

# GREATER COLUMBIA ACCOUNTABLE COMMUNITY OF HEALTH

## Board of Directors Meeting Minutes Thursday, November 19, 2020 | 12:30 PM to 3:00 PM *Teleconference ONLY*

ATTENDANCE			
<b>Board Members</b>  # Members: 17 Quorum: 9	President	<b>Brian Gibbons</b> (Astria Sunnyside Hospital) ----- Healthcare Providers	
	Vice President	<b>Sandra Suarez</b> (Yakima Valley Farm Workers Clinic) ----- FQHCs	
	Treasurer	<b>Julie Petersen</b> (Kittitas Valley Healthcare) ----- Hospital	
	Secretary	<b>Madelyn Carlson</b> (People for People) ----- Transportation	
	Past President	<b>Rhonda Hauff</b> (Yakima Neighborhood Health Services) ----- Housing	
		<b>Dan Ferguson</b> (Yakima Valley Community College) ----- Workforce	
		<b>Dana Oatis</b> (Lourdes) ----- Behavioral Health	
		<b>Eric Nilson</b> (Kennewick Fire Department) ----- Public Safety	
		<b>Kat Latet</b> (Community Health Plan of Washington) ----- Managed Care Organizations	
		<b>Katherine Saluskin</b> (Yakama Nation) ----- Tribes	
		<b>Kendra Palomarez</b> (Catholic Charities) ----- Community/ Faith Based Org	
		<b>Les Stahlnecker</b> (Education School District 123) ----- Education	
		<b>LoAnn Ayers</b> (United Way of Benton & Franklin Counties) ----- Philanthropy	
		<b>Martha Lanman</b> (Columba County Public Health Dept) ----- Public Health	
<b>Ron Anderson</b> (Yakima County Commissioner) ----- Local Government			
<b>Ronni Batchelor</b> (Lourdes Health Network) ----- Consumer			
<b>Susan Grindle</b> (HopeSource) ----- Social Services			
<b>Tonya Kreis</b> (Yakama Nation) ----- Tribes			
<b>GCACH Staff</b>	Becky Kolln	Chelsea Chapman	Martin Sanchez
	Brissa Perez	Diane Halo	Sula Savchuk
	Brittany FoxStading	Laurel Avila	Sam Werdel
	Carol Moser	Lauren Noble	Wes Luckey
<b>Guests</b>	Joel Chavez	Laurel Lee	
	Kate Mundell (MCO)	Penny Bell	
WELCOME AND INTRODUCTIONS			

**Thank you for your engagement with GCACH!**

<p><b>Welcome &amp; Introductions, Consent Calendar</b> Madelyn Carlson</p>	<p>Madelyn Carlson, GCACH Board Secretary, facilitated the meeting. Quorum was met with a total of 10 voting members present (or calling in) to the meeting. The Board reviewed the conflict of interest and the self-dealing transactions.</p> <p>Next, they reviewed the October 2020 Board meeting minutes.</p> <p><b>Rhonda Hauff motioned to approve the 2020-10-15 meeting minutes. Seconded by Les Stahlnecker. Motion passed.</b></p>
<b>REPORTS AND UPDATES</b>	
<p><b>GCACH Report</b> GCACH Staff</p>	<p>GCACH staff spoke to the articles within the GCACH Report. This included:</p> <ul style="list-style-type: none"> <li>- <i>Benton-Franklin COVID-19 Community Test Site</i> by Wes Luckey. This included case counts and details around operations at the test site in Pasco. Positive test results continue to rise. Clarification that the term “cases” represents individual clients, not positive cases. Turnaround for results is a couple days.</li> <li>- <i>Medicaid Transformation Year Six</i> by Carol Moser. The Health Care Authority is seeking a COVID-19 extension to Washington’s Medicaid Waiver Project. We will likely know more in June 2021.</li> <li>- <i>2020 Learning Symposium: Community Health Through an Equity Lens</i> by Carol Moser. The ACH leaders helped facilitate the panel, where Carol moderated Address the Social Determinants of Health. Materials from the event may be accessed at <a href="https://washingtonach.org/learning-symposium">https://washingtonach.org/learning-symposium</a>.</li> <li>- <i>Cope, Calm, and Care Resiliency Campaign</i> by Diane Halo. With growing need for behavioral health and social support due to the pandemic, GCACH is excited to partner with Dr. Mauseth to help the public with a model developed to build resilience after a disaster. GCACH is aiming to launch at the end of December 2020.</li> <li>- <i>Practice Transformation Success Story: Richland Rehab</i> by Laurel Avila. Highlights included offering telehealth and telepsych appointments and purchasing a van to help transport patients.</li> <li>- <i>Yakima COVID-19 Test Site Now Open!</i> by Wes Luckey. He shared information on the new site in Yakima that opened on October 27, 2020. Registration is encouraged at <a href="http://www.wacovid19.org/Yakimatesting/">www.wacovid19.org/Yakimatesting/</a>.</li> <li>- <i>2020 Provider Recognition Awards Cancelled</i> by Chelsea Chapman. GCACH made the tough decision to cancel the ceremony this year due to the pandemic but anticipates an exciting event next year.</li> </ul>

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	<ul style="list-style-type: none"> <li>- <i>Welcome Brissa Perez, Community Tribal and Engagement Specialist!</i> by Lauren Noble. GCACH welcomes Brissa to the team with her passion for helping others and serving the community. Welcome, Brissa!</li> <li>- <i>2020 Learning Collaborative Schedule</i> by Diane Halo. The next meeting will cover Cultural Sensitivity/Cultural Competency and take place next month. Dr. Maxine Janis is the speaker.</li> </ul> <p>No further comments or questions.</p>
<b>ACTION ITEMS</b>	
<p><b>October 2020 Financial Statements</b>        Becky Kolln/Julie Petersen</p>	<p>Becky Kolln, GCACH Director of Finance and Contracts, reviewed the financial statements for October 2020. This included the budget vs. actuals for the year 2020.</p> <p>Les noted a discrepancy in the Statement of Activity with respect to the total revenue. GCACH team is aware and investigating the issue. <b>ACTION:</b> GCACH to reconcile statement of activity with respect to the total revenue.</p> <p>Kate inquired on behalf of the MCOs the overpayment error and if protections were in place so it doesn't happen again. Becky confirmed and noted that the Finance committee has met prior to this meeting to discuss in-depth.</p> <p>Key highlights from GCACH on the budget vs. actuals for 2020 include:</p> <ul style="list-style-type: none"> <li>• Doing well due to the pandemic—spending less than anticipated in the following categories:           <ul style="list-style-type: none"> <li>○ Sponsorship and community events</li> <li>○ Professional services</li> <li>○ Operations (office supplies, subscriptions)</li> <li>○ Staff travel</li> </ul> </li> </ul> <p>GCACH has spent \$1.79M out of \$2.1M budget and sets us in good shape for 2021.</p> <p><b>Julie Petersen motioned to approve the current October 2020 financials as presented. Seconded by Rhonda Hauff. Motion passed.</b></p> <p>Rhonda underscored the discussion by the Finance committee re: the overpayments.</p>
<p><b>Overpayment Methodology</b>        Carol Moser and Becky Kolln</p>	<p>Carol Moser, Executive Director, shared the situation, background, analysis and recommendation on the overpayment to providers. GCACH has conducted an audit and has worked diligently to reconcile payments. Fortunately, this will even out as by the end of Q3 it will be balanced by the end of the year.</p>

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	<p>Julie Petersen, Treasurer, noted that she was notified as soon as this was identified by GCACH and a plan was in place posthaste. The providers that received the overpayments were identified and credits will be applied to recoup those funds. She highlighted GCACH’s response of jumping in and addressing the issue, as well as working to identify resources that have experience with ACHs (i.e. understand complexity with accounting).</p> <p>Clarification that Q3 varies for each cohort as they all started at different times in the program. By the end of the year, all credits will be accounted for with a small number of providers carrying into 2021.</p> <p>This prompted a new baseline schedule for provider payments that GCACH would like to be approved by the board.</p> <p>The amount that will be carried into 2021 has not been calculated yet as it depends on how much the provider earns. The financials do not reflect this as payments have not been made. <b>ACTION:</b> GCACH to take to accountant following approval and determine estimate for the amount that will be carried into 2021.</p> <p><b>Julie Petersen motioned to approve the adjustments as shown in Schedule 4 – Adjustments to Correct 2020 Quarter 2 Errors as the new baseline for Provider Incentive Payments. Seconded by Rhonda Hauff. Motion passed.</b></p> <p>No further comments or questions.</p> <p><b>ACTION:</b> GCACH to take audit to accountant following approval and determine estimate for the amount that will be carried into 2021.</p>
<p><b>Cope, Care, Calm Resilience Campaign</b>        Diane Halo</p>	<p>Diane Halo, GCACH Program Manager, shared the situation, background, analysis and recommendation for the Cope, Calm, and Care resilience campaign. This would include hiring a media consultant to assist with the campaign and Dr. Mauseth who has developed the framework. The committee GCACH has enlisted to help guide this work are the individuals from the prior resilience campaign as well as the communications committee. The target for this campaign will include three groups broken up by age group. She further explained what the campaign would include.</p> <p>GCACH would like to budget a total of \$500,000 – \$400,000 for the media vendor and \$100,000 for the trainings that would ensure the success of the campaign.</p> <p>Involvement with school districts include connection with ESD123 as well as working with Catholic Charities to help facilitate the dissemination of these materials into school districts across the region. LoAnn highlighted the need to understand the willingness to provide training opportunities</p>

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	<p>and how it fits within their already existing training opportunities. Teachers are in survival mode and this will take real relationship development to gain that understanding. She also noted that school districts have been tasked with specific social and emotional learning goals for every grade. She cautions that this is one more thing that is “noise” when they are in survival mode.</p> <p>GCACH has learned that schools are eager for this information as it is evidence based and grounded in disaster recovery concepts.</p> <p><b>LoAnn Ayers motioned to approve GCACH to spend up to \$500,000 for the campaign related to the Cope, Calm, Cares skills model implementation. Seconded by Kendra Palomarez. Motion passed.</b></p> <p>No further comments or questions.</p>
<p><b>Community Health Worker Program</b> Diane Halo</p>	<p>Diane Halo, GCACH Program Manager, shared the situation, background, analysis and recommendation for the Community Health Worker (CHW) internship program. This program would support providers in hiring CHWs. GCACH launched a survey to ascertain if there was a need, which the survey validated. Hospitals, BH providers, PCPs, and FQHCs responded to the survey.</p> <p>Questions and comments included:</p> <ul style="list-style-type: none"> <li>• This would be administered similarly to the BH internship program. The Workforce committee will help develop the policy and application. The committee will also define outcome measures to substantiate success. Other things for the committee to consider include:       <ul style="list-style-type: none"> <li>○ New role vs. existing role within the organization</li> </ul> </li> <li>• Discussion around the sustainability of this program and GCACH’s role. This particular program is intended for one year. The sustainability aspect is influenced by Health Care Authority/MCOs as well as policy changes. Carol highlighted the sticking point of GCACH stepping into this work in the past. However, with the pandemic GCACH recognizes the increased need for CHWs in our region. She emphasized the return on investment possibilities as shown by Providence St. Mary’s (one of the 10 biggest health systems in the entire country) from their 2 CHWs that work with a nurse—known as a nurse CHW dyad. This has been so successful that they are starting to implement CHWs across their Providence system. Given that attitude, we are hoping we can leverage their experience to advocate to the MCOs and HCA that these services are in high demand and add value to the healthcare team in the primary care setting (e.g. team-based care). There is also advocacy for reimbursement from commercial insurance carriers happening.</li> <li>• MCO feedback included:</li> </ul>

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- Concerns around sustainability. In response, GCACH is committed to funding one year at \$16 per year and will have that explicitly outlined in the policy. Any funding beyond that is up to the provider to determine. Clarification that these funds are not intended to cover benefits.
  - Needed detail around methodology for allocating/assigning CHW and contingency plans for exceeded demand for positions (absorbing the workload). In response, GCACH anticipates supporting about 25 positions. For allocation, applicants will be scored by the Workforce committee based on the criteria to be defined (similar to BH internship).
  - Need to understand the differentiation between this program and other curriculums/programs used by providers. In response, this program is to help build capacity. Based on the need's assessment, GCACH has a good idea of what types of programs that providers would like assistance with for their CHWs. We have also been in contact with WA DOH with respect to their CHW training program. Ronni noted that the training from DOH is the basic training but that any other training is up to the providers to incorporate.
  - Possibility of connecting this program to the advanced practice transformation initiative. In response, this work is outside the scope of the work for Practice Transformation Workgroup as they are more involved with the data tied to the performance of the providers within the program. Dan invited Kate and any others to participate in the Workforce committee meeting to help develop this work/build out these details.
- Developing an ongoing analysis and integrating questions into an ongoing review process. There will be a lot of interest in the outcome of this program.
  - This work will be intended for CHW and not Peers. The individuals hired at Providence had lived experience of sharing the same challenges of those they were serving. Each organization uses these roles differently and it up to them to assign and delegate the work they do. Rhonda noted that CHWs are from the community and are really connectors for people to get services that they need.
  - Consideration for extending the duration of the program to 18-months/reduce the FTEs as a means to enable stronger deliverable outputs/data. This concept was appreciated by Kate with respect to provider burden and sustainability. At the same time, it would be harder to provide a CHW for each county in the GC region.

**ACTION:** Members encouraged to participate in the development of this program and asked to contact Chelsea if interested.

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	<p><b>Rhonda Hauff motioned to approve \$850,000 to support CHW internship positions in its contracted primary care sites across its nine-county region. Seconded by Ronni Batchelor. Motion passed.</b></p> <p><b><u>OPPOSED: MCOs.</u></b></p> <p>No further comment or question.</p>
<p><b>Business Plan Consultant</b>          Carol Moser and          Becky Kolln</p>	<p>Carol Moser, Executive Director, shared the situation, background, analysis and recommendation to hire Health Management Associates (HMA) as GCACH’s business plan consultant. This agency will work with staff to provide a 3-year implementation plan with launch date in late-2021 to leverage the most viable market opportunities to support a sustainable future for the organization.</p> <p><b>LoAnn Ayers motioned to approve GCACH to contract with HMA in the amount of \$53,233 to develop a business and financial plan for 2021 and beyond. The funding will come out of the professional services budget which has a current balance of \$99,324. Seconded by Ronni Batchelor. Motion passed.</b></p> <p>No further comment or questions.</p>
<p><b>Yakima Masking Communications Campaign Round 2</b>          Lauren Noble</p>	<p>Lauren Noble, Marketing Manager, shared the situation, background, analysis and recommendation to lead a masking campaign in Yakima County. GCACH had led an initial campaign in Yakima approved by the board, which was successful. However, with cases on the rise, the organization would like to conduct a second round of the campaign and begin advertising. Lauren reviewed the outline of the Community Health Fund budget which will support this work.</p> <p>Comments and questions included:</p> <ul style="list-style-type: none"> <li>• Consideration of replicating for Benton and Franklin Counties because of rapid increase this holiday season. Although GCACH is working with BFHD to market the COVID test site, the organization has been asked to focus their efforts on the test site rather than masking. Carol and staff continue to share the organization’s willingness to assist if needed.</li> <li>• Although campaign ads are broad enough to be disseminated to entire region, findings indicate ads are more impactful if they reflect their specific community.</li> <li>• Results of the survey for masking in Yakima. Rhonda shared that results have declined slightly however they are broadening locations. Carol requested to understand those locations so GCACH may be informed if the opportunity arises to market. <b>ACTION:</b> Rhonda offered to print out the listing next time she receives it.</li> </ul> <p><b>LoAnn Ayers motioned to approve GCACH to lead a communications effort to wear masks/face coverings and social distance in Yakima County targeting all community members</b></p>

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	<p><b>(both Spanish-speaking and English speaking) using \$25,000 from the 2020 Community Health Fund budget. Seconded by Ronni Batchelor. Motion passed.</b></p> <p>Discussion on GCACH considering launching a broad masking campaign that could be disseminated across the entire region. <b>ACTION:</b> GCACH to put together a proposal to see what it would require to launch a nine-county masking campaign.</p> <p>No further comment or questions.</p>
<p><b>Practice Transformation Workgroup Nominations</b> Carol Moser</p>	<p>Carol Moser, Executive Director, reviewed the nominations to fulfill the vacant positions with respect to Yakima Valley Memorial Hospital and Molina on the Practice Transformation Workgroup. She reviewed Bertha Lopez and Misty Queens bios and nominating sponsors.</p> <p><b>Les Stahlnecker motioned to approve Bertha Lopez of Yakima Valley Memorial Hospital and Misty Queen of Molina to serve on the GCACH Practice Transformation Workgroup on behalf of their organizations. Seconded by Dan Ferguson. Motion passed.</b></p> <p>No further comment or questions.</p>
<p><b>Budget and Funds Flow Committee Nominations</b> Becky Kolln</p>	<p>Becky Kolln, Director of Finance and Contracts, reviewed the nominations to fulfill the vacant chair position on the Budget and Funds Flow committee. Additionally, this included a nomination for a new member.</p> <p>Nominations included Rhonda Hauff of Yakima Neighborhood Health Services (chair) and Mitchell Rhodes of Kittitas Valley Healthcare (member). Julie attested to Mitchell Rhodes' skills.</p> <p>Becky noted these nominations have been reviewed and approved by the Budget and Funds Flow committee and Finance committee.</p> <p><b>Julie Petersen motioned to approve Mitchell Rhodes to join the Budget and Funds Flow Committee as a member, and for Rhonda Hauff to serve as committee chair. Seconded by Les Stahlnecker. Motion passed.</b></p> <p>No further comments or questions.</p>
<p><b>GCACH 990</b> Carol Moser</p>	<p>Prior to the board meeting, an electronic vote was made to renew GCACH's 990. The following members voted in favor, resulting in a majority vote in favor.</p> <ol style="list-style-type: none"> <li>1. Dan</li> <li>2. Julie</li> <li>3. Dana</li> <li>4. Sandra</li> </ol>

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5. Ronnie
6. Ron
7. Kendra
8. Katherine
9. Les
10. Madelyn
11. LoAnn
12. Brian
13. Rhonda
14. Eric
15. Susan

**Dan Ferguson electronically motioned to authorize Carol to sign GCACH's 990. Seconded by Julie Petersen. Motion passed.**

### FIRST READING

**DRAFT DSRIP  
Budget for 2021**  
 Carol Moser/Becky  
 Kolln

Carol Moser, Executive Director, reviewed the draft DSRIP budget for 2021. This budget is organized by cohort and milestone, and assumes that providers will achieve all the milestones (goal). The use category is what is reported into the Washington Financial Executor Portal and helps staff to understand where payments need to go in that portal. This budget included the following use categories:

- Project, engagement, participation, and engagement which includes implementation and provider performance and quality incentive payment
- Health systems and community capacity building which includes fiscal stability through value-based payments (VBP) and population health management/contract assignment
- Project incentives
- Integration (behavioral health), of which will be depleted at the end of this year. Moving forward, these funds will come out of the previous categories. This fund also includes health commons, the opioid resource networks (ORNs), and GCACH Learning Collaboratives.
- Community health fund which includes community paramedicine program, LHINs, CHW internship program, LHIN teams training, the community resilience campaign, and the tribal investment (CHAPS). Carol noted the LHIN teams training wasn't well utilized last year but we are hoping that 2021 individuals are reinvigorated to access this fund.
- Project management
- Administration (includes grant writer)

The grand total budget for 2021 is \$15.42M.

Questions and comments included:

- When to expect next revision—final reading will take place at December board meeting

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	<ul style="list-style-type: none"> <li>Carol noted more investigation needs to be conducted with respect to the grant writer salary and the community paramedicine program.</li> </ul>
<b>DRAFT Operations Budget for 2021</b> Carol Moser/Becky Kolln	<p>Becky Kolln, Director of Finance and Contracts, reviewed the draft operations budget for 2021. This budget shows the 2020 budget, 2020 actuals, and 2021 budget (with notes). It incorporates the revenue to demonstrate the source of the funds that are deposited into the Numerica money market account. All deposits go into this account and funds are dragged down as needed (approx. \$50,000 a month). Other revenue is generated via WRHC, BFHD, the masking campaign, assisted living telethon, and the Coverys grant. Confirmation that the budget includes raises for GCACH staff.</p> <p>The total revenue for 2021 is \$2.2M.</p> <p>Next Becky reviewed the expenditures including LHIN, ACH admin/project management, operational expenses, travel and meetings, and designated funds.</p> <p>Noted was the lease buyout for the vehicles and a recommendation for a maintenance budget.  <b>ACTION:</b> Add maintenance line item to the budget. The budgets for these items are similar to last year with the exception of payroll expenses. Clarifications included:</p> <ul style="list-style-type: none"> <li>Cost drivers for the 35% in payroll expenses includes raises and hiring 2 additional FTE (grant writer and navigator).</li> <li>Increase to professional services from previous year is due to delay of hiring a business consultant and need in financial assistance. Carol and Becky also announced at this time Becky's resignation from the organization. As a result, this rise in budget is in part due to staff's reliance on a lawyer to review contracts.</li> <li>Office remodel to transition/optimize the space for the navigators to successfully work with their providers without impacting others. It is also for safety as a means to reduce the spread of air flow/diseases (i.e. COVID-19). Confirmation that estimates have not been gathered followed by cautionary note that adding real walls impact HVAC. This will likely be a barrier and will require working with the property manager. Emphasis that this a preliminary activity.</li> </ul> <p>The total budget for 2021 is \$2.1M.</p> <p>No further comments or questions.</p>
<b>DISCUSSION ITEMS</b>	
<b>Nominations for Board 2021</b> Carol Moser	<p>This year the following board members terms are up for renewal:</p> <ul style="list-style-type: none"> <li>Brian Gibbons</li> <li>Madelyn Carlson</li> <li>Martha Lanman</li> <li>Kat Latet</li> </ul>

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	<ul style="list-style-type: none"> <li>• Les Stahlnecker</li> <li>• Julie Petersen</li> <li>• Dana Oatis</li> </ul> <p>All the board members have agreed to continue their participation on the board. The representative from the managed care organizations (MCOs) will be Kate Mundell from Coordinated Care. As a result, no action/nominating committee is required to fill positions at this time.</p> <p>Thank you, board members, for your service!</p> <p>No comments or questions.</p>
<b>Yakima Masking Communications Campaign Update and Metrics</b> <small>Lauren Noble</small>	<p>Lauren Noble, Marketing Manager, reviewed the Yakima Masking Communications campaign update and metrics. This campaign was held in September/October and advertised through television, radio, and Facebook. The budget for this campaign totaled \$9,348. Numbers show that the rate of increase was declining steadily throughout the duration of the campaign.</p> <p>No comments or questions.</p>
<b>ADJOURNMENT</b>	
<b>Adjournment</b>	<p>Meeting adjourned at 3:05 pm. Minutes taken by Chelsea Chapman. Find the recording here: <a href="https://youtu.be/2fHymVdAADw">https://youtu.be/2fHymVdAADw</a>.</p> <p>Recap of motions:</p> <ul style="list-style-type: none"> <li>– October 2020 meeting minutes</li> <li>– October 2020 financials as presented</li> <li>– The adjustments as shown in Schedule 4 – Adjustments to Correct 2020 Quarter 2 Errors as the new baseline for Provider Incentive Payments</li> <li>– GCACH to spend up to \$500,000 for the campaign related to the Cope, Calm, Cares skills model implementation</li> <li>– GCACH to spend \$850,000 to support CHW internship positions in its contracted primary care sites across its nine-county region (<u>OPPOSED</u>: MCOs)</li> <li>– GCACH to contract with HMA in the amount of \$53,233 to develop a business and financial plan for 2021 and beyond. The funding will come out of the professional services budget which has a current balance of \$99,324</li> <li>– GCACH to lead a communications effort to wear masks/face coverings and social distance in Yakima County targeting all community members (both Spanish-speaking and English speaking) using \$25,000 from the 2020 Community Health Fund budget.</li> <li>– Bertha Lopez of Yakima Valley Memorial Hospital and Misty Queen of Molina to serve on the GCACH Practice Transformation Workgroup on behalf of their organizations</li> <li>– Mitchell Rhodes to join the Budget and Funds Flow Committee as a member, and for Rhonda Hauff to serve as committee chair</li> </ul>

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- Electronic vote: Carol to sign GCACH's 990

Action items include:

- GCACH to reconcile statement of activity with respect to the total revenue
- GCACH to take audit to accountant following approval and determine estimate for the amount that will be carried into 2021 (re: overpayments)
- GCACH to put together a proposal to see what it would require to launch a nine-county masking campaign
- Add vehicle maintenance line item to the budget

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