

# Portsmouth City Health Department

**605 Washington Street  
Portsmouth Ohio 45662**



## **2016 – 2019 Strategic Plan**

Created: September, 2016  
Revised: January 2018

## Signature Page

This plan has been approved and adopted by the following individuals:

Signature	Title	Date

Revisions:

Review Date	Revision Number	Description of Change	Page Number(s) Effected

For questions about this plan, contact: Belinda Leslie, Special Projects Officer 740.354.8946 or [belinda.leslie@portsmouthoh.org](mailto:belinda.leslie@portsmouthoh.org)

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# Mission, Vision, Values

## Mission

Prevent disease, promote optimal health and safety, bridge the gap of unmet health care needs, and respond to public health emergencies for the citizens of Portsmouth.

## Vision

A fully accredited, financially stable, professional organization committed to improving the health of our community.

## Values

- ◆ Accountability
- ◆ Communications
- ◆ Customer Service
- ◆ Excellence
- ◆ Learning
- ◆ Leadership
- ◆ Team Work
- ◆ Trustworthiness

## Message from the Health Commissioner

To the City of Portsmouth and all other stakeholders:

I am pleased to present the Portsmouth City Health Department's 2016 – 2019 Strategic Plan. This plan, developed by the staff of the Health Department, is the roadmap for us to effectively carry out our roles and responsibilities aimed at improving Public Health for those who live, work, and visit Portsmouth, Ohio.

Our planning for the 2016-2019 Strategic Goals reflects the findings of our Community Health Assessment, promotes National Accreditation and supports the Scioto County Community Health Improvement Plan. Public Health's assumed responsibility in local communities is to promote health and prevent disease. We meet this broad goal by conducting surveillance, providing services, regulatory action, health education and activities embedded in community collaboration. There is collective community trust placed upon the Board of Health, the Health Commissioner and Health Department staff to ethically and efficiently serve the local public interest.

The apportionment of Public Health resources under a constrained budget raises issues of fairness and equity. Decisions on the appropriate allocation of funds demand a disciplined commitment to a formal decision making process, that is evidence based, resulting in clearly identified priorities.

Our continued success is the result of those individuals throughout our Health Department who strive to improve the Public Health in the city of Portsmouth every day.

*Chris Smith, RS, MA*

## Agency Overview

While the population of the city of Portsmouth is just over 20,000, the Portsmouth City Health Department (PCHD) serves all who live, learn, work, and play in the city. The department is governed by a Board of Health appointed by the Mayor. The following is a brief description of PCHD; please refer to our Annual Report for a complete overview of our divisions and services provided.

### Board of Health

**Mayor James Kalb**, President  
**Timothy Angel**, PhD, President Pro tem  
**Angela Hodge**, DNP, FNP  
**Elie Saab**, MD, Vice President  
**George L. Davis**, III, Esq.  
**Jennifer LeMaster**

### Administrative Staff

**Chris Smith**, RS, MA, Health Commissioner  
**Andrew Gedeon**, RS, Environmental  
Director/Deputy Health Commissioner  
**Belinda Leslie**, BSBA, PHR,  
HR/Accreditation Officer  
**Celeste Tucker**, BSBA,  
Chief Fiscal Officer  
**Christine Thomas**, BSN, RN  
Nursing Director  
**Cindy Charles**, Air Division Director  
**Marissa Wicker**, Prevention and Promotion  
Director

### Environmental Health

Helen Trapp, Receptionist/Billing Clerk/Deputy Registrar  
Louis Boerger, RS, Registered Sanitarian  
Melissa Spence, Registrar/Payroll Clerk  
Wendy Payton, Animal Control Officer/Code Enforcement Officer

The Environmental Health Division is responsible for safeguarding the health and welfare of the public. This includes but is not limited to food service and retail food establishment inspections, public swimming pool inspections, school inspections, other state mandated inspections, animal control, solid waste/housing/nuisance complaint abatement, emergency preparedness, the issuance of birth and death certificates and burial permits.

### Air

Anne Chamberlin, Permit Specialist  
Carla Shultz, Administrative Secretary/Fiscal Officer  
Matt Freeman, Permit Specialist

Quentin Williams, Instrument Technician

The Air Division, or the Portsmouth Local Air Agency (PLAA), works as a contractual representative of the Ohio Environmental Protection Agency (OEPA) and the United States Environmental Protection Agency (USEPA). The PLAA monitors the compliance status of the businesses and industries with air pollution sources in the four-county region (Adams, Scioto, Lawrence, and Brown). Additionally, the PLAA prepares permits, conducts facility inspections and reviews quarterly deviation and excess emission reports, observes source stack tests, reviews and issues or denies permission to open burn, monitors asbestos removal activities, initiates enforcement actions and responds to air quality complaints.

The PLAA also maintains continuous and intermittent monitors measuring pollutants on a daily basis throughout three of its four-county area in Southern Ohio. The PLAA performs anti-tampering (vehicle emission control devices) inspections and observes and validates stack (source) testing that occurs in the four-county area.

## **Nursing**

Criston Evans, LPN, Nurse Counselor

Jessica Mullins, Receptionist

Lisa Meyers, HIV Intervention Specialist

Mandy Whisman, RN, Public Health Nurse/Car Seat Program Technician

Rebecca Murphy, Billing Coordinator/Administrative Assistant

Stephanie Brammer, Recovery Gateway Coordinator/Patient Navigator

Tiffany Wolfe, RN FNP Family Nurse Practitioner

The Nursing division conducts public immunizations and provides a variety of assessments and services as required by the Children with Medical Handicap's program.

The Division also operates a Clinic that is open to patients Monday through Friday from 8:00AM to 4:30PM. The Clinic is staffed with a full time Nurse Practitioner, Nurses, and a Receptionist. Appointments are available, and walk-in patients are accepted. The clinic offers evening hours, until 7:00 PM on the first Tuesday of each month for patients who cannot come during regular business hours.

There is a strong emphasis on providing care to low income and indigent patients, although patients of all socio-economic groups are accepted. The Clinic accepts a large variety of medical insurance plans. Patients who are uninsured are offered services on a sliding fee scale, based on annual income. Patients who are not enrolled in an insurance program are offered assistance by Clinic staff with enrollment into a Medicaid managed care program or a market-place insurance program offered through the Affordable Care Act.

This division also houses the Recovery Gateway Program.

## **Prevention and Promotion**

Beth Stine, Disease Intervention Specialist  
Bobbi Bratchett, Rural AIDS Coordinator  
Debora Spears, Health Educator  
Josh Shepherd, Field Counselor  
Lisa Roberts, RN, Drug Free Communities Program  
Molly Davis, Epidemiologist  
Rebecca Miller, Drug Free Communities Program Assistant

Injury Prevention is a component of safety and public health, and its goal is to improve the health of the population by preventing injuries and hence improving quality of life. Drug Free Communities and Recovery Gateway are programs within Injury Prevention that are designed to reduce the use of illegal drugs, prevent the spread of communicable disease and assist clients with rehabilitation. Teens Linked to Care is a comprehensive substance use prevention and sexual risk behavior reduction program for rural teens ages 13-19 funded by the CDC Foundation. The goal of the program is to create healthier adolescents by preventing substance use and reducing HIV infection and other STD's.

# Executive Summary

## Introduction

The Portsmouth City Health Department (PCHD) Strategic Plan describes the agency's operational framework and key priority areas as revised from the plan ending in 2015 and will be in place from 2016 through 2019. This plan is an ever-evolving product of the collaboration of PCHD staff, Board of Health, customers and community partners. It is designed to focus on areas of need for the public health of Portsmouth, as well as to meet operational goals set for PCHD.

We must invest in policies, programs, community environments, and preventive care that are known to protect and restore health. By doing so, we can lower our rates of disease and disability, and therefore moderate the cost of expensive medical treatment in the future in addition to making our world a better place to live.

## Planning Process

Portsmouth City Health Department is governed by an appointed Board of Health. The Board of Health, Health Commissioner, Management Team, and department staff collaborated to determine the focus areas outlined in this plan.

All staff were invited to participate, via work sessions, email, and questionnaires, to provide their ideas and opinions for the Plan. The Management Team led the creation process. The team met monthly and email was utilized to gather input from the rest of the stakeholders. Meetings with the Board of Health were also used to gain input and give up dates regarding the process.

The Mission, Vision and Core Values were reviewed to determine needed changes. A Strengths, Weakness, Opportunity, and Threat (SWOT) analysis was conducted and five priority areas of concern were identified.

The planning team focused on the following criteria when considering the development of the PCHD Strategic Plan:

- ◆ What do the residents of Portsmouth believe to be the top public health issues, as reported in the 2016 Community Health Assessment?
- ◆ What are the top health issues as indicated by evidence based data?
- ◆ What is the current operational capacity of the Health Department?
- ◆ What training, equipment, funding, etc. do staff need to fulfill our mission?
- ◆ From start to finish, how will the proposed goals be met?

## Time Line

<b>Organize</b>	<b>Assess</b>	<b>Plan</b>	<b>Finalize</b>	<b>Implement</b>
<i>August 8-16, 2016</i>	<i>August 17 - 24, 2016</i>	<i>September 5, 2016</i>	<i>October 2016</i>	<i>October 2016</i>
Administrative staff agreed they should comprise the Strategic Plan Committee	Feedback from committee members reviewed, priorities set, and work plans developed	The Planning Committee reviewed feedback	After review of the feedback from the draft, Plan revised and another draft created	The Plan will be implemented and reported on monthly during the division staff meetings
Decided that meetings should be held every two weeks until a draft of the plan is created	Individual and group SWOT analysis completed	A draft of the Strategic Plan created	Final draft presented to the Board	The Plan will be reviewed and updated annually by the Strategic Plan Committee
Agreed that all staff must be involved	Priorities and SWOT analysis presented to the Board for review			
Staff sent copies of the CHA, CHIP, SHIP, & current Strategic Plan for review and asked to identify and prioritize issues of importance				

## Implement

First revision January 2018. Changes are indicated in the goals and Work Plan.

## SWOT Analysis

Strengths	Weakness
<ul style="list-style-type: none"> <li>◆ Grant funding</li> <li>◆ Knowledgeable /dedicated staff</li> <li>◆ Innovative</li> <li>◆ Leadership / Board of Health support</li> <li>◆ Connected to community and seen as the “go to” organization</li> <li>◆ Improved training program</li> <li>◆ Good collaboration with stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>◆ Funding /grant requirements</li> <li>◆ Physical building</li> <li>◆ Silos / Communication between divisions / Morale</li> <li>◆ Resistance to change (employee)</li> <li>◆ Outdated monitoring systems / equipment</li> <li>◆ Staffing</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>◆ Building / Strengthening partnerships</li> <li>◆ Develop more collaboration with the other City Departments and the County Health Department</li> <li>◆ Educating the public regarding our services</li> <li>◆ Leverage political connections to impact legislation to further our mission</li> <li>◆ Becoming a fully accredited Health Department</li> <li>◆ Become financially independent</li> </ul>	<ul style="list-style-type: none"> <li>◆ Local, State, and Federal funds decreased or terminated</li> <li>◆ Public Health threats (Zika, West Nile, etc.)</li> <li>◆ Opiate epidemic in the area</li> <li>◆ Declining economy and poor physical health of the population places additional burden on PCHD</li> </ul>

# Priorities

Below is a list of PCHD priorities and goals for PCHD to achieve over the next three years. A separate Work Plan for achieving the goals is available upon request

## 1. **Achieve and maintain Accreditation through the Public Health Accreditation Board (PHAB).**

### **Goals:**

- a. Become an accredited organization by December 31, 2018.
- b. Partner with the two (2) hospitals and County Health Department to assess community health needs.
- c. Engage community partners in addressing community health needs.
- d. Assess the ability to, and plan for, successfully meeting the health needs of the community.
- e. Improve Workforce Development Plan.
- f. Improve/formalize Performance Management and QI Plans to improve organization practice, process, programs, and interventions.
- g. Improve surveillance and data tracking systems.
- h. Organize and maintain a Safety Committee.

## 2. **Increase health promotion.**

### **Goals:**

- a. Improve PR Communications Plan to increase public awareness of the services PCH provides.
- b. Increase community use of Clinic Public Health services.
- c. Organize and maintain a Wellness Committee separate from the Activities Committee.
- d. Conduct primary research to determine efficacy of existing treatment and harm reduction programs and opportunities.
- e. Increase education and outreach activities.
- f. Compile and monitor metrics related to Opiate use, interventions and consequences.

## 3. **Reduce the number of Chronic disease cases in Portsmouth and Scioto County.**

### **Goals:**

- a. Insure continued operation and possible expansion of the Scioto county Health Coalition.
- b. Work with community partners to jointly address disparities.
- c. Increase the number of vaccines given.
- d. Hire a Health Educator.

**4. Address the addiction epidemic in Portsmouth and Scioto County.**

**Goals:**

- a. Expand hours of operation for the Bloodborne Pathogen Prevention program by obtaining funding.
- c. Expand public/stakeholder access to evidence based practices and remain the subject matter experts.
- d. Reduce the number of abandoned houses in the city being used by addicts as “Trap Houses”.
- e. Implement Recovery Gateway pilot program.
- f. Expand counseling services to Vivitrol clients.

**5. Improve financial stability.**

**Goals:**

- a. Increase Clinic revenue.
- b. Purchase software for Time and Effort reporting.
- c. Seek out new grants and other funding opportunities.
- d. Update local Industrial fees.
- e. Investigate expansion of office space on third floor.

## Implementation and Evaluation

Upon Board approval of the Strategic Plan, the plan will be implemented and monitored (see the Work Plan for monitoring information). Implementation is the most important step in the Strategic Planning process. Goals are assigned, targets set, and data collected and reviewed. Actions will be taken based on the data.

This Strategic Plan will be published and distributed to staff and stakeholders. It will also be made available to the public via our web site and social media. After the initial dissemination, there will be ongoing communication with both internal and external stakeholders. Communication with staff will occur throughout implementation via newsletter articles, webinars, surveys, staff meetings and discussions. Input will be sought from the public. Community partners will be engaged to identify opportunities for collaboration.

Implementation has already begun for some of the essential portions found in the plan, while others will be initiated over time. For new initiatives, the Management Team and Board of Health will continue to meet to prioritize which areas must be addressed immediately, and which areas will be addressed in the near future. Part of this prioritization process involves considering resources needed for implementation. Meeting those resources needs and implementing the strategies in the plan will be an evolving process.

Evaluating progress on the goals and objectives in the plan builds accountability and flexibility in implementation. Data collection mechanisms will be established and the work plans will be updated at least annually to reflect changing needs and resources. At minimum, it will be reviewed quarterly by the Management team and bi-annually by staff, and the Board of Health.

Stakeholders are encouraged to provide input regarding the Strategic Plan by emailing [belinda.leslie@portsmouthoh.org](mailto:belinda.leslie@portsmouthoh.org). Your input is vital to our effort to address the changing needs of the community we serve.

## Appendix A

All staff and Board members were asked to participate in the creation of this Strategic Plan. Below is a list of those who chose to participate:

<b>Chris Smith</b> , Health Commissioner	<b>Mayor James Kalb</b> , Board President
<b>Andy Gedeon</b> , Environmental Health Director	<b>Timothy Angel</b> , PhD, President Pro tem
<b>Belinda Leslie</b> , HR / Accreditation Officer	<b>Elie Saab</b> , MD, Vice President
<b>Celeste Tucker</b> , Chief Fiscal Officer	<b>George L. Davis, III</b> , Esq., Board Member
<b>Christine Thomas</b> , Director of Nursing	<b>Jennifer LeMaster</b> , Board Member
<b>Cindy Charles</b> , Air Director	<b>Angela Hodge</b> , DNP, FNP, Board Member
<b>Marissa Wicker</b> , Promotion and Prevention Director	<b>David Byers</b> , MD, Medical Director
<b>Bobbi Bratchett</b> , Rural HIV Coordinator	<b>Molly Dargavell</b> , Epidemiologist
<b>Rebecca Murphy</b> , Receptionist/Billing Assistant	
<b>Louis Boerger</b> , Sanitarian	



# Portsmouth City Health Department

## Strategic Work Plan

2016 - 2019

Revised: January 2018

This plan will be reviewed semi-annually. Data will be shared to determine the course of business for the next quarter. Needed changes will be made and progress monitored. This is a living document subject to change at any time deemed necessary.



Review date: \_\_\_\_\_

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Date**

**The Strategic Work Plan will be reviewed quarterly to determine its effectiveness. This is a living document and will be changed as needed to address the ever-changing environment of information management, workforce development, communication (including branding), financial sustainability, health equity, and Public Health issues as they arise.**

**Goal # 1: Achieve and maintain Accreditation through the Public Health Accreditation Board (PHAB).**

Accreditation provides a framework for a health department to identify performance improvement opportunities, to improve management, develop leadership, and improve relationships with the community.

**Key Measures:**

The Health Department will apply for accreditation by November 2016 and become fully accredited by December 31, 2018. Ohio Department of Health has mandated all Health Departments to become accredited by July, 2020.

**Where we are now:** Documentation has been submitted to Accreditation Specialist for technical review, waiting on response. All prerequisites are now in place and will be reviewed/revise as schedule dictates.

Objective	Action	Time Frame	Lead	Status
Become an accredited organization by 2020	Prepare for site visit	January – July 2018	HR/Accreditation Officer	Documentation submitted, waiting on technical review
Partner with the two (2) hospitals and County Health Department to assess community health needs.	Partner with hospitals and County HD to create a single CHA for Portsmouth & Scioto County	January 2018 – May 2019	HR/Accreditation Officer	Started
Engage community partners in addressing community health needs	Revive CHIP activity by strengthening the SCHC and building on the CHA work group	January 2018 – May 2019	HR/Accreditation Officer	Started
Assess the ability to & plan for successfully meeting the health needs of the community	Revise PCHD Strategic Plan – strengthen goals	January - March 2018	HR/Accreditation Officer Health Commissioner	Started
Improve Workforce Development Plan	Revise WFD Plan focusing on succession planning	January – July 2018	HR/Accreditation Officer	Started
Improve/formalize Performance Management and QI Plans to improve organization practice, process, programs & interventions	Improve PM & QI process	January 2018 – On going	HR/Accreditation Officer Mgt Team	Team to attend QI training provided by OSU 1/22/18

Improve surveillance and data tracking systems	Review accreditation requirements	February 2018	Prevention Director / Epidemiologist	Not started
	Revise policy to match accreditation requirements if needed	March 2018		Not started
	Implement revisions to surveillance program and data tracking systems	April 2018		Not started
Organize and maintain a Safety committee	Assign chairperson, organize team, set goals	January 2018 – On going	Environmental Health Director	Started

**Goal # 2: Increase health promotion**

The Health Department will provide education to encourage healthy lifestyles, prevent disease, illness and injury, to improve the lives of the citizen of Portsmouth.

**Key Measures:**

Move Scioto County from 87<sup>th</sup> to 85<sup>th</sup> in the Robert Wood Johnson county health rankings for 2020.

**Where we are now:**

At 87<sup>th</sup> there is only one county with more health issues than us.

Objective	Action	Time Frame	Lead	Status
Develop and implement a PR Communications Plan to increase public awareness of the services PCHD provide.	Create a Communication Plan	November – December 2017	Prevention Director	Complete
	Implement Plan	January 2018 – On going	HR/Accreditation Officer	Not started

Increase community use of Clinic PH services	Utilize Communication Plan to inform public of services.	Feb 2018 – Ongoing	HR/Accreditation Officer / Nursing Director	Not started
	Increase NP hours	January 1, 2018	Nursing Director / Nurse Practitioner	Complete
Organize and maintain a Wellness Committee separate from the Activities Committee	Assign Chairperson, organize team, set goals	April 2018 -Ongoing	Nursing Director	Chairperson assigned, team being organized
	Invite other City departments to participate	April 2018 -Ongoing	Nursing Director	Not started
Conduct primary research to determine efficacy of existing treatment and harm reduction programs and opportunities	Partner with Ohio University (OU) and The Ohio State University OSU) to create research goals and create a plan	To be completed by March 31, 2018	Prevention Director	Started
Increase education and outreach activities	Identify new/existing opportunities for outreach & education	Completed by March 31, 2018	Prevention Director	Started and trackers Developed
	Increase number of community events PCHD participates in	Start by June 1, 2018	All Directors	Not started
Compile and monitor metrics related to Opiate use, interventions and consequences	Review and revise metrics to be collected in 2018	Completed by January 31, 2018	Prevention Director	Started

**Goal # 3: Reduce the number of Chronic disease cases in Portsmouth and Scioto County.**

A focus on health equity is part of a population health approach to health and has been a proven method in strengthening of public health.

**Key Measure:**

The Portsmouth City Health Department will be instrumental in lowering our mortality rate by 10% by 2019.

**Where we are now:**

Scioto County (includes Portsmouth) mortality rate is 1,209 per 100,000. The state mortality rate is 952 per 100,000.

	Action	Time Frame	Lead	Status
Insure continued operation and possible expansion of the Scioto County Health Coalition	Assume responsibility of PR for the Coalition provide education / oversite to subcommittees	January 2018 - Ongoing	HR/Accreditation Officer	Appointed PR Chairperson – working on plan
		January 2018 - ongoing	Prevention Director	Developing plan
Work with community partners to jointly address disparities	Improve effectiveness of SCHC and SCDATA	January 2018 – Ongoing	Prevention Director HR/Accreditation Officer	Monitoring
	Partner with Scioto County Drug Court	January 2018 – Ongoing	Nursing Director	Started
	Develop relationships with Community Treatment facilities	January 2018 – Ongoing	Nursing Director / Patient Navigator	Started
Increase the number of vaccines given	Develop an adult vaccine program	January 2018 - ongoing	Nursing Director	Not started
Hire a Health Educator	Find funding to support	January 2018 – until obtained	Health Commissioner	Started

**Goal # 4: Address the addiction epidemic in Portsmouth and Scioto County.**

Drug abuse is a major public health problem that impacts society on multiple levels. Directly or indirectly, every community is affected by drug abuse and addiction, as is every family. Drugs take a tremendous toll on our society at many levels.

**Key Measure:**

Reduce both the number of unintentional drug overdose deaths and the number of new Hepatitis C cases by 10% by June 2018.

**Where we are now:**

In 2014 Scioto County had 22 overdose deaths (28.2% per 100,000). The goal is to bring that number closer to the state rate of 8.8% per 100,000. The total Hepatitis C case rate is 442.7 per 100,000.

Objective	Action	Time Frame	Lead	Status
Expand hours of operation for the Bloodborne Pathogen Prevention program by obtaining funding	Apply for funding through the AHF and Comer Foundation	To be completed by January 31, 2019	Prevention Director	Application complete
Expand public/ stakeholder access to evidence based practices and remain the subject matter experts	Through the Scioto County Health Coalition share Evidence Based Practices to all work groups	To be completed by June 31, 2018	Prevention Director	Not started
Reduce the number of abandoned houses in the city being used by addicts as “Trap Houses”	Partner with Police, Fire, & Engineering Depts. to identify houses with drug activity	On-going	Environmental Health Director	In progress / Monitoring
	Once identified begin legal process to remove houses	On-going	Environmental Health Director	In progress / Monitoring
Implement Recovery Gateway pilot program	Recruit / hire Client Navigator	September – November 2017	Nursing Director HR/Accreditation Officer	Navigator hired, trained and program up and running
Expand counseling services to Vivitrol clients	Recruit and hire Counselor	September – November 2017	Nursing Director HR/Accreditation Officer	Counselor hired and currently has 12 clients

**Goal # 5 Maintain and increase financial stability.**

A healthy financial position within the health department is crucial to meeting goals of the strategic plan and providing needed services to the public in the most effective and efficient manner.

**Key Measure:**

Clinic revenues will be increased by 10% from 2017 to 2018. Financial software systems will be reviewed throughout the year with a decision and request for purchase to be made by the end of 2018 in order to increase efficiency of daily fiscal operations.

**Where we are now:**

Clinic revenues increased from FY2016 to FY2017. The current financial software system lacks the ability to electronically track employee sign in and out times as well as time and effort spent working within each program. In 2017 the health department overall budget has increased from 2.5 million to 3 million. The health department is currently 80% grant funded.

Objective	Action	Time Frame	Lead	Status
Increase Clinic revenue	Provide training for Biller	Start immediately / ongoing	Nursing Director / Biller	Started / ongoing / Monitoring
	Create and implement up to date billing policies and procedures including collecting on aging accounts	To be completed by March 31, 2018	Chief Fiscal Officer	Started
Purchase software for Time and Effort reporting	Different financial software systems will be reviewed in order to choose a system that will work best for health department needs	System to be chosen by December 31, 2018	Chief Fiscal Officer	Not started
Seek out new grants and other funding opportunities	Seek funding opportunities to support hiring Health Educator	Start immediately / until staff hired	Prevention Director	Started

	Directors will report grant (seeking) activity at Admin meetings	Start immediately / ongoing	All Directors	Start February 5, 2018
Update local Industrial fees	Obtain approval through resolutions with each respective county	To be completed by June 2019	Air Director	Started
Investigate expansion of office space on third floor.	Discuss options with City officials	To begin by June 30, 2018	Health Commissioner	Not started