



**Williamson County and Cities Health District  
Board of Health Meeting  
Wednesday, December 8, 2021, 1:30 p.m.  
City of Round Rock Public Library  
216 E. Main Street, Room B  
Round Rock, TX 78664**

The meeting was called to order at 1:32 p.m. by Board of Health Chair Kathy Pierce.

- 1) Pledge of Allegiance  
Ms. Pierce led the Pledge of Allegiance
- 1) Roll call was taken.  
Present: Chair Kathy Pierce (Williamson County), Ed Tydings (Williamson County), Laurie Hadley (Round Rock), Jeffery Jenkins (Taylor), Chris Copple (Cedar Park), Robert Powers (Leander/Liberty Hill), Bob Farley (Hutto), Dr. Caroline Hilbert (WCCHD).

Ms. Pierce introduced Mr. Powers as the newly assigned Board of Health representative for Leander/Liberty Hill. Mr. Powers is the Finance Director for the City of Leander.

- 3) Acknowledge staff and visitors; hear any comments.  
Staff members and visitors present: Richard Hamala of Tiemann, Shahady & Hamala, Cindy Botts, Michelle Broddrick, Dr. Amanda Norwood, Lori Murphy, Matt Wojnowski of the City of Hutto

**REGULAR AGENDA**

- 4) Approval of minutes, Regular Meeting 11/10/21

Ms. Pierce brought up a concern that the minutes documented a statement regarding grants not usually covering health insurance for WCCHD employees. She stated that she would like to speak to Ms. Broddrick after the meeting because it was her experience that Williamson County's grants often were able to include both the cost of the personnel and their respective health insurance costs. Ms. Broddrick stated she would be happy to discuss why this occurred at another time.

**Motion to approve the minutes from Regular Meeting 11/10/21.**

Moved: Laurie Hadley  
Seconded: Jeffery Jenkins  
Vote: Approved unanimously

- 5) Discuss, consider, and take appropriate action on 2022 Regular Meeting Times

Ms. Pierce directed the Board to review the attached proposed 2022 calendar and asked if there were any comments or concerns. Mr. Copple asked for clarification on if the proposed calendar was based on the second Wednesday of the month. Ms. Botts stated it was. Ms. Hadley asked if the start time would stay at 1:30 p.m. Ms. Botts replied that this portion was also available to the Board for discussion and determination. Mr. Morgan stated that he would prefer an afternoon start time. Ms. Pierce clarified that the Board's current preference was for a regular meeting on the second Wednesday of the month, with a start time of 1:30 p.m. Mr. Jenkins added that he didn't see any conflicts with other regular city-specific conferences later in the year.

**Motion to approve the second Wednesday of the month at 1:30 p.m. as the 2022 Regular Board of Health Meeting schedule.**

Moved: David Morgan  
Seconded: Ed Tydings  
Vote: Approved unanimously

- 6) Discuss, consider, and take appropriate action on the appointment of Member City Representatives for 2022-2024 – Cedar Park, Leander/Liberty Hill, and Round Rock

Ms. Pierce stated that these three Member Cities all had representatives that were up for appointment on the current rotating schedule. Ms. Botts added that this item was also more informational in that this was a notification to the Board as to the fact that three of the Member Cities were up for appointment for the next three-year period. She added that Mr. Beverlin, as the City Manager of Leander, has already appointed his representative, Mr. Powers, to serve in his stead and that the City of Round Rock and the City of Cedar Park were able to appoint themselves or another representative in their stead. Ms. Hadley, as the City Manager of Round Rock, confirmed she would continue

to serve and Mr. Copple, as the Assistant City Manager of Cedar Park, also confirmed that he would continue to serve as the representative. Mr. Copple also clarified that the City Attorney for Cedar Park drafted a formal notification of their representative when the Amended and Restated Cooperative Agreement was first signed and would provide an updated version for the new 2022-2024 appointment period. Ms. Botts also clarified that moving forward, on or before November 30<sup>th</sup>, which was also highlighted on the 2022 Regular Board Meeting calendar, staff would reach out to the Member Cities to notify them of the need for reappointment.

**No Action – Informational Item Only**

- 7) Discuss, consider, and take appropriate action on allowing the Evaluation Subcommittee to edit and resubmit the Request for Proposal – Evaluation of WCCHD Services

Mr. Copple began by stating that at the November 10, 2021, Meeting, the Board discussed that the Evaluation Subcommittee would review who downloaded the original RFP for the Evaluation of WCCHD Services and try to get a sense of why there were no proposal submissions. He stated that after connecting with those who reviewed the RFP, the feedback was that none of the companies did the type of work requested. Ms. Pierce added that many of those companies that reviewed the RFP were engineering firms. Mr. Copple stated that a couple of firms have been identified as potentially being able to do the work requested in the RFP. He also stated that the Evaluation Committee has gone through the initial RFP language and made some revisions and was asking if the Board was supportive of the Evaluation Committee completing the revisions and reposting, without bringing the RFP back to the Board for a final review. Mr. Copple stated that the new timeline would be posting of the revised RFP by the end of December, with a due date for responses by the last week of January, and a report back to the Board at the February meeting. If there were no responses again, the Board could then make additional decisions. Ms. Pierce stated that with the identification of certain firms and sending the RFP to those firms directly, the likelihood of a response submittal was higher. She stated that Ms. Hilbert had identified a potential firm, Ms. Pierce, herself, had two firms, and Ms. Hadley had provided information for an additional two firms. Mr. Jenkins stated that the Board might want to reach out to any additional contacts that might be familiar with firms that evaluate health services. He mentioned that he tried to reach out to Ascension Seton Medical Center, but his contacts no longer work there. Ms. Hadley stated that she knows the CEO of Ascension Seton, and though he may not be familiar with any firms, she would reach out to him to inquire. Ms. Hilbert asked for clarification on the timeline for the consultant once the revised RFP was posted. She stated that the initial RFP provided 4-6 months of analysis prior to a final report being provided. Mr. Copple answered that the revised RFP currently had the analysis work being finished in June.

**Motion to approve the Request for Proposal – Evaluation of WCCHD Services subcommittee edit and re-submit the RFP.**

Moved: Laurie Hadley  
Seconded: Ed Tydings  
Vote: Approved unanimously

Ms. Pierce stated that in the absence of Ms. Dickie, the Board would delay Executive Session and move onto item 10, until her arrival. Ms. Dickie arrived shortly thereafter.

**1:45 p.m. – Executive Session called**

**2:43 p.m. – Reconvened to Regular Session**

**REGULAR AGENDA**

- 9) Discuss, consider, and take appropriate action on pending or contemplated litigation, settlement matters and other legal matters, including the following:
- a. Litigation or claims or potential litigation or claims against WCCHD or by WCCHD
  - b. Status Update-Pending Cases or Claims
  - c. Employee/personnel related matters
  - d. Other confidential attorney-client matters, including contract and certain matters related to WCCHD defense issues in which the duty of the attorney to the governmental body within the attorney/client relationship clearly conflicts with Chapter 551 of the Texas Government Code.
  - e. EEOC Charge of Discrimination 451-2021-02587: Derrick Neal v. Williamson County and Cities Health District and investigation of claims and conduct of former Executive Director Derrick Neal.

**No Action Taken**

- 10) Discuss, consider, and take appropriate action on WCCHD FY22 Budget

Ms. Hilbert began by stating that while Ms. Broddrick, as the Administration and Finance Director, has been with the Health District for many years, this year was the first in a long time that she was responsible for preparing a large piece of the budget. Traditionally, the budget has been a duty managed almost entirely by the Deputy Director. While there are changes on the front end of the document to meet the

Board's request, Ms. Broddrick was brilliant in how she reviewed processes on the back end and ensured that all final numbers were correct. Ms. Hilbert continued with an explanation that the budget process begins with the Division Directors, who advocate for what their team needs for the coming year, before it is reviewed from different perspectives and then combined into the agency budget. Many thanks to the Division Directors, as well, for their hard work. Ms. Hilbert stated that there was no PowerPoint associated with this item, but instead, the Board could go through the Budget book together, focusing first on the agency overall numbers and then into the individual divisions.

Ms. Hilbert stated that financially, the Health District is in a healthy place. Revenue has increased 12.1%, compared to what was proposed to the Board last year, with revenue for FY22 budgeted at \$11,485,162. Ms. Hilbert explained that in past years, the revenue total has risen and fallen depending upon funding streams, but that the increase for FY22 of 12%, is significant for the Health District and is primarily due to the unprecedented amount of DSHS and Federal funding for COVID response. Ms. Hilbert explained that for much of this new funding, many of the deliverables are driven by the Health District and the District Leadership Team (DLT) has been very intentional in not putting the funding into a general "COVID" box, but braiding it into Salary and Fringe for existing personnel and what the DLT would like to do with the agency, particularly in the areas of increasing outreach, addressing health equity in the community and ensuring that staff is retained. Mr. Morgan asked if there are any other revenue streams that have increased significantly from FY21 to FY22. Ms. Hilbert explained that Member Government Contributions have increased, as compared to FY21, but there is a technicality in the number. In prior years, the County had been paying the Health District for the indigent health care program indirectly through a draw down program (WCCS), but the funding would now be paid directly to the Health District. Past years had this payment as a separate line item, and it is now being allocated through Member Government Contributions. Mr. Morgan asked if the additional DSHS/Federal funding was assumed to decrease in the next fiscal year. Ms. Hilbert answered that the additional funding is allocated over the next 1.5-2 years. Ms. Hilbert also explained that with many of the deliverables being identified by the Health District, the focus will be on building processes, procedures and documents so that if funding does decrease in future years and the District no longer has a funding stream for certain positions, the work can be done with fewer individuals and an established infrastructure. Ms. Hilbert also explained that the vast majority (\$1.9M of the \$1.97M total) is DSRIP/Medicare 1115 Waiver funding, with FY22 being the final year for this funding. This funding may continue in future years via a different program, but that has yet to be finalized by the federal government. Ms. Hilbert explained that further discussion would be had on the fees category of revenue, but for FY22, staff has decreased the budgeted amount to set more conservative goals. FY21 had this category higher, with the assumption that clinics would be open and environmental health inspections would go back to a more normal cadence. When this did not occur, as COVID dragged on, staff needed to come back to the Board with a significant amendment to correct the initial estimate. Ms. Hilbert also explained that staff currently has no funding coming from the Unobligated Reserves funding category, but if the Board wishes to fund a cost-of-living increase for staff, or other similar expenses, the funding would be allocated to this category. Unobligated Reserves currently has a total of approximately \$8.9M, which is more than the 90-day minimum that was requested by the Board of Health in prior years. Mr. Morgan stated that the Health District typically matches the County in terms of employee financial increases, which for the coming year is approved at a 4% cost-of-living and a 2% merit. Mr. Copple clarified that the Amended and Restated Cooperative Agreement lays out a requirement that the any cost-of-living increase not exceed that of County employees. Ms. Hilbert added that staff suggests adding a new salary study to the FY22 Budget, as the last one was conducted internally in 2013. Mr. Tydings asked who would be performing the new salary study. Ms. Hilbert explained that she would prefer it to be conducted by an external agency, especially as Health District positions, titles and duties vary from Health District to Health District. Mr. Copple clarified that the Salary Study, and any established cost-of-living and merit increases would need to be added by the Board. Ms. Hilbert confirmed this. Ms. Hadley asked how the merit was distributed. Mr. Tydings stated that for County employees, it was up to 2%, not an established 2%. Ms. Broddrick added that in the past the Board has established the cap for merit and left the criteria for what constituted a 0%, 1% or 2% merit increase to the WCCHD Division Directors. Ms. Hadley asked if the Board has the authority to set the merit amount or if WCCHD automatically follows what the County sets. Ms. Hilbert explained that the Cooperative Agreement only provides language for setting the cost-of-living increase, not the merit. Mr. Morgan asked if staff had estimates on what the financial impact would be of a cost-of-living and merit increase would be. Ms. Hilbert explained staff did estimate this at \$460,584, for both a 4% cost-of-living and up to a 2% merit increase. Ms. Pierce asked what the Member City cost-of-living increases were for FY22. Ms. Hadley stated that typically Cities don't have a "COLA", but rather do a "market adjustment". In the City of Round Rock, a market adjustment of 3% was done, with a merit of up to 4%. Mr. Morgan stated that the City of Georgetown did a market adjustment of up to 3% with a merit of up to 4%. Mr. Powers asked if there was anything capital item-related already in the FY22 budget of approximately \$460,000. He explained that he would prefer to dip into reserves for one-time expenses, such as for a capital item, rather than for personnel costs, such as a merit increase. Ms. Broddrick explained that the Health District does not have any major capital items. Mr. Morgan asked if staff could identify items in the FY22 budget that would be "one-time" items, such as the Salary Study. Ms. Hilbert replied that while Environmental Health does have a capital project, a security door that did not get done in the current year, there are very few items that would qualify as "one-time" expenses. Mr. Morgan, Mr. Jenkins and Mr. Copple all stated that the District's current reserves equated to approximately 330 days of operation. Mr. Morgan added that while he appreciated staff allowing the Board to set cost-of-living and merit amounts, typically, salary increase assumptions should be loaded into the Budget beforehand, with a stated plan, as a pose to taking it out of reserves. In future years, District staff should include reoccurring expenses in the budget and identify capital and one-time expenses to be pulled out of reserves. Mr. Morgan also stated that he is fine with cost-of-living and merit increases for District staff following what the County provides to its employees, with District Leadership determining the process for how that merit is applied. Mr. Copple, Mr. Tydings and Mr. Jenkins all agreed that they would be in support of adding a salary study to the FY22 Budget. Ms. Pierce asked how much the salary study would be and Ms. Hilbert explained that \$60,000 had been budgeted. Mr. Jenkins added that the District should budget for a salary study on a cycle, every 2-3 years. Ms. Hilbert explained that there has not been clear direction from the Board in the past and staff is interested in further discussions in 2022 about best practices for District operations. Ms. Hadley asked if the District's Financial Policy calls for a 90-day reserve. Ms. Broddrick stated that the policy states that it is at the Board's discretion as to the level of reserves, but that the last Board direction was for 90-days of reserve. Staff is currently going through historical Board information, as to when the direction was given. Ms. Pierce asked what the typical City reserve levels are and Mr. Copple and Ms. Hadley stated that they were 90 to 120 days of operations. Mr. Powers commented that the Cities also don't typically use as much grant funding for their budgets. Ms. Hilbert added that appropriate reserve levels need to be

weighted with this factor in mind, as well as the fact that there are occasional delays in repayments from DSHS, DSPRIP going away, and other factors. She explained that she has reached out to TACCHO for reserve levels from other Local Health Departments but has not heard back yet. Mr. Copple asked if there are other restricted reserve accounts that the Board has yet to see. Ms. Broddrick stated there were not. Mr. Copple also asked if the RFP for the Evaluation of WCCHD Services is currently in the FY22 Budget. Ms. Broddrick stated it was, at a budget of \$60,000. Mr. Morgan asked for staff to provide a grant summary of each of the different grants and how the funding is distributed to each of the functional areas. Ms. Broddrick clarified that the Board wanted a summary of each of the grants and where the funding hits, like a tree of sorts – what Divisions does it hit, how many people it funds, etc. Ms. Hadley agreed that she would like to see that information.

Ms. Hilbert continued onto the Operating Expenses portion of the budget. She stated that without the COLA and Merit increase for employees, the FY22 Operating Expenses were budgeted at \$11,359,809. Most of this was in the Salary and Fringe Benefits category and coming from grant funding that the current or prior Board has already approved. Ms. Hadley explained that travel was being restricted by DSHS for inclusion in the grants, as opposed to other funders. Local travel was allowed, but not inter-state travel, which would need to come from General Funds. This is different for FY22 and was further explained in the Budget Transmittal Letter. Mr. Morgan stated that it was approximately 77% of the total Operating Budget that was related to Personnel costs, which did not surprise him. Mr. Copple asked if there was a list of additional or discretionary adjustments. Ms. Hadley explained this would be new programs or facility upgrades. Things that are different from the prior year. Ms. Broddrick stated that the only facility update was a \$25,000 expense in Environmental Health Services that was pushed from FY21 to FY22 due to delays with the contractors used by Wilco Facilities. Ms. Broddrick stated that there were additional FTEs but that this was identified by Division, not as an Executive Summary. Mr. Jenkins echoed the request for a multi-year position control sheet. Ms. Broddrick stated that Staff would be happy to review any documents the Board wished to share and have Staff mirror for the FY23 Budget document. Ms. Hadley asked how the Board would know how many new positions there are for FY22. Ms. Hilbert explained that the information could be manually added by Division, and it is different from the prior year, but that the difference in positions is not currently included in the Budget Transmittal Letter. She stated that positions have been added with the new grant funding for FY22 and with every position approved being filled, a total of 109 positions would be held by the Health District, which is more than the 108 positions allowed for medical insurance through the County. She explained that the District does have funding to cover the medical insurance for that extra position and that discussions have already been had with the County HR to address this issue. Ms. Hadley stated that with the Cities, an explanation of new positions are created and address the purpose of the position, general duties, funding source, does it go away when the grant goes away, etc. This would be something the Board might like to see for the future. Ms. Hilbert stated that this could be done.

Ms. Hilbert continued onto the individual Division budgets, beginning with the Administration and Finance division. The focus this year, for this division is employee retention and process awareness, including for Division Directors to procure items, how to run regular Division budget reports, etc. The division budget has increased from the prior year approximately 11.2%, with two employees being added through the Public Health Workforce Grant – a Grants Manager, who will assist in managing and implementing grant funding through the financial back end, and a Policy Auditor, who will implement and assist in drafting financial policies. There are no other significant changes in the Administrative and Finance division. Mr. Morgan asked a question on format- why are there several line items that say salary? Ms. Broddrick explained that the detail is divided by program, as was previously requested. Ms. Hadley and Mr. Jenkins requested Division budgets include totals by category and potentially totals by fund. Ms. Hilbert stated that Staff would look at the options for providing this additional clarity. Mr. Morgan asked what the weaknesses were for this Division. Ms. Broddrick stated that it would be Staff not having enough time to review or establish quality assurance processes with the ongoing tasks required of them. She likened it to changing the tires on a bus while the bus was in motion. She explained that there has been significant growth of employees and funding, without the Staff to support this in the Division. Ms. Broddrick also stated that there have been multiple Executive Directors over the past years, each with their own vision of what the agency and the Administrative and Finance Division should be focusing on. Mr. Morgan asked if there have been any compliance issues. Ms. Broddrick stated that there have not. All audits during her employment have been clean, with only one corrective action noted. Mr. Tydings asked if one of the positions needed to be cut, which would be chosen. Ms. Broddrick and Ms. Hilbert explained that neither position could be cut as they are both grant funded and a condition of the grant. Mr. Copple asked if the grant was approved as part of the Amended FY21 Budget. Ms. Hilbert stated that the positions were approved as part of the Public Health Workforce Grant, when the grant was approved. Ms. Pierce asked if the current Board approved the Public Health Workforce Grant and Ms. Botts confirmed they did. Mr. Tydings asked for clarification on the grants approval process. Ms. Hilbert stated that Staff will bring a grant to the Board and in the back up documentation, there is detail on the deliverables for the grant, the positions funded, etc. When the grant, itself, is approved, so are the positions and deliverables associated with the grant. She added that all new positions for FY22 have already been approved by either the current or prior Board through the approval of grant funding. Ms. Pierce stated that the County's process for grants requires asking approval to apply for a grant, prior to doing so. Ms. Hilbert explained that in theory, that is a process Staff likes, but over the past year, timing has been a challenge, often having only a week and a half to complete the application. Ms. Broddrick added that the previous Board also gave the Executive Leadership Team the authority to apply for grants, assuming they fall within the Mission and Vision of the Health District, without first coming to the Board for approval. She also explained that the Health District does have a Grants Advisory Committee (GAC) that reviews all grants for applicability to the District's mission, prior to application. The Board briefly discussed how to clarify notification of positions that are grant funded when the grant is awarded. Mr. Jenkins suggested providing clarity on the initial agenda item and also making note of grant funded positions that might not be renewed as part of the Position Control Report for the upcoming Budget Year. Ms. Broddrick added that with every new position, or the potential elimination of a position, the Health District reviews if the position could be job-shared, does it still belong in the current Division, etc. Mr. Tydings asked if there was an easy way to determine how many employees were grant funded. Ms. Broddrick stated that there were very few positions that were not funded by a grant, in some way. The Program Eligibility and Social Services (PESS) Division, HR and the Executive Leadership Teams were the only employees she was aware of, offhand, that were primarily funded by General Funds, and not grants. Ms. Pierce commented that grants are very expensive to operate for internal staff. Mr. Morgan added that it appears as though it is the nature of Health Departments to operate under grant funding unless the County and Member Cities wished to contribute a significantly

higher amount. Mr. Morgan also answered for clarification on a \$180,000 contractual line item in the Administration and Finance division budget. Ms. Broddrick explained that A&F covered the cost of the Williamson County IT service contract for the full agency. He also asked for clarification on the line item for Equipment and Facility Rentals. Ms. Broddrick explained that this was a charge for copier rentals, again, for the full agency.

Ms. Hilbert continued onto the Clinical Services Division, stating that their core functions are immunization; testing and treatment of tuberculosis; testing, treatment, and counseling for STIs; and a variety of other health related items. For the upcoming year, they are also focused on COVID-19, immunizations, and mobile operations. Outreach for the mobile services and a need for additional support for the tuberculosis team are key concerns and priorities. This division has increased 26% in proposed budget, as opposed to last year, with the reason being that it absorbed another Division, the Immunization Advocacy division. A grant that funded immunization was also moved to the Clinical Services Division, increasing the Salary line item from \$46,000 in the prior year, to \$360,000 in the upcoming year to cover the costs of the staff that were shifted. Ms. Hilbert explained that the other large change for this Division is related to the Contractual Services line item of \$326,000. This line item is a combination of a variety of new COVID-19 grant deliverables that include hiring temporary nurses, medical assistants, and customer service representatives to assist the agency with after-hours and weekend outreach, specifically for COVID-19 vaccinations. She also added that there would be a HIPPA compliance audit, to build trust in the community, and a decrease in costs due to not renewing an expensive COVID-19-specific vaccination software. Rather, the existing medical record software would be used to integrate COVID-19 vaccinations into a system staff is already utilizing regularly. Mr. Tydings asked if Staff was continuing to see a need for COVID vaccinations. Dr. Norwood stated that staffing was a challenge currently for the number of requests for mobile operations of vaccination, but that Staff was partnering with school districts, the Williamson County Jail, long-term care facilities, and other individual requests from Member Cities at their outreach events. Ms. Hilbert clarified that these events included boosters, children needing first and second doses, people who delayed getting a vaccine and now need them, etc. and that the interest has significantly increased again, after dropping down over the past month. Ms. Hadley asked if the clinic lobbies would begin opening again. Dr. Norwood explained that having enough staff to operate an "open lobby" has been a challenge. After coordinating with all direct client services, including PESS, WIC and Environmental Health, the goal is to have all lobbies open to the public as of February 1, 2022. Ms. Hadley asked for clarification on the difference between Salary and Fringe line items in the Clinical Services Division. Ms. Broddrick stated that she would get back to Ms. Hadley on this clarification. Mr. Tydings asked if there were any new positions added to the Clinical Services Division. Ms. Hilbert explained that the only added position was a part-time Licensed Vocational Nurse (LVN) to assist with case management in the TB program of the Division. Dr. Norwood added that if a tuberculosis patient is diagnosed in another County, WCCHD will care for them, but they will not be included in the official WCCHD TB patient list. Additionally, TB cases tend to be extremely complex and include a lot of communication with various specialists. This portion of care was previously handled by the State of Texas but has now been given to the Local Health Districts to manage, so that also increases the workload for the existing TB nurses.

Ms. Broddrick stated that in answer to Ms. Hadley's early question on the Salary and Fringe difference for the Clinical Services Division, the Fringe total is for the full Division, not just a single program within the Division. Ms. Pierce asked how many Clinical Services employees were covered under the \$401,000 in Salaries for the DSRIP program. Ms. Hilbert explained that there are 23 positions that receive at least a portion of DSRIP funding, however, Staff has been intentional about finding other funding sources to cover their salaries, knowing that DSRIP was potentially being eliminated after FY23. At this time, six of these 23 positions still need more than 50% of their funding to be covered, should DSRIP be eliminated without another program taking its place. Fees for services delivered to the public have not been increased for the coming year, due mainly to the need to recoup the patient population, which has dwindled due to COVID. The fees are optional, and if a patient cannot pay, there is no requirement to do so.

Ms. Hilbert moved onto Environmental Health. This Division focuses on permitting, inspecting, and educating industry partners on foodborne and waterborne illnesses that effect the public. The focus this year is in continuing to train division staff and to work with City partners to ensure that processes are smoother for the businesses that are working through permitting. The Division budget is significantly lower than last year, approximately a 19% drop. Revenue for FY23 is anticipated to be much lower than estimated in prior years due to significantly fewer number of restaurants to inspect (approximately a drop from 2,500 pre-COVID to 1,300 current). There has also been no change in fees since 2015, which has also kept the revenue number lower than it should have been in prior years, and the final reasoning for the lower estimate in EH-related revenue is the Pool Program. This program launched in 2020 and is now understood to be a multi-year permitting process. While this is a program that Staff hoped would bring in income, the program has been running a deficit since its inception. The focus this year for the Executive Leadership team is to ensure the Environmental Health Division breaks even. Ms. Hadley asked if WCCHD is required by the State to conduct pool inspections. Ms. Murphy stated that the State does have laws related to pool safety. Ms. Hadley responded that if a municipality has adopted its own rules for pool safety, they don't have to participate in the Health District's program, as the City of Round Rock has done. Ms. Hilbert added that Staff wished to discuss the Pool Program, in further detail, with the Board in 2022, and address some of these questions. Ms. Hadley stated that she thought each municipality might already have their own ordinances to cover this program. Mr. Copple asked if homeowner's association pools are considered "public" and Ms. Murphy stated they are. Mr. Morgan asked for clarification on what was included in the EH revenue for FY22. Ms. Hilbert explained that it consisted of standard permitting for restaurants, with a request for the Board to increase the permitting fees, across the board, by fifty dollars. Mr. Hamala added that to increase fees, the Health District must partner with a Member City. He explained that the statute covering fees is capped at \$300, but if a Member City has higher fees established, the Health District can match the Member City's fees. Mr. Hamala stated that the City of Round Rock coordinated with the Health District on fees during the last increase, several years ago. Ms. Hadley confirmed that she remembered this. Ms. Hilbert stated that a point of consideration for the Board is that historically, both the retail food and the pool program have been supported through the revenue generated from fees, other than costs related to medical insurance, which was taken from General Funds. However, for FY22, Ms. Hilbert added, the program is expected to run at a deficit, and that deficit would be covered by General Funds. Staff will review the EH budget regularly and report back to the Board the on status of the anticipated deficit. Mr. Copple added that he felt it was strange to request fee increases or Member City contribution increases when there is a 333-day reserve to draw from. He stated that he is aware the Board will need to discuss financial policies moving forward, but the Board may wish to have a

thorough discussion on if there should be any type of revenue increase given the current reserve level. Ms. Hadley stated that the City of Round Rock evaluates its fees annually and it might be helpful to review various fees other health districts charge. Mr. Copple agreed that it made sense to review all Health District fees in a comprehensive manner. Ms. Hadley stated that she assumed, but did not know, if more than 90 days of operation for reserves for a Health District was necessary, in the event a grant is delayed. Ms. Broddrick stated this was a concern to be considered during the financial reserves discussion at a later date. She added that sometimes the State takes 60-90 days to pay the Health District and she, as the Finance Director, is not comfortable with only a 90-day reserve level. Mr. Copple stated that she makes the case for restricted reserves, to cover specific purposes, rather than a large amount of unobligated cash reserves. Mr. Morgan asked for clarification on where the 19% reduction in budgeted expenses is coming from. Ms. Hilbert stated that the reduction came from a line-by-line reduction of anywhere they Division could possibly trim. Travel expenses were reduced, as well as a change to a less expensive inspection software option. Mr. Powers asked if Environmental Health also covered septic tank inspections. Ms. Pierce stated that the County took that over approximately three years ago. Mr. Copple stated that FY21 budget showed 13 FTEs for this Division and the FY22 budget only has 12. He asked if a position was eliminated. Ms. Broddrick stated that the open position was moved from this Division, where there was less need, to another Division, where the need was greater and there was grant funding to support the position. The Division receiving the new position was Marketing and Communications. Mr. Copple asked if there is Board-approval needed to move positions from one Division to another. Ms. Broddrick stated that there is not, at this time, other than as part of a Budget Amendment, which the Board does approve. Mr. Copple stated that if a position is moving from one Division to another, he would like to approve it prior to it occurring.

Ms. Hilbert continued onto the Women, Infants and Children (WIC) Division. The focus of this division is providing nutrition, breastfeeding, and other support for pre- and post-partum woman and their children, up to age 5, particularly in areas of health equity. For the upcoming fiscal year, they will be focusing on mobile operations and outreach. They are going out to Liberty Hill on the WIC bus monthly and are seeing a lot of clients in that area. They are also coordinating with Project Headwaters in Taylor to be part of that outreach of various services. Ms. Hilbert explained that their budget tends to stay the same each year, and it is based on the total number of clients seen. She explained that they are at a point that they cannot see clients quickly enough. Pre-COVID, numbers had been decreasing, but when COVID hit, the number increased again, and staff is now at a point where another position is needed- specifically a Breastfeeding Counselor. The addition of this position would bring in additional WIC funding and would be paid for out of existing WIC funding. Ms. Broddrick explained that WIC is one of the few Divisions that is fully funded on its own, without General Funds. Ms. Pierce asked for clarification on the Salaries category in the WIC division, with Salaries being listed multiple times under the same program code. Ms. Broddrick explained that the Salaries are broken down for the different categories of Registered Dietician (RD) positions, including peer counseling, breastfeeding counseling, etc.

#### **4:07PM – 10-minute Break Called**

#### **4:17PM – Resumed Regular Meeting**

Ms. Pierce stated that she would need to step out at 4:30PM for another meeting, but that Mr. Jenkins would take over as Vice-Chair in her absence.

Ms. Hilbert continued with the Program Eligibility and Social Services Division (PESS). She stated that this division screen patients for eligibility through Medicaid, Wilco CARE and other federal and state assistance programs. They serve as patient advocates and connect patients to medical services, especially the indigent population. Health equity is a priority for them and in the coming year, they will also be focused on staff training and expand what we offer, especially in the realm of cancer patients. The Division budget stayed approximately the same from last year and they have one personnel change, where a vacant Program Eligibility position will be shifted to a Social Worker position, that will be paid for by the Public Health Workforce grant. The Social Worker position will assist with patient coordination and connection to the appropriate providers.

Ms. Hilbert moved onto the Epidemiology and Emergency Preparedness Division (EEP). This division also includes the Medical Reserve Corps, which is the Health District's volunteer group and the Integrated Vector Management program, which provides mosquito surveillance. They focus on disease outbreaks and how vulnerable, disabled, or underserved populations are impacted by emergencies. In the coming year, this division will be focusing on outreach and strengthening of community group connections. Their budget has increased by approximately 5% from prior year. They have two new part-time positions that will be new for FY22. The first is a part-time Safety Coordinator, who will work on protocols, procedures and ensure WCCHD staff knows what to do in different safety situations. The second is a part-time integrated vector management individual. This position has been temporary in the past and moving this position to a regular, part-time position, allows for building out staff capacity and assisting with surveillance and outreach.

Ms. Hilbert continued onto the Quality and Strategic Management Division (QSM). This division manages the Health District's data. They help with grants, quality improvement and performance management for the Health District. They oversee the Community Health Assessment (CHA) and the Community Health Improvement Plan (CHIP) and work closely with the Marketing and Community Engagement Division on a variety of projects. The budget has increased substantially (approximately 23%) from the prior year, due to the Health Disparities grant. This grant provides funding for sub-contracting out to community organizations in Health Equity Zones to serve the needs of underserved communities. Mr. Morgan asked if this was what the "Contractual Services" line item for \$159,000 was. Ms. Hilbert confirmed it was and explained that the money would be used to provide funding to organizations already existing in the Health Equity Zones that know the needs of their communities best. Ms. Broddrick clarified that organizations are contractually bound to do the work identified, as opposed to simply being a "mini grant" that we provided to them. As part of the Health Disparities grant, Community Listening Sessions will be held in the Health Equity Zones to identify the needs of those communities and determine the work that will be sub-contracted out to the local nonprofit organizations. Mr. Morgan stated that the Georgetown Health Foundation completed a special

study for the southeast quadrant of Georgetown, identifying needs in that area. He suggested Staff connect with them to share information. Ms. Hadley asked how many Health Equity Zones there are in Williamson County. Ms. Hilbert replied that there are five identified zones – the north-eastern side of the County, a sliver in Southeast Georgetown, a sliver in Cedar Park, a sliver in Round Rock and all of Taylor. Mr. Jenkins mentioned that he was familiar with the community outreach done as part of the CHA and Ms. Pierce added that prior CHAs and CHIPs were overseen by the QSM Division Director, Melissa Tung. As she has now left, is there money allocated in the FY22 Budget to contract those documents out? Ms. Hilbert answered there was, particularly as that position would not be immediately filled. She stated that there are individuals who can write up the documents, the challenge is in collecting the data.

Ms. Hilbert moved onto the Marketing and Community Engagement Division. When the Immunization Advocacy Division (IA) was dissolved, this division also took on some of the community engagement work that IA previously did, related to general immunization and vaccine education. This division has a 40% increase in grant funding for FY22, compared to the prior year. Some of the category increases include \$30,000 in printing fees, related to a DSHS grant that was originally supposed to cover social media costs, but DSHS required hard copy printing instead; \$90,000 in Contractual Services for Community Health Workers, as part of a pilot for this community engagement model; and \$74,000 in Contractual Services as an Interlocal Agreement with Williamson County to have Wilco EMS assist WCCHD with vaccinations.

#### **4:30PM – Ms. Pierce left the meeting**

Mr. Jenkins asked for clarification on the numbering of the Divisions. Ms. Broddrick explained that as Divisions have been created, dissolved, and combined, the numbering is not repeated, so that historical data remains intact.

The HR Division is focused on employee retention and satisfaction. For FY22, that focus will continue. This division will also prioritize reviewing personnel policies and procedures, as the Board has indicated it would also like to do. Lastly, there will be a focus on diversity, equity, and inclusion, which is a part of many of the new grants. This division has increased by 10% from last year. There are no new FTEs for FY22, but in FY21, a part-time HR Assistant was added through the Public Health Workforce Grant and this position will continue through FY22. In Contractual Services, the increase is for a consultant to assist in developing an Onboarding process for new employees, and for the various grants diversity, equity, and inclusion training deliverables. The Subscriptions, Dues and License Support category includes an annual cost for an employee training module for all agency employees and the Training Category includes multiple trainings that focus on implementation of learned techniques, as opposed to just an overview. Ms. Hadley asked if the Training budget covered just this Division or the full agency. Ms. Hilbert clarified it was for the full agency.

Ms. Hilbert concluded that the final Division for review was the Executive Leadership Division (ELT). This division oversees the agency and ensures that the individual Divisions are working towards strategic planning goals, budget management and internal/external asks. The focus this year, in concert with Administration and Finance and HR, is to ensure that the Health District's policies and procedures are in-line, available and easy for staff to access. For FY22, a part-time Program Specialist position will be added, through the Workforce Grant, who will be assisting with reviewing policies and through the Contractual Services category, an individual who will be assisting with managing the Health District's records retention. Ms. Hilbert explained that through different leadership and different Boards, records have been stored on different platforms and it can be a challenge to "track down" items. Staff would like to consolidate this information and update how often it is reviewed. Additionally, \$60,000 for the RFP for the Evaluation of WCCHD Services has been added to this Division's budget, at the request of the Board. Legal charges for the full agency are also included in the ELT budget. The Board briefly discussed the difference between the RFP, estimated at \$60,000 and included in the budget, and the Employee Compensation Study, also estimated at \$60,000, that is not currently in the budget for FY22.

Ms. Hilbert drew the Board's attention to the FY22 Salary Schedule, which is based off the Texas State Auditor's Office position ranges. If the Board would like to approve a cost-of-living increase, the base salary would increase and if this increase would extend beyond the established range, the position would be reclassified. The HR Director previously reviewed current employee salaries and no one would fall into this category for FY22. Ms. Broddrick clarified that the reclassification would only occur if an increase in job duties also supported this. Ms. Hadley added that a "topped out" employee might not receive a merit increase, if they are already at the top of the salary range, but they would receive a cost-of-living increase, which increases all the ranges. Ms. Broddrick agreed. Ms. Hadley asked if a lump sum is ever given for long-standing employees that no longer receive merit increases. Ms. Broddrick stated that the only lump-sum increases in her tenure have been incentive pay. Ms. Broddrick explained that although the Board is approving a maximum of 2% merit increase, for all employees, because merits are based on evaluation dates, the true amount paid in merits is lower than what is approved. For example, she stated, an employee with an evaluation date in November would receive only two months of salary with the approved merit, not the full 12 months approved by the Board. Mr. Tydings clarified that the Health District does evaluations based on hire date, not on a fiscal year. Ms. Broddrick confirmed this was accurate. Ms. Hilbert added that this might be a policy Staff should also review as there have been attempts to fix it and there are still challenges with implementation. Mr. Tydings, Mr. Morgan, and Ms. Hadley agreed. Mr. Tydings asked who was responsible for completing evaluations, employee to supervisor or supervisor to employee? Ms. Broddrick answered it was a shared responsibility. Ms. Hilbert added that a policy was put in place last year to clarify this that states if a manager gives an evaluation late, then that manager does not get a merit increase. A platform is also in place that sends reminders to assist in keeping evaluations timely. Mr. Copple added that the scope of the Compensation Study is more than just a Salary Survey and can incorporate recommendations for these types of challenges. Ms. Broddrick asked how the Member Cities implemented their merit increases. The Cities of Round Rock, Georgetown, Cedar Park and Williamson County all complete their evaluations at the same time per year, not on anniversary date. The Cities of Round Rock and Georgetown and Williamson County all detailed their evaluation schedule for new employees and how merit is allocated.

Mr. Copple summarized that the Board was in favor of a 4% COLA, a 2% merit and budgeting \$60,000 for a Compensation Study. He

asked the Board for further discussion on the \$48,000 increase to the Member Cities, based on population growth, and the proposed environmental health fee increase. Mr. Copple asked how much was assumed in the revenue for FY22 that was due solely to the increase in Environmental Health fees. Ms. Hilbert stated it was approximately \$100,000. Mr. Hamala added that he did some initial research since the Board discussed the potential fee increase and the Texas State statute was changed in 2019, removing the \$300 cap on fees, but that the Health District is still restricted to only charging fees that cover its costs. Mr. Copple asked that further discussion on environmental health fees wait until all Health District fees can be discussed at once. Ms. Broddrick added that the increase to Member City contributions of \$48,000 was already requested of Member Cities, was included in the FY22 City Budgets and in at least one Member City's cases, already paid in full.

**Motion to approve the FY22 Budget and include a 4% COLA, up to a 2% Merit Increase, \$60,000 for a Compensation Study, reduce the Member City contributions by the annual population increase and eliminate the environmental health fee increase from the projected revenue.**

Moved: Chris Copple  
Seconded: Laurie Hadley

Mr. Powers commented that he wanted to disagree with including the reduction of the Member City contributions to the projected revenue. He agreed with Mr. Copple's reasoning moving forward, but the City of Leander added 15,000 new residents in the past year, many of which are Health District clients. Ms. Hadley stated that her issue with Member City contributions is related to paying any costs at all. Municipal Utility Districts (MUDs) don't pay towards the Health District. Residents who live in City boundaries, but not in MUDs, pay City taxes and County taxes, which both go to cover Health District costs. Mr. Morgan and Mr. Copple stated that Ms. Hadley's concern may be brought up in further discussions, as part of the Evaluation of WCCHD Services.

**Motion to amend by removing (striking out) "reduce the Member City contributions by the annual population increase".**

Moved: Robert Powers  
Seconded: David Morgan

Mr. Morgan asked Mr. Copple for his reasoning behind including the reduction of Member City contributions by the annual population increase in his original motion. Mr. Copple explained that it was his opinion that the Member City contributions should not be increased year over year when a large reserve fund balance exists. Mr. Morgan asked what the Cooperative Agreement requires for Member City Contributions. Ms. Broddrick stated it mentions payment on a per-capita basis. Ms. Hadley clarified that the population for each City was based on the 2020 Census. Ms. Broddrick agreed.

**4:59PM – Ms. Pierce returned to the meeting**

Mr. Copple stated that his reasoning was based on a philosophy that additional taxpayer dollars should not be requested when a large reserve balance exists. Mr. Tydings asked if the philosophical question should be part of a larger general policy discussion. Mr. Morgan agreed and felt that a better understanding of the timing of grant funding and obligations was needed, as well as targets of what the reserves should be prior to having this philosophical discussion. He added that a more thorough unrestricted reserve framework should be established prior to making changes to what Member City contributions are requested. Mr. Jenkins agreed.

Vote: Aye - Mr. Morgan, Mr. Jenkins, Ms. Pierce, Mr. Powers, Mr. Tydings all (by Hand Raise)  
No - Mr. Copple, Ms. Hadley (by Hand Raise)

Amended Motion approved to read: Motion to approve the FY22 Budget and include a 4% COLA, up to a 2% Merit Increase, \$60,000 for a Compensation Study, and eliminate the environmental health fee increase from the projected revenue.

**Motion to approve the FY22 Budget and include a 4% COLA, up to a 2% Merit Increase, \$60,000 for a Compensation Study, and eliminate the environmental health fee increase from the projected revenue.**

Vote: Approved unanimously (Hands Raised)

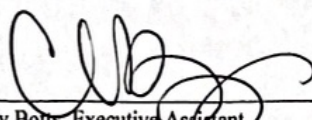
10) Adjourn


**Motion to adjourn.**



Moved: Jeffrey Jenkins  
Seconded: Laurie Hadley  
Vote: Approved unanimously

**Board Chair Pierce adjourned the meeting at 5:10 p.m.**

Recorded by:   
Cindy Botts, Executive Assistant

Reviewed by:   
Chris Cople, Secretary