

Board of Health: Agenda

A Board of Health meeting will be held **Tuesday, December 23, 2025, at 12:00 PM**
in the **THIRD FLOOR CONFERENCE ROOM C** at **101 W. 9th St.**
Lunch for Board Members will be served at 11:30 AM.

- A. 12:00 PM – Call to Order and Approval / Changes to Agenda **(Action Required)**
- B. 12:01 PM – Approval of Board of Health Meeting Minutes held November 26, 2025 **(Action Required)**
- C. 12:03 PM – Public Forum
- D. 12:05 PM – Board of Health Discussion and Updates
- E. 12:10 PM – Years of Service Recognition
- F. 12:15 PM – Residential Housing Program Presentation
- G. 12:30 PM – 2026 Budget Approval **(Action Required)**
- H. 12:50 PM – Budget and Finance
 - Monthly Financial Report – November 2025 **(Action Required)**
 - Contracts **(Action Required)**
- I. 1:00 PM – Director’s Report
 - Riverstone Academy Update

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Pueblo Board of Health Meeting Minutes

November 26, 2025

The Pueblo Board of Health meeting was held via Zoom.

Board Members Present:

Donald Moore, Board President
Zsuzsa Glasscock, Board Vice President
Abel M. Chavez, Board Member

Legal Counsel:

Marci Day, Assistant County Attorney

Administrative Staff Present:

Randy Evetts, Public Health Director
Katie Davis, Deputy Director
Chad Wolgram, Environmental Health (EH) Director
Shylo Dennison, Community Engagement, Prevention, and Response (CEPR) Director
Georgia Alfonso, Budget and Finance Office (BFO) Director
Jonathan Hontz, Administrative Assistant

Other Staff Members Present:

Trysten Garcia, Public Information Officer

Other Guests:

None present.

Call to Order:

Donald Moore, Board President, called the meeting to order at 12:02 PM.

Approval of Agenda

MOVED by Abel Chavez, seconded by Zsuzsa Glasscock, to approve the November 26, 2025, Board of Health meeting agenda, as presented.

MOTION CARRIED UNANIMOUSLY

Approval of Minutes

Donald Moore asked the Board for revisions to the minutes. There were none.

MOVED by Abel Chavez, seconded by Zsuzsa Glasscock, to approve the October 29, 2025, BOH meeting minutes as submitted.

MOTION CARRIED UNANIMOUSLY

Public Forum

There were no requests for public comment.

Board of Health Discussion and Updates

- Abel Chavez commented on this week's City Council meeting at which it did not approve the Healthy Beverage ordinance. He inquired if the reasons it failed might be overcome in the future. Director Evetts responded that the City requires ordinances to have a penalty for non-compliance, and this seems to be why it was not passed. The City Council composition will change in January and the ability to re-propose the initiative could be re-assessed at this time.

Public Health Director Succession Plan

Randy Evetts gave a brief overview of the plan with an expectation to review it every two years. He asked the board to approve the plan, as presented in the 11/18/2025 work session. A copy of the plan is attached to these minutes.

MOVED by Abel Chavez, seconded by Zsuzsa Glasscock, to approve the Public Health Director Succession Plan, as submitted.

MOTION CARRIED UNANIMOUSLY

2026 PDPHE Holiday Schedule

Mr. Evetts asked the Board to approve the 2026 schedule of holidays. There were no changes from the 2025 holidays.

MOVED by Zsuzsa Glasscock, seconded by Abel Chavez, to approve the 2026 PDPHE Holiday Schedule, as submitted.

MOTION CARRIED UNANIMOUSLY

2026 PDPHE Employee Handbook

Katie Davis, Deputy Director, presented the changes to the 2026 Employee Handbook. An attorney from Employers' Council made recommendations for updates and Ms. Day, County Attorney, reviewed the final draft and approved the proposed changes. The changes are as follows:

- Chapter 4 Section added Overtime
 - New addition per attorney recommendation. This practice was in place but was not reflected in the handbook.
- Chapter 6 Section added Voting
 - New addition per attorney recommendation. This practice was in place but was not reflected in the handbook. PDPHE offers flexibility for employees who choose to exercise their right to vote in person.
- Chapter 7 Section 7.2 added Anti Violence
 - This section was pulled from the former Workplace Violence section. It defines and prohibits workplace bullying.

- Chapter 7 Changed verbiage to Inspections
 - Verbiage changed to more clearly explain when inspections may occur without employee consent.
- Chapter 7 Removed Social Media section per attorney recommendation.
 -
- Chapter 7 added Data Disposal Policy
 - This practice was in place via SOP for Personal Identifiable Information but was not reflected in the handbook
- Chapter 7 added Software and Copyright
 - New addition per attorney recommendation.

Abel Chavez asked how often the handbook gets reviewed. Katie answered that PDPHE reviews every two years at a minimum, but in recent years reviews have occurred more often due to changes in law and practice.

MOVED by Abel Chavez, seconded by Zsuzsa Glasscock, to approve the 2026 PDPHE Employee Handbook, as presented.

MOTION CARRIED UNANIMOUSLY

Budget and Finance

Monthly Financial Reports

BFO director Georgia Alfonso presented financial reports for October 2025. The YTD income statement reflects a surplus of \$156,593.91. The total variance to the budget is positive \$353,602.87, representing .68% greater expenses and 3.94% greater revenues than projected. The balance sheet reflects an Unassigned Fund Balance of \$1,454,723.73, a decrease of \$11,083.18 over September 2025.

Abel Chavez commented that the staff has done a great job of forecasting the budget and applauded the BFO's efforts.

MOVED by Abel Chavez, seconded by Zsuzsa Glasscock, to accept the October 2025 financial reports as presented.

MOTION CARRIED UNANIMOUSLY

Contracts

SECOR Harm Reduction	1/1/26 - 12/31/26	\$58,765.30
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This contract is between the Southern Colorado Opioid Response Settlement Region #19(SECOR) and PDPHE. This program aims to broaden access to naloxone and deepen community engagement around overdose deaths across Pueblo and its neighboring counties. The program will train professionals and community members while providing harm reduction supplies and empowering young people to become peer educators.

Georgia explained this contract is a new program and will support current 0.30 FTEs, no new

staff will be hired. Legal review was completed and approved. BOH action is required because the contract exceeds \$50,000.00.

Zsuzsa Glasscock asked which PDPHE Division will be responsible for this program. Shylo Dennison answered that the Community Engagement, Prevention, and Response (CEPR) area will be administering the activities for this contract.

Abel Chavez asked if PDPHE has funds to address treatment of the opioid epidemic. Shylo answered that PDPHE does not have treatment funding, and this contract would support Naloxone use training only.

MOVED by Zsuzsa Glasscock, seconded by Abel Chavez, to approve the SECOR Harm Reduction contract as submitted.

MOTION CARRIED UNANIMOUSLY

Director's Report

- Randy explained WIC funding has been approved through September 30, 2026.
- City budget was approved on 11/24 and the budget PDPHE submitted was approved with no additional changes.
- PDPHE's active shooter drill was conducted early in November, and an after-action report is being built to learn from the exercise. Most staff have reported that it was a good learning experience.
- 12/10 at 11:30 is the PDPHE annual holiday celebration and the Board is invited to attend.
- The next Board meeting has been moved to Tuesday, December 23, 2026.

Donald asked about the nationwide infant botulism outbreak. Zsuzsa explained that it's being spread via baby formula and the affected products are being removed from the shelves. Randy added that he is not aware of any cases in Colorado yet.

Zsuzsa added that enterovirus and rhinovirus are combining into one severe infection and is spreading in the community. Randy will relay this information to the Communicable Disease (CD) team.

Donald asked why the number of Environmental Health plan reviews are much higher than last year. Chad Wolgram answered it is attributable to remodels and there have been new small businesses such as convenience stores and coffee shops opening in the area.

Donald asked about the Riverstone Academy, specifically, if the Academy remains open in light of the significant compliance gaps it has with several agencies including PDPHE.

- Randy explained that the school is open, and Chad Wolgram further explained that PDPHE has met with County agencies and agreed to work with the school to ensure they achieve code compliance. Chad also explained that the school will have a couple of months to come into compliance with PDPHE's regulations.
- Marci Day added there were zoning violations the County was working to address, with

a path to bring the school into compliance. Fire code inspections were not completed prior to the school opening, and the Academy is required to conduct Fire Watch inspections when it is open. Marci further explained that the school will require a special use permit, and that process will involve coming into compliance with the relevant area agencies' regulations including PDPHE.

- Donald asked if PDPHE is comfortable with the school operating. Randy answered there were no imminent health hazards that would warrant closure, so PDPHE is allowing them to remain open while they demonstrate compliance. Chad added that they seem to be working in good faith to address the issues and violations.
- Donald stated the compliance gaps are substantial and seem inconsistent with an occupancy permit. However, he states PDPHE only has oversight of its regulations. He asked Director Evetts to place this topic on future agendas until the Academy reaches full compliance.

Donald asked about the current difficulties with School District 60 inspections. Chad answered that they are cooperating with requests to inspect, but there were many logistical difficulties this year in completing many routine inspections. Those difficulties have largely been overcome and Chad added that regular inspections are being done.

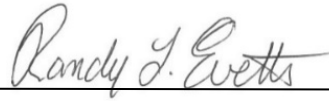
Donald Moore adjourned the Board of Health Meeting at 12:59 PM.

Next BOH Meeting

Tuesday, December 23, 2025, at 12:00 PM.



Donald Moore, Board of Health President



Randy Evetts, MPA, Public Health Director

Submitted by Jonathan Hontz
Administrative Assistant

PDPHE Succession Plan- Public Health Director

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Pueblo Department of Public Health and Environment

Succession Plan- Public Health Director

Approved by: Board of Health
 Original Effective Date:
 Most Recent Revision:
 Review Cycle: Biennially

I. Purpose

To ensure leadership continuity, organizational stability, and strategic momentum in the event of a planned or unplanned absence or departure of the Public Health Director (PHD). This document is established to guide the Board of Health and may be revised at any time by an affirmative vote of the Board.

II. Guiding Principles

- Maintain uninterrupted execution of PDPHE’s mission and statutory responsibilities
- Preserve organizational culture and stakeholder trust
- Promote transparency and professionalism in leadership transitions
- Consider both internal and external candidates for permanent replacement
- Foster leadership development and readiness across senior leadership team

III. Terms and Acronyms

- BOH- Board of Health
- PHD- Public Health Director
- DD- Deputy Director
- HR- Human Resources
- PIO- Public Information Officer
- PDPHE- Pueblo Department of Public Health and Environment
- CDPHE- Colorado Department of Public Health and Environment

IV. Types of Succession

Type	Trigger Event	Action	Responsible Party	Timeline
Planned Departure	Retirement/ resignation w/ notice	Activate Permanent Replacement Process Communicate transition plan to staff & key partners	PHD & BOH President	≥ 90 days prior (6 months preferred) After transition plan is developed
Unplanned Absence	Illness, injury, emergency, or sudden departure (resignation without notice, termination)	Activate interim leadership protocol Notify BOH President and Key contacts as needed	DD or Senior Leader	Within 1 working day

Temporary Leave	Short-term absence (e.g., medical leave)	Notify BOH President and Deputy Director. Activate interim leadership protocol Notify Internal staff only	PHD	With as much notice as possible
Leadership Vacancy	Extended vacancy due to recruitment delays or failed search	Reaffirm Interim leadership; Reassess recruitment strategy: Consider external interim appointment	BOH President & Board	Review status every 30 days.

V. Public Health Director Competency Profile

Domain	Core Competencies
Strategic Leadership	Vision and strategy setting, systems thinking, policy development, data-driven decision-making, change management
Governance & Board Relations	Serves as advisor and secretary to the Board of Health; supports governance, agenda-setting, and policy oversight.
Public Health Law & Policy	Leads development and enforcement of public health policies under Colorado Revised Statutes
Operational Excellence	Budgeting, compliance, performance management, organizational oversight, emergency preparedness, conflict resolution, continuity of operations
External Relations & Advocacy	Represents PDPHE to elected officials, media, and coalitions; drives public trust and legislative engagement; Leads, encourages, and supports stakeholder engagement;
Legislative Engagement	Monitors and responds to local/state legislation; advises BOH on policy implications
Team Leadership/ Talent Development	Succession planning, mentoring, workforce strategy, promote inclusive practices and workforce sustainability
Behavioral Competencies	Emotional intelligence, resilience, collaboration, cultural humility, ethical leadership

VI. Interim Leadership Protocol

- **Designated Interim Leader:** (1) **Deputy Director (DD)** If unavailable, (2) most senior Division Director. The Deputy Director will assume command upon his/her return. If both PHD and Deputy Director positions are vacant at the same time, the most senior director will assume the role until such time the BOH can meet and make an interim appointment. The Board of Health, at their discretion, may appoint an alternate interim leader other than the designated interim leader identified in this document.
- **Authority Scope:** Full operational authority and control (budget, personnel decisions, process changes, signatory authority, contracts) except statutory powers, policy changes, or contracts requiring board action per PDPHE BOH policy.
- **Delegation Guidance:** The acting Public Health Director should assess critical functions and delegate responsibilities to senior leaders as needed to maintain continuity. Delegation should be guided by the following principles:

- Prioritize statutory and time-sensitive duties to ensure compliance and public safety.
- Assign tasks based on existing expertise, cross-training, and leadership readiness.
- Document all delegated responsibilities and communicate them clearly to staff.
- Reassess delegation weekly to adapt to evolving needs or capacity changes.
- Ensure transparency with the BOH regarding major decisions or reassignments.
- **Board Notification:** BOH President within 24 hours
- **Duration:** Until PHD returns or appointment of permanent/ acting replacement. If the duration exceeds 90 days, the BOH will meet prior to the end of the first 90 days to determine next steps.
- **Reporting/ Accountability-** BOH President determines frequency of check-ins and reporting to the BOH

VII. Permanent Replacement Process

Step	Action Description	Responsible Party	Target Timeline
Meet with staff	Discuss plan of action, concerns, and needs. Identify documents, and other information to begin replacement process.	BOH President	≤ 5 business days after notification.
Board Convenes	Review succession plan, confirm priorities, update job description, finalize selection criteria & salary range	BOH President & Board	≤ 15 business days after notification
Post Position	Post position opening internally/ externally	HR Manager	≤ 21 business days after vacancy
Screening	Screen for minimum qualifications—shares eligible candidates with BOH President	HR Manager	≤ 4 days after posting closes
Interviews	Meet with candidates and use scoring rubric tied to competencies to evaluate	Interview Committee	≤ 3 weeks after posting closure
Selection	Recommend hiring Approves selection	Interview Comm Board of Health	≤ 7 days following interviews
Offer Made	Make contingent offer; enter negotiation with candidate based on BOH direction	HR Manager	≤ 2 working days after BOH selection
Background Check	Complete background check and schedules pre-employment physical	HR Manager	≤ 1 week after offer acceptance

Finalize Agreement	BOH President works with attorney to finalize employment terms	BOH President & PDPHE Attorney	Prior to PHD start date
Board Appointment	Formal appointment at BOH meeting	BOH	Prior to PHD start or at first BOH meeting post-start
Onboarding	Execute onboarding plan (Appendix B) & Continuity of Operations review.	DD or the assigned Liaison	On PHD start date

Note: Internal candidates should be encouraged to apply through a transparent process.

VIII. Leadership Pipeline Development

- Provide cross-training for Deputy Director and Division Directors in statutory duties, emergency response, policy development, and budget and operational management.
- Maintain up-to-date Continuity of Operations (COOP) documents for all leadership roles
- Offer mentorship and stretch assignments to develop leadership capacity
- Promote professional development opportunities

IX. Communication Plan

Type	Internal Communication	External Communication
Planned Departure	Notify BOH President ≥ 90 days prior: staff messaging within 5 business days. Consider sharing transition plan and timeline with staff once developed (within 3 weeks of BOH President notification)	Notify city/county officials within 3 working days
Unplanned Absence	Interim leadership notifies PDPHE staff as soon as possible	DD or senior leader notifies BOH President within one working day
Temporary Leave	PHD notifies staff and BOH President as appropriate	Notify BOH President prior to leave (if possible)
Hiring of New Director	Interim Leadership notifies staff after background check and physical clearance	BOH President or designee notifies city and county officials, CDPHE, media; update website and directories within 2 weeks.

Note: External communications follow PDPHE’s communication/ emergency communication protocols. Some internal and external communications may occur simultaneously rather than sequentially to avoid erosion of public trust.

Media Risk Mitigation Protocol

To safeguard public trust during leadership transitions, PDPHE will implement the following strategies:

- Designate the PIO or designee as the media liaison.
- Coordinate all public statements with the BOH president and PIO.
- Monitor media and social platforms for misinformation or reputational risks.
- Respond rapidly to misinformation with timely corrections.

- Archive all external communications for future reference.

These protocols apply to all transition types and are especially critical during unplanned absences or prolonged vacancies.

X. Key Contacts

- **BOH President**- Donald Moore, 719-251-9101, dmoore@PuebloCHC.org
- **Deputy Director**-Katie Davis, 719-214-1322, katie.davis@pueblocounty.us
- **HR Manager**-Denise DeNardo, 719-583-4515, denise.denardo@pueblocounty.us
- **PIO**- Trysten Garcia, 719-583-4924, garciat@pueblcounty.us

XI. Evaluation and Continuous Improvement

- The BOH will review the succession plan with documented lessons learned following any transition.
- The BOH will review onboarding process with PHD after 2 months of employment to determine if onboarding process was helpful, what additional support or training would be helpful, and what improvements could be made for future onboarding.
- The BOH will review and approve the succession plan at least every two years (biennially).

Metrics for Success

To evaluate the effectiveness of leadership transitions and onboarding, PDPHE will track the following metrics:

Transition Effectiveness

Metric	Description	Target/Goals
Transition timeliness	Time from vacancy to interim and permanent appointment	Interim within 1 day; permanent within 90 days
Continuity of operations	% of critical services maintained without disruption	≥ 95% continuity

Onboarding Success

Metric	Description	Target/Goals
Onboarding completion rate	% of onboarding tasks completed within 90 days	100% completion
New director feedback	Qualitative feedback from new PHD on onboarding experience	Positive feedback with actionable insights
BOH debrief completion	Formal review conducted within 3 months of start	Completed and documented

Communication & Public Trust

Metric	Description	Target/Goals
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Timeliness of external notifications	% of external notifications sent within required timeframes	100% compliance
Media Sentiment	Tone of media coverage during transition	≥ 80% positive or neutral
Public engagement	Web/social engagement with transition announcements	Track baseline and growth

XII. Resources

- Colorado Department of Public Health and Environment- [LPHA Director Resources webpage](#)
- Colorado Association of Local Public Health Officers (CALPHO)- www.calpho.org
- National Association of City and County Health Officials (NACCHO)- www.naccho.org
- Association of State and Territorial Health Officials (ASTHO)- www.astho.org
- [Colorado minimum qualifications for Public Health Director](#)
- PDPHE [Continuity of Operations document for the Public Health Director](#)
- PDPHE Public Health Director job description

APPENDIX A

Communication Templates

A. Planned Departure- Internal Staff Email

Subject: Leadership Transition Announcement

Dear PDPHE Colleagues,

I am writing to share that I will be transitioning from my role as Public Health Director, effective _____. The Board of Health and I will work together to ensure a smooth and orderly transition, including (notes on transition plan/ timelines if known).

We remain committed to our mission and serving our community with excellence during this period of change.

Sincerely,

Public Health Director

Planned Departure- External Official Notification

Subject: Public Health Director Transition

Dear _____,

This note is to inform you that (Insert PHD name), our Public Health Director, will be departing the role effective (insert date). The Board of Health and leadership team have initiated a transition plan to ensure continuity of operations.

Please reach out to (insert BOH President name at (insert phone number or email address) with any questions.

Warm Regards,

Board of Health President

B. Unplanned Absence- Internal Urgent Notice

Subject: Urgent Leadership Update

Dear Team,

Effective immediately (Insert PHD name) will be unable to fulfill Public Health Director duties due to unforeseen circumstances. (Interim Director's name) will assume operational leadership until further notice.

Please direct your questions to me at (email or phone number)

Thank you,

C. Unplanned Absence- BOH President Notification

Subject: Interim Leadership Assignment- Urgent

Dear (BOH President),

Today we have implemented the Interim Leadership Protocol due to an unplanned absence of the Public Health Director.

Director (Insert PHD name) is unavailable effective immediately and is expected to be out for more than a week. In his absence, I have assumed the acting director role in accordance with the Interim Leadership Protocol.

I will provide you with updates as more information becomes available.

Regards,

D. Temporary Leave- Internal Notification

Subject: Temporary Leave of Public Health Director

Dear Team,

I will be on leave from (date) to (date). (Insert Acting Leader's Name) will be available for operational matters during my absence.

Thank you,

Public Health Director

E. Leadership Vacancy- Staff Update

Subject: Update on Public Health Director Recruitment

Dear PDPHE Team,

We want to update you on the ongoing recruitment of the Public Health Director position. While the search continues, [Interim Leader's Name] will remain in the acting role. The Board of Health is actively working to identify the best candidate and will keep you informed as we move forward. Thank you for your continued commitment and professionalism during this transition.

Sincerely,

BOH President

F. Hiring of New Director- Internal Announcement

Subject: Welcome our New Public Health Director

Dear PDPHE Team,

The Board of Health is pleased to announce that (insert new PHD name) has been hired as the new Public Health Director and will start on _____.

Please join me in welcoming _____ to PDPHE

Sincerely,

BOH President

G. Hiring of New Director- External & Media Announcement

Headline: Pueblo Department of Public Health and Environment Welcomes New Director

The Pueblo Department of Public Health and Environment (PDPHE) is pleased to announce the appointment of _____ as Public Health Director, effective _____.

Add info about candidate (bio, credentials, etc.)

For media inquiries, please contact **(PIO Name, contact info)**. Updated information is available on our website www.PuebloHealth.org and through our official social channels.

APPENDIX B

PUBLIC HEALTH DIRECTOR ONBOARDING CHECKLIST

Purpose: Ensure seamless integration of new Public Health Director in PDPHE operations, culture, and strategic priorities.

The onboarding process spans approximately 90 days and is divided into three phases:

- Pre-start (before day 1)
- Month 1 (Orientation and strategic alignment)
- Months 2-3 (Community Engagement and Performance Integration)

Week	Phase	Key Activities
0	Pre-Start	Finalize employment terms, background check, assign onboarding liaison, order equipment
1	Month 1	Orientation, facility tour, meet senior leadership, review COOP, begin trainings
2	Month 1	Meet city/county managers, connect with CALPHO/OPHP, review budget and contracts
3	Month 1	Review BOH minutes, confirm access to planning tools, complete compliance training
5	Month 2	Meet community partners, host staff introductions (1:1), begin performance check-ins
6	Month 2	Continue strategic alignment, assess operational priorities.
10-12	Month 3	Provide feedback to BOH, schedule onboarding debriefs, document lessons learned

Pre-Start

Task	Contact	Notes
Finalize Employment Terms and Conditions Agreement	BOH President/ BOH Attorney (Marci Day)	BOH President will finalize with Marci and present to PHD for signature
Complete Background Check and Pre-employment Physical	HR (Denise DeNardo)	Schedule with Employer Health contractor
BOH Appoints new PHD	BOH President	BOH officially appoints PHD in BOH meeting- documented in minutes
Assign On-Boarding Liaison	BOH President/ Deputy Director	Recommend Deputy Director to provide history and guidance regarding current initiatives
Order Office Supplies/ Office supplies needed	Admin Assist (Jonathan Hontz)	
Order computer and tech setup	PDPHE Purchasing (Shannon Roybal)	Includes email, shared drive, Zoom, Blackbaud, Papersave, OneDrive
Set up in ADP and NeoGov	BFO (Kristy Toupal)	Assign supervisory permission and staff

Month 1

Task	Contact	Notes
Orientation	Denise DeNardo/ Katie Davis	Complete on-boarding, benefits election, tour of facility
Review COOP documents for all directors	Self-Guided	Located in Emergency Preparedness folder in Senior Management shared drive

Meet with City/ County Managers	Sabina Genesio, County Manager Heather Graham, Mayor	Discuss funding, IGA, and strategic alignment
Connect with statewide partners (CALPHO, OPHP)	Cara Bradbury, CALPHO Matt Jackson, OPHP	Establish on-going communication and policy engagement
Meet with Senior Leadership members	Jonathan Hontz/ Admin Assist.	Recommend individual meetings to learn about their programs and challenges.
Review budget, financials, contracts, and upcoming deadlines	Georgia Alfonso/ BFO	Prepare for City/County appropriation submission, Prioritize time-sensitive approvals
Confirm access to Board Planning Calendar, and Sr. Leadership Meeting agendas and notes.	Jonathan Hontz, Shannon Roybal	Located in the Sr. Leadership Sharepoint site
Review Board of Health Minutes for past year	Self-Guided/ Jonathon Hontz	Located in the PDPHE Sharepoint site under BOH
Complete required trainings	Denise Denardo/HR	ICS, HIPAA, Safety, Harassment

Months 2-3

Task	Contact	Notes
Meeting with community partners	BOH President/ Deputy Director	Jonathan Hontz helps to schedule
Introductory meeting with all staff members	Jonathan Hontz	
Begin Performance Check-Ins of direct reports	Denise DeNardo/HR	Currently performance check-ins are completed twice per year
Provide Feedback to BOH	PHD	Update BOH about what has been helpful and gaps you might still have
Onboarding debrief & feedback	BOH President & PHD	Conduct formal review of the onboarding experience; document lessons learned and improvement ideas