41.600 - SERVICES - COMPUTER	140,000	140,000	-	-	-	-
640.001.56200.41.800 - SERVICES - OUTSIDE LABORATORIES	-	-	-	-	-	-
640.001.56200.41.900 - SERVICES - CONTRACTS & MISC	629,891	149,996	150,000	194,855	54,388	80,652
640.001.56200.41.920 - SERVICES - LANDSCAPE	3,000	3,000	-	-	-	-
640.001.56200.41.930 - SERVICES - PARKING LOT MAINT	10,000	10,000	-	-	-	-
Communications						
640.001.56200.42.010 - TELEPHONE	48,340	29,496	4,080	5,701	6,423	2,640
640.001.56200.42.020 - POSTAGE	12,000	11,200	-	800	-	-
Travel/Training						
640.001.56200.43.100 - TRAVEL - MILEAGE	5,054	2,004	-	250	2,500	300
640.001.56200.43.200 - TRAVEL - GASOLINE/ROUTINE MAINT	19,908	19,908	-	-	-	-
640.001.56200.43.300 - TRAINING/CONFERENCE FEES	180,617	104,996	26,000	11,770	21,251	16,600
640.001.56200.43.400 - TRAVEL - MEALS & LODGING	30,314	5,004	-	7,560	12,000	5,750
640.001.56200.43.500 - TRAVEL - PARKING & OTHER INCIDENTALS	5,964	2,004	-	1,560	-	2,400
640.001.56200.43.550 - TRAVEL - AIRFAIR	-	-	-	-	-	-
Advertising						
640.001.56200.44.100 - ADVERTISING - NEWSPAPER	4,000	4,000	-	-	-	-
640.001.56200.44.200 - ADVERTISING - OTHER	35,800	30,000	-	1,000	3,000	1,800
Leases						
640.001.56200.45.000 - OPERATING RENTALS & LEASES	41,520	41,220	-	-	300	-
Utilities						
640.001.56200.47.000 - PUBLIC UTILITY SERVICES	18,000	18,000	-	-	-	-
Repairs & Maintenance						
640.001.56200.48.100 - EQUIPMENT	454	204	250	-	-	-
640.001.56200.48.200 - AUTOS	4,200	4,200	-	-	-	-
640.001.56200.48.300 - BUILDING	24,996	24,996	-	-	-	-
Printing						
640.001.56200.49.000 - PRINTING - OFFICE	3,246	2,496	-	652	98	-
640.001.56200.49.001 - PRINTING - COPIER	18,256	18,256	-	-	-	-
640.001.56200.49.200 - PAMPHLETS - PRINTED OR PURCHASED	11,030	9,998	-	232	-	800
Dues/Subscriptions						
640.001.56200.49.300 - DUES/MEMBERSHIPS/REGISTRATIONS	15,202	12,085	600	1,209	1,308	-
640.001.56200.49.400 - SUBSCRIPTIONS	5,000	4,548	-	252	-	200
Other Expenditures						
640.001.56200.46.000 - INSURANCE	130,000	130,000	-	-	-	-
640.001.56200.49.500 - OTHER EXPENDITURES	74,180	62,840	-	10,000	1,340	-
640.001.56200.49.700 - CONTINUING EDUCATION	20,500	20,000	-	500	-	-
640.001.56200.90.000 - INDIRECT ALLOCATION (FOA)	-	(1,313,172)	357,237	418,953	366,732	170,251
Total Expenses	7,918,492	1,240,655	1,631,162	2,134,949	1,801,100	796,000
Surplus/Deficit	(289,626)	(235,757)	(38,965)	6,441	(21,403)	58
FPHS CARRYOVER INTO 2025	195,953	29,795	38,335	20,874	77,768	29,182

The information listed below is an excerpt from the MRSC (Municipal Research and Services Center of Washington) regarding Reserves policies. I have also included a completed assessment tool spreadsheet found on the MRSC website.

What are Reserves?

The terms “reserves” and “fund balance” are often used interchangeably, which can be confusing to the layperson. For the purposes of developing a financial policy that addresses reserves, the distinction should be made within the scope and purpose component of the policy. Whether you define fund balance as a “general operating reserve” or simply “general operating fund balance” will be determined by the needs of your jurisdiction.

Typically when local government is discussing the need for reserves, it’s in the context of future outlays for capital or liability accruals such as employee buy-outs. Other areas of consideration are emergencies, economic downturns, and the inevitable unforeseen event that would trigger a fiscal hardship. It is essential to clearly define the intended use for each reserve and/or fund balance that your entity establishes.

Appropriate Fund Balance Level

The question of an appropriate level of fund balance is always a difficult one to answer. The GFOA best practice recommendation has changed to consider the many variables of local government, but at a minimum the fund balance for the general fund should be no less than what will meet the average cash flow needs of your entity (GFOA Best Practice, [Using Cash Forecasts for Treasury and Operations Liquidity](#)).

This is typically no less than 60 days or two months (about 16.5%-16.7%) of operating expenditures for the general fund and 45 days (about 12.3%) for the enterprise (utility) funds. However, this recommendation is for operating costs and does not consider impacts of debt. For cash basis entities where debt service is frequently paid from the operating funds, consideration should be given to timing of these debt payments.

Each government has its own unique set of circumstances and may require different thresholds. Even within the same governmental entity, different funds may require different levels of fund balance due to differences in cash flow or risk.

Establishing an appropriate level of fund balance to meet the demands of the fund during periods of the year when revenues are not available is vitally important to the fiscal health of the fund. Depending upon the answers to some of the questions below, you may need to adjust your fund balance levels a bit higher or consider adding reserve funds for fiscal concerns unique to your entity.

In the Recommended Resources section at the end of this page, there are some useful risk assessment tools that can help jurisdictions better assess their risks. Using analytical tools such as these, which can run the gamut from relatively basic qualitative assessments that even small local governments can use to more advanced statistical models used by larger jurisdictions, can be very helpful.

**Chelan-Douglas Health District
Board of Health
Reserve Funds Policy**

A. Purpose –

The purpose of this Reserve Funds Policy is to establish a minimum non-allocated fund balance for the District General Fund to enable the District to be fiscally prepared for unanticipated District expenditures.

B. Reserve Funds Balance Level –

The District shall maintain a minimum non-allocated fund balance of \$2,000,000 referred to in this Policy as the District “Reserve Funds.”

C. Use and Replenishment of Reserve Funds –

1. In the event the Administrator and/or the Board of Health Chair find it is necessary to spend the Reserve Funds, the Administrator and/or Board of Health Chair shall present their findings and recommendation to the Board of Health for consideration. If the Board of Health finds expenditure of Reserve Funds is necessary and authorizes an expenditure of Reserve Funds, the Board of Health commits to replenish the Reserve Funds as soon as reasonably possible.
2. Nothing in this Policy is intended to modify the District authority to spend funds, including Reserve Funds, in accordance with federal and state laws and existing or future District resolutions and policies in the event of a federal, state, or local emergency.

D. Effective Date and Term of Policy –

This Policy shall become effective upon approval by the Board of Health and shall remain in effect until amended or terminated by action of the Board of Health.

Approved by the Chelan Douglas Health District
Board of Health at an Open Public Meeting
the 18th day of December, 2023.

Marc Straub, Board Chair

**CHELAN-DOUGLAS HEALTH DISTRICT
Cash/Investments
11/30/2023**

Cash on Hand - Petty Cash	500.00	
General Account - Chelan County Treasurer	199,269.28	
Payroll Clearing Account - Key Bank	33,093.36	
Investment Account - Chelan County Treasurer	3,847,822.29	
<i>Investment broken out as follows:</i>		
<i>Public Health Emergency Reserves</i>		503,328.37
<i>Vehicle Reserves</i>		91,290.72
<i>ARPA Building Remodel Reserves</i>		985,420.08
<i>General Investment</i>		2,267,783.12
 Total Cash/Investments	 4,080,684.93	

**CHELAN-DOUGLAS HEALTH DISTRICT
Budget vs Actuals 2023 Budget
YTD November 2023**

	Actual	Revised Budget	
Permits	1,058,086.26	1,087,285.26	97.3%
Federal Grants	2,356,690.22	2,609,070.24	90.3%
State Grants	484,066.42	572,264.28	84.6%
State Entitlements	2,838,634.00	2,838,634.00	100.0%
County Assessments	419,667.16	457,811.48	91.7%
Fees	459,784.00	462,189.21	99.5%
Interest	103,990.30	103,815.27	100.2%
Other Revenue	18,697.43	3,637.66	514.0%
Total Revenue	<hr/> 7,739,615.79	<hr/> 8,134,707.40	95.1%
 Wages	 3,196,250.10	 3,557,164.48	 89.9%
Benefits	1,110,165.66	1,244,643.10	89.2%
Supplies	279,904.58	303,971.63	92.1%
Services	1,406,187.20	1,422,244.91	98.9%
Cap Expenditures	30,183.28	30,183.28	100.0%
Total Expenses	<hr/> 6,022,690.82	<hr/> 6,558,207.40	91.8%

CHELAN-DOUGLAS HEALTH DISTRICT
Budget vs. Actuals 2023 Budget
YTD November 2023

	Total		
	Actual	Revised Budget	% of Budget
Income			
640.001.32120.00.000 HEALTH - BUSINESS LICENSES AND PERMITS	698,906.95	648,584.95	107.76%
640.001.32210.00.000 BUILDINGS, STRUCTURES AND EQUIPMENT PERMITS	359,179.31	438,700.31	81.87%
640.001.33310.55.000 SPEC SUPPLEMENTAL NUTRITION PROGRAM-WIC	175,524.08	196,231.13	89.45%
640.001.33321.07.000 CORONAVIRUS STATE & LOCAL FISCAL RECOVERY FUNDS	976,202.80	967,213.10	100.93%
640.001.33393.06.000 PUBLIC HEALTH EMERGENCY PREPAREDNESS	194,999.57	239,807.90	81.31%
640.001.33393.10.000 FDA RESEARCH	6,306.88	6,306.88	100.00%
640.001.33393.26.000 IMMUNIZATION GRANT	161,656.26	287,195.60	56.29%
640.001.33393.32.000 EPIDEMIOLOGY/LAB CAPACITY (ELC)	405,819.17	387,292.11	104.78%
640.001.33393.35.000 PUBLIC HEALTH WORKFORCE DEVELOPMENT	0.00	100,000.00	0.00%
640.001.33393.77.000 MEDICAID MATCH	171,215.04	141,322.30	121.15%
640.001.33393.99.000 PREVENTATIVE HEALTH/MCH BLOCK GRANT	79,451.85	98,186.65	80.92%
640.001.33397.03.000 FEMA DISASTER ASSISTANCE	185,514.57	185,514.57	100.00%
640.001.33403.10.000 DEPARTMENT OF ECOLOGY	88,708.15	93,666.55	94.71%
640.001.33404.91.000 DEPT OF HEALTH GENERAL FUND	6,469.00	6,469.00	100.00%
640.001.33406.90.000 HCA GENERAL FUNDS	388,889.27	472,128.73	82.37%
640.001.33604.24.000 PUBLIC HEALTH ASSISTANCE	399,634.00	399,634.00	100.00%
640.001.33604.25.000 FOUNDATIONAL PUBLIC HEALTH SERVICES	2,439,000.00	2,439,000.00	100.00%
640.001.33862.00.000 PUBLIC HEALTH	419,667.16	457,811.48	91.67%
640.001.34620.00.000 PUBLIC HEALTH CLINIC	8,060.72	6,057.54	133.07%
640.001.34650.00.000 ENVIRONMENTAL HEALTH FEE FOR SERVICES	358,702.68	350,748.07	102.27%
640.001.34670.00.000 OTHER PUBLIC HEALTH FEES (VITAL STATS)	93,020.60	105,383.60	88.27%
640.001.35000.00.000 FINES AND FORFEITS	2,400.00	600.00	400.00%
640.001.36111.00.000 INVESTMENT INTEREST	103,990.30	103,815.27	100.17%
640.001.36900.00.000 OTHER MISCELLANEOUS REVENUES	16,297.43	3,037.66	536.51%
Total Income	\$ 7,739,615.79	\$ 8,134,707.40	95.14%

CHELAN-DOUGLAS HEALTH DISTRICT
Budget vs. Actuals 2023 Budget
YTD November 2023

Expenses	Total		
	Actual	Revised Budget	% of Budget
640.001.56200.10.000 SALARIES & WAGES	3,196,250.10	3,557,164.48	89.85%
640.001.56200.20.000 PERSONNEL BENEFITS	1,110,165.66	1,244,643.10	89.20%
640.001.56200.30.000 SUPPLIES	87,532.43	93,554.29	93.56%
640.001.56200.35.000 SMALL TOOLS & MINOR EQUIPMENT	0.00	268.00	0.00%
640.001.56200.35.100 BOOKS, REFERENCES & VIDEOS	1,327.78	1,879.78	70.63%
640.001.56200.35.200 SOFTWARE	139,906.40	163,469.85	85.59%
640.001.56200.35.300 HARDWARE	51,137.97	45,067.71	113.47%
640.001.56200.41.100 SERVICES - LEGAL	115,853.80	130,756.70	88.60%
640.001.56200.41.200 SERVICES - AUDIT	25,530.33	15,843.00	161.15%
640.001.56200.41.300 SERVICES - INTERPRETING	2,041.33	5,311.78	38.43%
640.001.56200.41.450 SERVICES - ANSWERING SERVICE	1,941.29	2,246.67	86.41%
640.001.56200.41.500 SERVICES - OUTSIDE DRS & DENTISTS	16,393.00	16,393.00	100.00%
640.001.56200.41.600 SERVICES - COMPUTER	95,224.92	74,667.66	127.53%
640.001.26200.41.800 SERVICES - OUTSIDE LABORATORIES	129.50	129.50	100.00%
640.001.56200.41.900 SERVICES - CONTRACTS & MISC	491,566.47	436,951.61	112.50%
640.001.56200.41.920 SERVICES - LANDSCAPING	2,354.45	2,354.45	100.00%
640.001.56200.41.930 SERVICES - PARKING LOT MAINT	12,286.88	13,589.02	90.42%
640.001.56200.42.010 TELEPHONE	30,643.40	35,945.56	85.25%
640.001.56200.42.020 POSTAGE	12,649.53	8,075.28	156.65%
640.001.56200.43.000 TRAVEL/TRAINING	118,249.48	187,064.41	63.21%
640.001.56200.40.000 ADVERTISING	100,218.77	97,109.04	103.20%
640.001.56200.45.000 OPERATING RENTALS & LEASES	35,868.00	39,343.00	91.17%
640.001.56200.46.000 INSURANCE	119,488.00	119,488.00	100.00%
640.001.56200.47.000 PUBLIC UTILITY SERVICES	16,308.60	17,504.27	93.17%
640.001.56200.48.000 REPAIRS	44,820.53	41,454.34	108.12%
640.001.56200.49.000 PRINTING - OFFICE	3,041.70	3,936.62	77.27%
640.001.56200.49.001 PRINTING - COPIER	18,230.27	19,352.26	94.20%
640.001.56200.49.200 PAMPHLETS - PRINTED OR PURCHASED	3,209.19	4,593.60	69.86%
640.001.56200.49.300 DUES & MEMBERSHIPS	14,339.74	20,743.77	69.13%
640.001.56200.49.400 SUBSCRIPTIONS	3,975.31	4,643.31	85.61%
640.001.56200.49.500 OTHER EXPENDITURES	121,822.71	124,748.06	97.65%
640.001.56200.62.030 IMPROVEMENTS TO EXISTING BUILDING	15,518.16	15,518.16	100.00%
640.001.56200.64.000 OTHER MACH, EQUIP	14,665.12	14,665.12	100.00%
Total Expenses	\$ 6,022,690.82	\$ 6,558,207.40	91.83%



The Chelan-Douglas Health District manager reports will resume with the 2023 4th quarter report in January in order to give more time and focus to the boards After Action Report Discussion.

At the end of the year the executive team has been in the process of reviewing contracts for next year and finalizing procurement with some of the COVID-19 funds that will be expiring. The executive team has approved:

- 1) Purchase of unexpired COVID-19 tests with remaining ELC funding for \$41,719.40 (Approved and tests received)
- 2) DOH Associates to start work on CDHD Building renovations for \$41,980.67 (Approved)
- 3) Renewal of Website Services for 2024 with Shaimoom for \$36,000 (Approved)

Regionally the North Central Washington Health Officers have sent a recommendation to all of the health care providers recommending increased precautions for clients and staff due to an increase in respiratory illnesses in the last four weeks.

The Chelan-Douglas Health District Code work has been finalized by the vendor, and is currently under review by our legal team. There will be updates in January 2024

We are still in the process of reviewing all of CDHD's existing policies and working on a comprehensive plan to organize and update them. As we conduct this internal review, we will be working with the board on the most efficient and effective way to go through this process and plan to report progress during the January 2024 BOH meeting.

Conclusion

This AAR documents the successes and challenges that CDHD experienced in responding to COVID-19, in an effort to pull out the key strengths and areas for improvement. Overall, CDHD staff and external partners said that CDHD was under-resourced and unprepared to respond to the COVID-19 pandemic and thus their early response was disorganized and ineffective. However, the resounding feedback was that over time, staff and community partners alike were impressed by CDHD's growth and resilience. In 2021 and 2022, CDHD strengthened their response and took an active leadership role in coordinating community-wide efforts.

Corrective Action Planning

The Board of Health formed an After-Action Report (AAR) Working Group that reviewed the AAR results presented above, and then held two working sessions (October and November 2023) ideating on recommendations and actions that CDHD could take to ensure a strong response to future public health emergencies.

Ten major themes emerged during the AAR Working Group discussions that were used to formulate the following recommendations. Some of the recommendations echo recommendations that came from staff and partners, while others are new recommendations generated from discussing the findings.

When CDHD embarks on its strategic planning process in 2024, these recommendations will serve as key inputs into the strategic plan.

1. **Training on incident command system (ICS) for all staff.** Ensuring that all staff receive an appropriate level of ICS training (from introductory to advanced, depending on position) would prepare staff to respond to an emergency and allow all staff to rotate in and out of an incident management team, creating a more equitable distribution of workload during a response.
2. **Hire an equity position.** Hiring an equity position would enable all public health programs – routine and emergency – to understand who in the community is under reached and devise strategies to ensure more inclusive programs. Working with community-based organizations proved to be an effective way to reach community members during the pandemic so this position may include building and sustaining those relationships.
3. **Invest in communications resources and standards to ensure that all information provided by CDHD is evidence-based and presented in a way that the public can understand it.** Efforts may include hiring a senior communications position, training on communications to subject matter experts so they can provide better source material for communications staff, and building expertise on combatting

misinformation. These efforts build a communications foundation needed to be able to ramp up communications efforts during an emergency.

4. **Create a continuity of operations plan (COOP).** This plan will outline which public health services are “essential” and outline a plan to ensure those services will be prioritized in an emergency situation.
5. **Create “ready-to-go” preparedness plans.** This means creating plans for key potential incidents. Elements that make these plans “ready-to-go” include elements such as agreements with other organizations on roles and responsibilities each organization would play during an emergency and easy-to-understand instructions and checklists on what needs to be done for each type of incident.
6. **Create a reserve fund that can be used by CDHD to respond to a public health emergency.** Navigating various funding streams, including some that provide no funds up front, was a challenge during the pandemic. A large reserve fund would allow CDHD to act more quickly and to focus on locally identified needs rather than relying solely on State and Federal funds.
7. **Build and sustain strong relationships with schools, healthcare providers, faith-based organizations, businesses, and community organizations.** Working together with other agencies and organizations was essential during the COVID-19 response and the AAR showed this coordination improved with time. Building strong relationships and trust with organizations, outside an emergency, allows a coordinated response to be launched more quickly. Reflections from the AAR could be used to guide which relationships may need most strengthening such as relationships with faith-based organizations and agriculture industry.
8. **Invest in professional development for leaders and managers, including training in management and supervision, 360s reviews, and succession planning.** Staff turnover was a significant challenge during the pandemic. Strong leadership and management can help prevent turnover as well make it easier to orient and onboard new staff when necessary. Succession planning for management and leaders is necessary to manage turnover at the more senior levels.
9. **Put in place the relationships and agreements needed for a “unified command”.** During a public health emergency, the health district, first responders and healthcare providers should agree to a unified incident management team, with leaders from all entities represented. This would lead to a more coordinated and efficient response. In order for a unified command to work, the structure and interagency agreements should be put in place before the next emergency happens and the unified incident management team and its preparedness plans should be regularly practiced.
10. **Build a strong relationship between the Board of Health and CDHD leadership and staff.** This may include Board Rules and Procedures, education for new board members on their roles and responsibilities, increased mechanisms for engagement between staff such as regular meetings of the executive team, regular presentations from staff to the board, etc.

In addition to the ten themes above, the AAR Working Group also identified some operational actions that could be taken to improve future responses. These are:

- a) Identify policies and procedures for staff in emergencies such as how often staff should rotate in and out of emergency response positions, maximum number of days in a row that can be worked, access to psychological and mental health support, address issues with compensation in a crisis, etc.
- b) Strengthen human resources policies and procedures so that staff and volunteers can be onboarded and oriented efficiently. This includes looking at how to protect volunteers and contractors from liability and/or cover them under CDHD's insurance.
- c) Ensure that the information technology (IT) infrastructure and required policies and procedures are in place to allow staff to work offsite during an emergency if needed.
- d) Build up CDHD supply chain capabilities (procurement, storage and distribution) so that they can manage emergency response supplies (such as personal protective equipment or vaccines) during an emergency; these capabilities can be built and strengthened through regular public health activities (e.g. the distribution of air filters).
- e) Explore mechanisms for local advocacy with state and federal stakeholders to allow for stronger mechanisms to ensure that the local context is heard by state and federal decision-makers and mechanisms for more local decision-making during an emergency are in place.
- f) Regularly monitor and evaluate CDHD capabilities to further identify strengths and areas of improvement and allow the Board of Health to understand CDHD's capacity.

Looking Forward

In order to learn from the COVID-19 pandemic and response, CDHD will consider the recommendations generated from the BOH AAR Working Group and continue the reflection process with invited external partners to design plans for maintaining the strengths CDHD displayed and addressing the identified areas for improvement. The resulting recommendations will shape a portion of CDHD's strategic plan to address identified areas for improvement. These findings will also lead to improved Public Health Emergency Preparedness and Response (PHEPR) plans for pandemic response and other similar all-hazard activities. Deeper dives will take place to improve plans for Isolation and Quarantine, Mass Vaccinations, and Testing.

While CDHD has already made significant improvements in several areas, referencing the full list of potential areas for improvement will allow CDHD to continue to prioritize important areas and to see where work remains to be done. Equity in communication and service delivery were a core part of CDHD's work during the pandemic and will continue to inform how plans are made in the future. CDHD's corrective action plan will be part of the 2024 strategic planning process.

Additionally, at the time of this report there are discussions between CDHD leadership and the Washington DOH to look at statewide data to understand how different interventions for COVID-19 worked across communities. While this after action did not dive into the data on vaccinations, testing, masking, social distancing, and other community interventions, there will be opportunities to analyze COVID-19 interventions as data becomes more available. The hope is to use that data to improve interventions and recommendations to better respond to future pandemics.