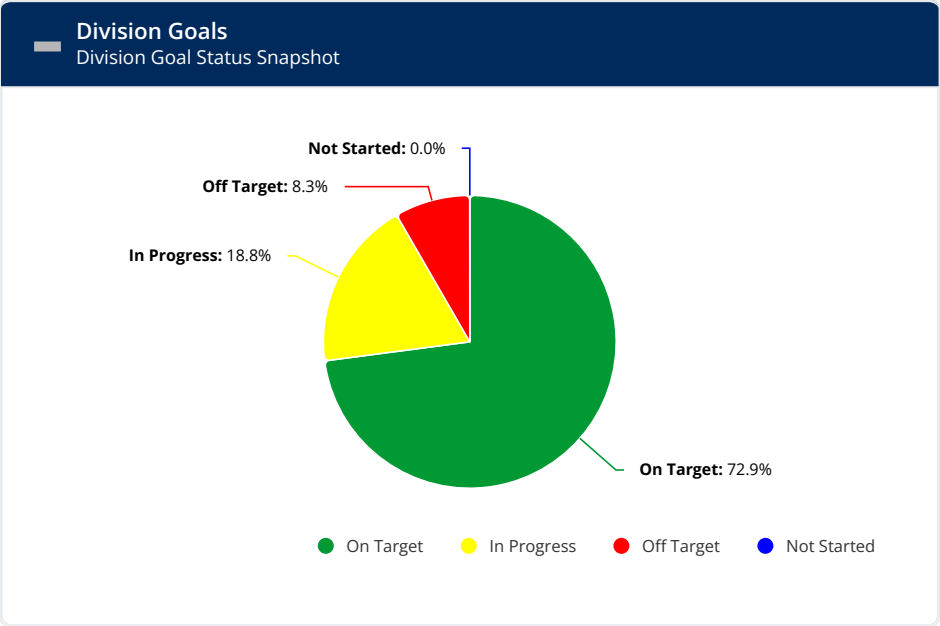
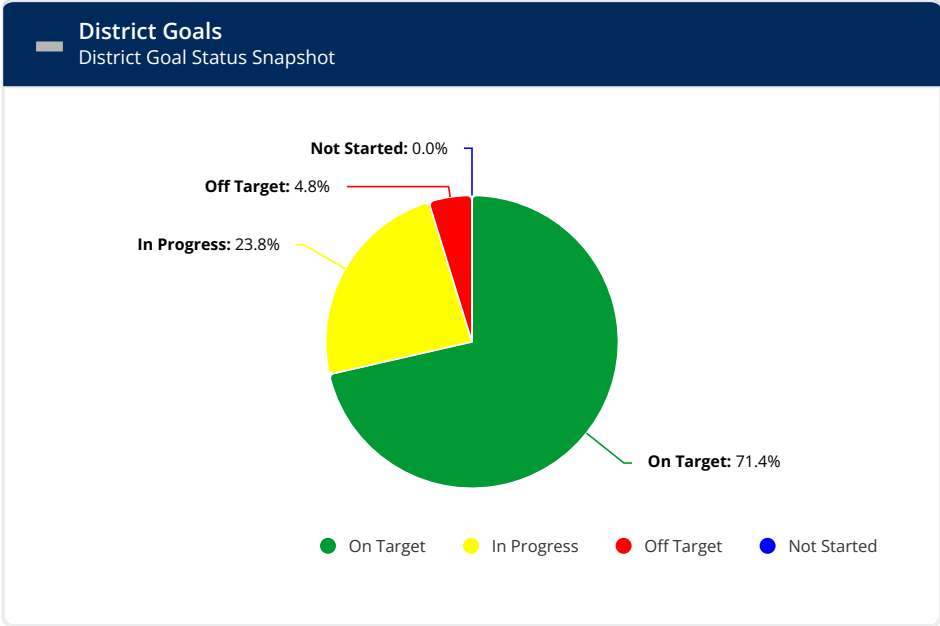
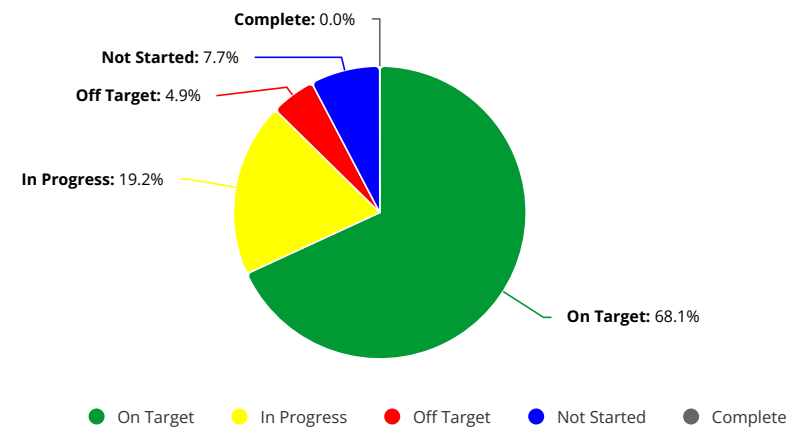
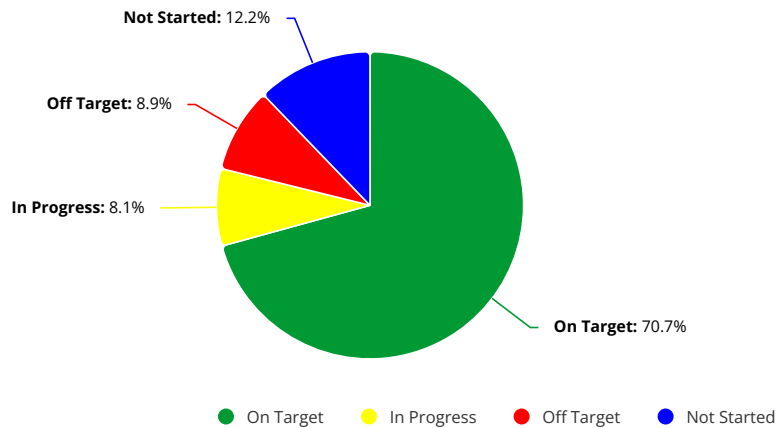


NORTHERN NEVADA

Public Health

Serving Reno, Sparks & Washoe County





Strategy Overview

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
Strategic Priority 1: HEALTHY LIVES: Improve the health of our community by empowering individuals to live healthier lives.	1.1 Promote healthy behaviors to reduce chronic disease and injury. FY26	1.1.1 Proactively prevent disease utilizing effective health education efforts including policy, systems and environmental strategies. FY26	(PI) 1.1.1.1 Reach at least 2,000 residents with information about youth cannabis prevention and the impacts of secondhand cannabis smoke through communication efforts. (# of residents reached) FY26	1.1.1.1.1 Increase public awareness of the dangers associated with secondhand cannabis smoke exposure through strategic partnerships with community organizations, the distribution of 'Need to Know' informational cards, and the development of targeted messaging for dissemination via social media platforms. FY26
	1.1 Promote healthy behaviors to reduce chronic disease and injury. FY26	1.1.1 Proactively prevent disease utilizing effective health education efforts including policy, systems and environmental strategies. FY26	(PI) 1.1.1.2 Maintain breastfeeding rates at 80% among WIC clients who report ever breastfeeding. FY26	1.1.1.2.1 Support staff receiving breastfeeding training. FY26

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
				 1.1.1.2.2 Offer clients breastfeeding support and services. FY26
	 1.1 Promote healthy behaviors to reduce chronic disease and injury. FY26	 1.1.1 Proactively prevent disease utilizing effective health education efforts including policy, systems and environmental strategies. FY26	 (PI) 1.1.1.3 Increase multi-family housing properties that have smoke-free policies by at least 2. FY26	 1.1.1.3.1 Recruit and provide technical assistance to owners and managers of multi-unit housing properties. FY26
	 1.1 Promote healthy behaviors to reduce chronic disease and injury. FY26	 1.1.1 Proactively prevent disease utilizing effective health education efforts including policy, systems and environmental strategies. FY26	 (PI) 1.1.1.4 Reach at least 4 groups or stakeholders with information on how smoke-free workplace policies impact overall community health. (# of partners that receive smoke-free workplace policy information) FY26	 1.1.1.4.1 Provide education and technical assistance to new and current community partners about smoke-free workplaces. FY26
	 1.1 Promote healthy behaviors to reduce chronic disease and injury. FY26	 1.1.1 Proactively prevent disease utilizing effective health education efforts including policy, systems and environmental strategies. FY26	 (PI) 1.1.1.5 Reach at least 12 groups—including youth, parents, and service providers—with prevention messaging on e-cigarettes and other emerging tobacco products targeted at youth and young adults. FY26	 1.1.1.5.1 Provide education to youth, parents, service providers, and decision-makers regarding the health risks associated with e-cigarette use and other emerging tobacco products among youth and young adults, while also promoting access to evidence-based cessation resources. FY26
	 1.1 Promote healthy behaviors to reduce chronic disease and injury. FY26	 1.1.2 Proactively prevent injury utilizing effective health education efforts including policy, systems and environmental strategies. FY26	 (PI) 1.1.2.1 Reach seniors with fall prevention messaging at least once per quarter (# of messaging/education attempts including events, tabling, and media) FY26	 1.1.2.1.1 Provide education, outreach, and support to seniors and senior groups in Washoe County. FY26

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.1 Act as a safety net by providing accessible health services when/where community members otherwise may not have access. FY26	 (VI) 1.2.1.1a # of WIC participants (quarterly average enrollment, annual average enrollment in Q4) FY26	
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.1 Act as a safety net by providing accessible health services when/where community members otherwise may not have access. FY26	 (PI) 1.2.1.1 Maintain at least 95% of enrolled WIC participants as compared to last FY enrollment. FY26	 1.2.1.1.1 Implement retention efforts and new participant recruitment and enrollment activities. FY26
				 1.2.1.1.2 Provide outreach to underserved communities. FY26
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.1 Act as a safety net by providing accessible health services when/where community members otherwise may not have access. FY26	 (VI) 1.2.1.2a # of clients served in the immunization program (NNPH clinic and offsite events) FY26	
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.1 Act as a safety net by providing accessible health services when/where community members otherwise may not have access. FY26	 (VI) 1.2.1.3a # of VFC compliance visits FY26	
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.1 Act as a safety net by providing accessible health services when/where community members otherwise may not have access. FY26	 (PI) 1.2.1.3 Assure 50% of Vaccine for Children (VFC) providers receive a compliance visit yearly. FY26	 1.2.1.3.1 Perform compliance visits. FY26

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.1 Act as a safety net by providing accessible health services when/where community members otherwise may not have access. FY26	 (VI) 1.2.1.4a # of clients served in the Family Planning and Sexual Health program FY26	
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.1 Act as a safety net by providing accessible health services when/where community members otherwise may not have access. FY26	 (PI) 1.2.1.5 Implement 100 community/provider Sexual Health education and outreach activities. FY26	 1.2.1.5.1 Provide educational presentations as requested by the community. FY26
				 1.2.1.5.2 Conduct provider education addressing sexual health topics. FY26
				 1.2.1.5.3 Provide offsite testing in partnership with community organizations and businesses. FY26
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.2 Reduce the spread of disease through proactive surveillance, monitoring, and intervention. FY26	 (VI) 1.2.2.1a # of reported HIV cases investigated FY26	
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.2 Reduce the spread of disease through proactive surveillance, monitoring, and intervention. FY26	 (VI) 1.2.2.1b # of reported HIV cases FY26	
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.2 Reduce the spread of disease through proactive surveillance, monitoring, and intervention. FY26	 (PI) 1.2.2.1 Initiate investigation of 90% of reported HIV cases within 5 days of report. FY26	

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.2 Reduce the spread of disease through proactive surveillance, monitoring, and intervention. FY26	 (PI) 1.2.2.2 90% of newly diagnosed HIV cases and identified out-of-care cases will be linked to HIV care FY26	
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.2 Reduce the spread of disease through proactive surveillance, monitoring, and intervention. FY26	 (VI) 1.2.2.3a # of primary, secondary syphilis cases investigated FY26	
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.2 Reduce the spread of disease through proactive surveillance, monitoring, and intervention. FY26	 (PI) 1.2.2.3 % of primary, secondary syphilis cases initiated within 5 days. FY26	
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.2 Reduce the spread of disease through proactive surveillance, monitoring, and intervention. FY26	 (VI) 1.2.2.4a # of maternal syphilis cases investigated FY26	
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.2 Reduce the spread of disease through proactive surveillance, monitoring, and intervention. FY26	 (PI) 1.2.2.4 % of maternal syphilis cases initiated within 5 days FY26	
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.2 Reduce the spread of disease through proactive surveillance, monitoring, and intervention. FY26	 (VI) 1.2.2.5a # of other syphilis cases investigated (early latent, late latent/unknown duration, biological false positives, old disease) FY26	
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.2 Reduce the spread of disease through proactive surveillance, monitoring, and intervention. FY26	 (PI) 1.2.2.5 % of other syphilis cases initiated within 5 days FY26	
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.2 Reduce the spread of disease through proactive surveillance, monitoring, and intervention. FY26	 (VI) 1.2.2.6a # of congenital syphilis cases investigated FY26	

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.2 Reduce the spread of disease through proactive surveillance, monitoring, and intervention. FY26	 (PI) 1.2.2.6 % of congenital syphilis cases initiated within 5 days FY26	
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.2 Reduce the spread of disease through proactive surveillance, monitoring, and intervention. FY26	 (PI) 1.2.2.7 At least 90% of all syphilis cases will be closed within 60 days of being reported. FY26	
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.2 Reduce the spread of disease through proactive surveillance, monitoring, and intervention. FY26	 (VI) 1.2.2.8a # of reported gonorrhea cases investigated FY26	
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.2 Reduce the spread of disease through proactive surveillance, monitoring, and intervention. FY26	 (PI) 1.2.2.8 Initiate 90% of prioritized gonorrhea case investigations within 5 days of report. FY26	
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.2 Reduce the spread of disease through proactive surveillance, monitoring, and intervention. FY26	 (PI) 1.2.2.9 At least 90% of gonorrhea cases will be closed within 30 days of report. FY26	
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.2 Reduce the spread of disease through proactive surveillance, monitoring, and intervention. FY26	 (VI) 1.2.2.10a # of chlamydia cases investigated FY26	
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.2 Reduce the spread of disease through proactive surveillance, monitoring, and intervention. FY26	 (PI) 1.2.2.10 Investigate 90% of chlamydia cases within 5 days of report FY26	
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.2 Reduce the spread of disease through proactive surveillance, monitoring, and intervention. FY26	 (PI) 1.2.2.11 At least 90% of chlamydia cases will be closed within 30 days of report. FY26	

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.2 Reduce the spread of disease through proactive surveillance, monitoring, and intervention. FY26	 (VI) 1.2.2.12a # of point-of-care tests completed (chlamydia, gonorrhea, HIV, syphilis) FY26	
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.2 Reduce the spread of disease through proactive surveillance, monitoring, and intervention. FY26	 (VI) 1.2.2.12b # of walk-in clients to sexual health clinic FY26	
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.2 Reduce the spread of disease through proactive surveillance, monitoring, and intervention. FY26	 (VI) 1.2.2.13a # of individuals suspected to have active tuberculosis disease and investigated FY26	
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.2 Reduce the spread of disease through proactive surveillance, monitoring, and intervention. FY26	 (VI) 1.2.2.13b # of burden cases being treated for active TB FY26	
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.2 Reduce the spread of disease through proactive surveillance, monitoring, and intervention. FY26	 (VI) 1.2.2.13c # of latent TB cases in the community FY26	
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.2 Reduce the spread of disease through proactive surveillance, monitoring, and intervention. FY26	 (PI) 1.2.2.13 % of all individuals suspected to have active TB status confirmed within 1 business day via Nucleic Acid Amplification Test (NAAT) FY26	 1.2.2.13.1 Collect, review, and process lab and provider reports for suspected or confirmed active TB disease. FY26
				 1.2.2.13.2 Utilize Directly Observed Therapy (DOT) and virtual DOT to assist with case treatment adherence. FY26
				 1.2.2.13.3 Establish partnerships with community providers to effectively communicate case management and treatment status. FY26

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
				 1.2.2.13.4 Utilize contact tracing for all sputum smear positive disease cases. FY26
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.2 Reduce the spread of disease through proactive surveillance, monitoring, and intervention. FY26	 (PI) 1.2.2.14 For clients with active tuberculosis, increase the percentage that have sputum culture conversion within 60 days of treatment initiation. FY26	
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.2 Reduce the spread of disease through proactive surveillance, monitoring, and intervention. FY26	 (PI) 1.2.2.15 Initiate the index/ source case interview and contact investigation for 100% of sputum smear positive tuberculosis cases within 14 days. FY26	
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.2 Reduce the spread of disease through proactive surveillance, monitoring, and intervention. FY26	 (VI) 1.2.2.16a # of reports requiring epidemiology follow up of foodborne, vector borne, vaccine preventable, disease of unusual occurrence (all reportable conditions requiring epidemiology investigation) FY26	
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.2 Reduce the spread of disease through proactive surveillance, monitoring, and intervention. FY26	 (PI) 1.2.2.16 Investigate 90% of foodborne, vector borne, vaccine preventable, disease of unusual occurrence (all reportable conditions requiring Epi time) cases within their designated time frame. FY26	 1.2.2.16.1 Complete update of the GCD manual chapters to support investigation process. FY26
				 1.2.2.16.2 Ensure workflows are designed so staff know when a lab is reported so they can begin the investigation as soon as feasible. FY26

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.3 Increase confidence in vaccines among targeted racial and ethnic groups and individuals with disabilities through outreach and access to accurate information. FY26	 (VI) 1.2.3.1a # of community-based vaccine provision events FY26	
	 1.2 Promote preventive health services that are proven to improve health outcomes in the community. FY26	 1.2.3 Increase confidence in vaccines among targeted racial and ethnic groups and individuals with disabilities through outreach and access to accurate information. FY26	 (PI) 1.2.3.1 Improve vaccination rates among racial and ethnic minority groups (total # individuals identifying as Hispanic, Black/ African American, Asian, American Indian/Alaska Native, Native Hawaiian/ other Pacific Islander, multi-racial, or "unknown/declined to answer" race) FY26	 1.2.3.1.1 Provide education at 1 outreach event per quarter. FY26
	 1.3 Improve access to health care so people of all means receive the health care services they need. FY26	 1.3.1 Assist clients with access to health insurance. FY26	 (VI) 1.3.1.1a # of clients that see the Enrollment Assister annually FY26	
	 1.3 Improve access to health care so people of all means receive the health care services they need. FY26	 1.3.1 Assist clients with access to health insurance. FY26	 (PI) 1.3.1.1 Maintain or increase the number of clients that see the Enrollment Assister annually. FY26	 1.3.1.1.1 Collaborate with State Enrollment Assister onsite to provide assistance, by educating staff, thus increasing education to clients and providing proper paperwork and education to clients prior to appointments. FY26
	 1.3 Improve access to health care so people of all means receive the health care services they need. FY26	 1.3.2 Build a bridge between communities, clients, and services with community health workers. FY26	 (VI) 1.3.2.1a - # of community outreach activities targeting health disparities conducted by community health educators (not reported under another item) FY26	

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
	 1.3 Improve access to health care so people of all means receive the health care services they need. FY26	 1.3.2 Build a bridge between communities, clients, and services with community health workers. FY26	 (VI) 1.3.2.1b - # of PSE efforts engaged in by community health educator team FY26	
	 1.3 Improve access to health care so people of all means receive the health care services they need. FY26	 1.3.2 Build a bridge between communities, clients, and services with community health workers. FY26	 (PI) 1.3.2.1 Increase the number of clients and community members provided assistance with navigation of community resources. (# provided assistance) FY26	 1.3.2.1.1 Monitor number of referrals from each CCHS program. FY26
				 1.3.2.1.2 Create a policy and procedure for referrals to the Community Health Worker. FY26
				 1.3.2.1.3 Create a SharePoint document accessible to all CCHS staff that describes the services the CHW can provide. FY26
	 1.3 Improve access to health care so people of all means receive the health care services they need. FY26	 1.3.2 Build a bridge between communities, clients, and services with community health workers. FY26	 (PI) 1.3.2.2 Increase community reach through new partnerships and outreach activities (# of outreach activities) FY26	 1.3.2.2.1 Identify 2 new community partners for recurring outreach. FY26
				 1.3.2.2.2 Conduct 4 outreach activities per month that promote services provided by CCHS to underserved communities. FY26
	 1.3 Improve access to health care so people of all means receive the health care services they need. FY26	 1.3.3 Provide efficient, effective and culturally sensitive services. FY26	 (PI) 1.3.3.1 Increase access to programs and services through completing 3 system improvements. FY26	 1.3.3.1.1 Establish and evaluate contactless client services (e-billing, check-in kiosk, provider contact, appointments/self-scheduling, telemedicine, results, payments) FY26

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
Strategic Priority 2: HEALTHY ENVIRONMENT: Create a healthier environment that allows people to safely enjoy everything Washoe County has to offer.	 2.1 Protect people from negative environmental impacts. FY26	 2.1.1 Monitor ambient air to assess attainment status of criteria air pollutants (Monitoring). FY26	 (PI) 2.1.1.1 Meet or exceed a 75% data capture rate for ozone. FY26	 2.1.1.1.1 Follow EPA QA/QC data capture requirements and report data capture rate on a quarterly basis. (ozone) FY26
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.1 Monitor ambient air to assess attainment status of criteria air pollutants (Monitoring). FY26	 (PI) 2.1.1.2 Meet or exceed a 75% data capture rate for PM2.5. FY26	 2.1.1.2.1 Follow EPA QA/QC data capture requirements and report data capture rate on a quarterly basis. (PM2.5) FY26
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.1 Monitor ambient air to assess attainment status of criteria air pollutants (Monitoring). FY26	 (PI) 2.1.1.3 Meet or exceed a 75% data capture rate for PM10. FY26	 2.1.1.3.1 Follow EPA QA/QC data capture requirements and report data capture rate on a quarterly basis. (PM10) FY26
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.1 Monitor ambient air to assess attainment status of criteria air pollutants (Monitoring). FY26	 (PI) 2.1.1.4 Meet or exceed a 75% data capture rate for carbon monoxide. FY26	 2.1.1.4.1 Follow EPA QA/QC data capture requirements and report data capture rate on a quarterly basis. (carbon monoxide) FY26
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.1 Monitor ambient air to assess attainment status of criteria air pollutants (Monitoring). FY26	 (PI) 2.1.1.5 Meet or exceed a 75% data capture rate for nitrogen dioxide. FY26	 2.1.1.5.1 Follow EPA QA/QC data capture requirements and report data capture rate on a quarterly basis. (nitrogen dioxide) FY26
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.1 Monitor ambient air to assess attainment status of criteria air pollutants (Monitoring). FY26	 (PI) 2.1.1.6 Meet or exceed a 75% data capture rate for sulfur dioxide. FY26	 2.1.1.6.1 Follow EPA QA/QC data capture requirements and report data capture rate on a quarterly basis. (sulfur dioxide) FY26
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.2 Maintain and improve air quality through planning and community education (Planning). FY26	 (VI) 2.1.2.1a # of air quality plans and reports worked on during this period. FY26	 2.1.2.1a.1 Develop 2023 Triennial Report based on findings from inventory. FY26

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
				 2.1.2.1a.2 Update 2026 Ambient Air Monitoring Network Plan and submit to EPA for approval. FY26
				 2.1.2.1a.3 Update 2016-2025 Air Quality Trends Report and present to DBOH for acceptance. FY26
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.2 Maintain and improve air quality through planning and community education (Planning). FY26	 (PI) 2.1.2.1 Educate and empower leaders, decision makers and regulated entities through a minimum of 3 AQ outreach opportunities. (# of outreach events) FY26	 2.1.2.1.1 Identify and contact community groups and partners. FY26
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.2 Maintain and improve air quality through planning and community education (Planning). FY26	 (VI) 2.1.2.2a # of community planning efforts where AQMD commented. FY26	
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.2 Maintain and improve air quality through planning and community education (Planning). FY26	 (VI) 2.1.2.2b # of community planning efforts where AQMD participated as a technical advisor. FY26	
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.2 Maintain and improve air quality through planning and community education (Planning). FY26	 (PI) 2.1.2.3 Complete all necessary reviews and any associated updates to air quality regulations. FY26	 2.1.2.3.1 Update Dust Control Regulation PART 040.030 FY26
				 2.1.2.3.2 Update Food Establishments Regulation PART 040.033 FY26
				 2.1.2.3.3 Update Gas Dispensing Facilities Regulation PART 040.080 FY26

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.2 Maintain and improve air quality through planning and community education (Planning). FY26	 (VI) 2.1.2.3a Number of regulations reviewed FY26	
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.3 Reduce negative health impacts from regulated air pollutants in Washoe County. (Permitting & Compliance) FY26	 (VI) 2.1.3.1a # of wood-burning devices inspections completed FY26	
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.3 Reduce negative health impacts from regulated air pollutants in Washoe County. (Permitting & Compliance) FY26	 (PI) 2.1.3.1 % Notices of Exemption (NOE) managed within internal best practice standards (4 business days) FY26	
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.3 Reduce negative health impacts from regulated air pollutants in Washoe County. (Permitting & Compliance) FY26	 (VI) 2.1.3.1b # of wood-burning device registrations FY26	 2.1.3.1b.1 Process and issue Notice of Exemption Registrations submitted to the Air Quality Management Division. FY26
				 2.1.3.1b.2 Process and issue Certificate of Compliance Registrations submitted to the Air Quality Management Division. FY26
				 2.1.3.1b.3 Process and issue Dealers Affidavit of Sale Registrations submitted to the Air Quality Management Division. FY26
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.3 Reduce negative health impacts from regulated air pollutants in Washoe County. (Permitting & Compliance) FY26	 (PI) 2.1.3.2 % Certificates of Compliance (CoC) managed within internal best practice standards (10 business days) FY26	

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.3 Reduce negative health impacts from regulated air pollutants in Washoe County. (Permitting & Compliance) FY26	 (PI) 2.1.3.3 % Dealers Affidavit of Sales (DAS) managed within internal best practice standards (10 business days) FY26	
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.3 Reduce negative health impacts from regulated air pollutants in Washoe County. (Permitting & Compliance) FY26	 (VI) 2.1.3.4a # of dust control permit inspections completed FY26	 2.1.3.4a.1 Complete dust control inspections to determine compliance with dust control permit requirements. FY26
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.3 Reduce negative health impacts from regulated air pollutants in Washoe County. (Permitting & Compliance) FY26	 (VI) 2.1.3.4b # of dust control permits issued FY26	 2.1.3.4b.1 Process and issue Dust Control Permit applications submitted to the Air Quality Management Division. FY26
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.3 Reduce negative health impacts from regulated air pollutants in Washoe County. (Permitting & Compliance) FY26	 (VI) 2.1.3.4c Total acreage disturbed by dust permits FY26	
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.3 Reduce negative health impacts from regulated air pollutants in Washoe County. (Permitting & Compliance) FY26	 (PI) 2.1.3.4 % of dust permits issued within internal best practice standards (10 business days) FY26	
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.3 Reduce negative health impacts from regulated air pollutants in Washoe County. (Permitting & Compliance) FY26	 (VI) 2.1.3.5a # of asbestos renovation and demolition inspections completed FY26	 2.1.3.5a.1 Complete inspections of asbestos notifications for demolitions and renovations to determine compliance with asbestos NESHAP standards. FY26
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.3 Reduce negative health impacts from regulated air pollutants in Washoe County. (Permitting & Compliance) FY26	 (VI) 2.1.3.5b # of asbestos renovation and demolition notifications FY26	 2.1.3.5b.1 Process asbestos NESHAP notifications for demolition and renovation activities. FY26

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.3 Reduce negative health impacts from regulated air pollutants in Washoe County. (Permitting & Compliance) FY26	 (VI) 2.1.3.5c Total square feet of asbestos materials FY26	
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.3 Reduce negative health impacts from regulated air pollutants in Washoe County. (Permitting & Compliance) FY26	 (VI) 2.1.3.5d Total linear feet of asbestos materials FY26	
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.3 Reduce negative health impacts from regulated air pollutants in Washoe County. (Permitting & Compliance) FY26	 (VI) 2.1.3.5e Total cubic feet of asbestos materials FY26	
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.3 Reduce negative health impacts from regulated air pollutants in Washoe County. (Permitting & Compliance) FY26	 (PI) 2.1.3.5 % of asbestos NESHAP notifications processed within the internal best practice standard FY26	
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.3 Reduce negative health impacts from regulated air pollutants in Washoe County. (Permitting & Compliance) FY26	 (PI) 2.1.3.6 % of acknowledgement asbestos assessment processed within internal best practice standard FY26	
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.3 Reduce negative health impacts from regulated air pollutants in Washoe County. (Permitting & Compliance) FY26	 (VI) 2.1.3.7a # of complaint inspection/investigations FY26	
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.3 Reduce negative health impacts from regulated air pollutants in Washoe County. (Permitting & Compliance) FY26	 (VI) 2.1.3.7b # of warnings and notices of violations issued FY26	

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.3 Reduce negative health impacts from regulated air pollutants in Washoe County. (Permitting & Compliance) FY26	 (PI) 2.1.3.7 % of required complaint inspections/ investigations responded to in accordance with internal best practice standard (2 business days) FY26	
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.3 Reduce negative health impacts from regulated air pollutants in Washoe County. (Permitting & Compliance) FY26	 (VI) 2.1.3.8a # of stationary source inspections completed FY26	
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.3 Reduce negative health impacts from regulated air pollutants in Washoe County. (Permitting & Compliance) FY26	 (PI) 2.1.3.8 Complete 100% of stationary source inspections assigned. FY26	 2.1.3.8.1 Complete inspections of stationary sources to determine compliance with permit and regulatory requirements. FY26
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.3 Reduce negative health impacts from regulated air pollutants in Washoe County. (Permitting & Compliance) FY26	 (VI) 2.1.3.9a # of stationary source permits to construct/ permits to operate issued FY26	
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.3 Reduce negative health impacts from regulated air pollutants in Washoe County. (Permitting & Compliance) FY26	 (PI) 2.1.3.9 100% of stationary source permits to construct issued within 180 days. FY26	 2.1.3.9.1 Issue permits to construct to new sources of regulated air pollutants in Washoe County. FY26
				 2.1.3.9.2 Renew permits to operate to sources of regulated air pollutants in Washoe County FY26
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.3 Reduce negative health impacts from regulated air pollutants in Washoe County. (Permitting & Compliance) FY26	 (PI) 2.1.3.10 100% of stationary source permits to operate renewals issued within 180 days. FY26	

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.3 Reduce negative health impacts from regulated air pollutants in Washoe County. (Permitting & Compliance) FY26	 (PI) 2.1.3.11 100% of stationary source permits PTC to PTO conversions issued within 180 days. FY26	 2.1.3.11.1 Issue PTC to PTO conversions to sources of regulated air pollutants in Washoe County FY26
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.4 Coordinate with State and local partners on waste-reduction education, diversion education, and proper disposal. FY26	 (VI) 2.1.4.1a # of inspections completed at permitted waste management facilities per year. FY26	
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.4 Coordinate with State and local partners on waste-reduction education, diversion education, and proper disposal. FY26	 (VI) 2.1.4.1b # of waste management facility permits FY26	
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.4 Coordinate with State and local partners on waste-reduction education, diversion education, and proper disposal. FY26	 (VI) 2.1.4.1c # of waste-related complaints FY26	
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.4 Coordinate with State and local partners on waste-reduction education, diversion education, and proper disposal. FY26	 (PI) 2.1.4.1 Complete 100% of inspections at permitted waste management facilities per year. FY26	 2.1.4.1.1 Develop an audit system and conduct a minimum of 3 audits per staff member. FY26
				 2.1.4.1.2 Update SOPs and develop standardized processes for solid waste complaints. FY26
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.4 Coordinate with State and local partners on waste-reduction education, diversion education, and proper disposal. FY26	 (PI) 2.1.4.2 Partner with a minimum of 3 outside agencies to assist in waste reduction/clean up initiatives. FY26	 2.1.4.2.1 Collaborate with KTMB on community engagement regarding reduced waste initiatives. FY26

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
				 2.1.4.2.2 Utilize tire funds to create grant program to assist local groups with clean up and sustainability efforts in the community. FY26
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.5 Reduce negative environmental health impacts associated with development and infrastructure. FY26	 (VI) 2.1.5.1a # of first review plans reviewed for compliance with AQ regulations and processed (AQM) FY26	
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.5 Reduce negative environmental health impacts associated with development and infrastructure. FY26	 (PI) 2.1.5.1 Ensure 90% of first review plans for compliance with AQ regulations meet jurisdictional timeframes. (AQM) FY26	
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.5 Reduce negative environmental health impacts associated with development and infrastructure. FY26	 (VI) 2.1.5.2a # of residential septic and well plans reviewed and processed FY26	
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.5 Reduce negative environmental health impacts associated with development and infrastructure. FY26	 (PI) 2.1.5.2 Ensure 90% of residential septic and well plan reviews meet a 2-week turnaround FY26	 2.1.5.2.1 Build record types for Land Development Program in Accela by the end of FY26 FY26
				 2.1.5.2.2 Update Land Development regulations and set a schedule for updating by the end of FY26 FY26
				 2.1.5.2.3 Develop an audit system and conduct a minimum of 3 audits per staff member. FY26

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.5 Reduce negative environmental health impacts associated with development and infrastructure. FY26	 (PI) 2.1.5.3 Conduct a minimum of 3 outreach events to inform interested stakeholders on residential septs and wells. (# of outreach events) FY26	 2.1.5.3.1 Conduct social media campaigns in collaboration with partners. FY26
				 2.1.5.3.2 Track number of event attendees. FY26
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.5 Reduce negative environmental health impacts associated with development and infrastructure. FY26	 (VI) 2.1.5.4a # of UST inspections FY26	
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.5 Reduce negative environmental health impacts associated with development and infrastructure. FY26	 (VI) 2.1.5.4b # of UST permits FY26	
	 2.1 Protect people from negative environmental impacts. FY26	 2.1.5 Reduce negative environmental health impacts associated with development and infrastructure. FY26	 (PI) 2.1.5.4 Complete 100% of inspections at UST permitted facilities per year. FY26	 2.1.5.4.1 Establish training program or standards for new staff in Solid Waste Management and Underground Storage Tank (UST) programs FY26
				 2.1.5.4.2 Develop an audit system and conduct a minimum of 3 audits per staff member. FY26
				 2.1.5.4.3 Provide guidance via inspection for all UST change of ownerships to reduce future compliance issues. FY26

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
	 2.2 Keep people safe where they live, work, and play. FY26	 2.2.1 Improve safety of residents through education, inspections, and enforcement. FY26	 (PI) 2.2.1.1 Reduce the occurrence of foodborne illness risk factors (violations) FY26	 2.2.1.1.1 Create a system to track food-related complaints for surveillance purposes. FY26
	 2.2 Keep people safe where they live, work, and play. FY26	 2.2.1 Improve safety of residents through education, inspections, and enforcement. FY26	 (VI) 2.2.1.2a # of foodborne illness assessments. FY26	
	 2.2 Keep people safe where they live, work, and play. FY26	 2.2.1 Improve safety of residents through education, inspections, and enforcement. FY26	 (VI) 2.2.1.2b # of inspections for food establishments (report as quarterly figure) FY26	
	 2.2 Keep people safe where they live, work, and play. FY26	 2.2.1 Improve safety of residents through education, inspections, and enforcement. FY26	 (VI) 2.2.1.2c # of temporary food event inspections (report as quarterly figure) FY26	
	 2.2 Keep people safe where they live, work, and play. FY26	 2.2.1 Improve safety of residents through education, inspections, and enforcement. FY26	 (VI) 2.2.1.2d # of permitted food establishments FY26	
	 2.2 Keep people safe where they live, work, and play. FY26	 2.2.1 Improve safety of residents through education, inspections, and enforcement. FY26	 (VI) 2.2.1.2e # of complaints responded to (report as quarterly figure) FY26	
	 2.2 Keep people safe where they live, work, and play. FY26	 2.2.1 Improve safety of residents through education, inspections, and enforcement. FY26	 (VI) 2.2.1.2f # of temporary food vendor permits (report as quarterly figure) FY26	
	 2.2 Keep people safe where they live, work, and play. FY26	 2.2.1 Improve safety of residents through education, inspections, and enforcement. FY26	 (VI) 2.2.1.2g # of promoter permits issued FY26	

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
	 2.2 Keep people safe where they live, work, and play. FY26	 2.2.1 Improve safety of residents through education, inspections, and enforcement. FY26	 (VI) 2.2.1.2h # of unpermitted vendor complaints received FY26	
	 2.2 Keep people safe where they live, work, and play. FY26	 2.2.1 Improve safety of residents through education, inspections, and enforcement. FY26	 (VI) 2.2.1.2i # of unpermitted vendors required to cease operations FY26	
	 2.2 Keep people safe where they live, work, and play. FY26	 2.2.1 Improve safety of residents through education, inspections, and enforcement. FY26	 (VI) 2.2.1.2j Total # of permitted facilities (non-food permits) at the end of the current quarter (permits include the following: Childcare, Schools, Hotel/Motel, RV/MHP, IBD, Jails, Aquatic Facilities, and RV Dump Stations.) FY26	
	 2.2 Keep people safe where they live, work, and play. FY26	 2.2.1 Improve safety of residents through education, inspections, and enforcement. FY26	 (PI) 2.2.1.2 Complete at least 4 components of standards to make progress toward conformance with FDA retail food program standards. (# of components completed) FY26	 2.2.1.2.1 Standard 1 - Revise Food Establishment Regulations to be consistent with the 2022 FDA Food Code FY26
				 2.2.1.2.2 Standard 2- Maintain CEUs. FY26
				 2.2.1.2.3 Standard 2- Complete initial standardization for all employees. FY26
				 2.2.1.2.4 Standard 3- Revise annual permit criteria and associated fee for annual temporary food vendors. FY26

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
				 2.2.1.2.5 Standard 3- Develop assessment documents for change of ownership and new facilities. FY26
				 2.2.1.2.6 Standard 4- Complete the inspection report reviews and field evaluations per the Standard 4 SOP FY26
				 2.2.1.2.7 Standard 4 - Review/ audit 5% of opening inspection reports (Mobiles and Brick-and-mortar) per person assigned to the Food Plan Review/Openings program. FY26
				 2.2.1.2.8 Standard 5- Revise Outbreak Response Plan with CD. FY26
				 2.2.1.2.9 Continue developing resources related to the active managerial control (AMC) program. FY26
				 2.2.1.2.10 Standard 6- Develop a new compliance and enforcement branch. FY26
				 2.2.1.2.11 Standard 7- Increase outreach and education opportunities through social media, public workshops, videos, handouts, and newsletter. FY26
				 2.2.1.2.12 Reduce barriers to language accessibility FY26

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
				 2.2.1.2.13 Standard 8- Develop a plan to ensure adequate inspection staff to complete inspections and increase conformance with program standards. FY26
				 2.2.1.2.14 Implement intervention strategies identified in the 2024 Risk Factor Study FY26
	 2.2 Keep people safe where they live, work, and play. FY26	 2.2.1 Improve safety of residents through education, inspections, and enforcement. FY26	 (PI) 2.2.1.3 Percentage of required annual inspections of food establishments completed. FY26	
	 2.2 Keep people safe where they live, work, and play. FY26	 2.2.1 Improve safety of residents through education, inspections, and enforcement. FY26	 (VI) 2.2.1.4a % of passing inspections for routine food inspections (reported as quarterly figure) FY26	 2.2.1.4a.1 Evaluate the effectiveness of the AMC program through the reduction of repeat critical violations and operator recidivism FY26
	 2.2 Keep people safe where they live, work, and play. FY26	 2.2.1 Improve safety of residents through education, inspections, and enforcement. FY26	 (VI) 2.2.1.4b % of passing inspections for routine commercial facility inspections (reported as quarterly figure, not YTD) (includes childcares, schools, pools, invasive body decoration establishments, hotels/motels, RV parks, mobile home parks, and dump stations) FY26	 2.2.1.4b.1 Update Pool & Spa regulations to reflect current design and construction FY26
				 2.2.1.4b.2 Establish Childcare regulations and other documentation necessary for program success (inspection form, field guide, guidance documents, etc.) FY26
	 2.2 Keep people safe where they live, work, and play. FY26	 2.2.1 Improve safety of residents through education, inspections, and enforcement. FY26	 (VI) 2.2.1.4c Number of commercial facility inspections required this quarter FY26	

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
	 2.2 Keep people safe where they live, work, and play. FY26	 2.2.1 Improve safety of residents through education, inspections, and enforcement. FY26	 (VI) 2.2.1.4d Number of commercial facility inspections completed this quarter FY26	
	 2.2 Keep people safe where they live, work, and play. FY26	 2.2.1 Improve safety of residents through education, inspections, and enforcement. FY26	 (VI) 2.2.1.4e % of required annual inspections of non-food based permitted facilities completed FY26	
	 2.2 Keep people safe where they live, work, and play. FY26	 2.2.1 Improve safety of residents through education, inspections, and enforcement. FY26	 (VI) 2.2.1.5a # of total inspections of non-food based permitted facilities including other elements (re-inspections, etc.) (includes childcares, schools, pools, invasive body decoration establishments, hotels/motels, RV parks, mobile home parks, and dump stations) (reported as quarterly figure) FY26	 2.2.1.5a.1 Establish training program or standards for new staff in Permitted Facilities FY26
	 2.2 Keep people safe where they live, work, and play. FY26	 2.2.1 Improve safety of residents through education, inspections, and enforcement. FY26	 (VI) 2.2.1.6a # of non-food permitted facility complaints FY26	
	 2.2 Keep people safe where they live, work, and play. FY26	 2.2.1 Improve safety of residents through education, inspections, and enforcement. FY26	 (VI) 2.2.1.7a # of sanitary surveys of public water systems FY26	
	 2.2 Keep people safe where they live, work, and play. FY26	 2.2.1 Improve safety of residents through education, inspections, and enforcement. FY26	 (VI) 2.2.1.7b # of public water system permits FY26	
	 2.2 Keep people safe where they live, work, and play. FY26	 2.2.1 Improve safety of residents through education, inspections, and enforcement. FY26	 (VI) 2.2.1.7c % of sanitary surveys for year with a significant deficiency FY26	

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
	 2.2 Keep people safe where they live, work, and play. FY26	 2.2.1 Improve safety of residents through education, inspections, and enforcement. FY26	 (PI) 2.2.1.7 Complete 100% of required sanitary surveys of public water systems to help ensure proper public health protection. FY26	 2.2.1.7.1 Establish training program or standards for new staff in Land Development and Safe Drinking Water FY26
	 2.2 Keep people safe where they live, work, and play. FY26	 2.2.2 Reduce the Spread of vector-born disease. FY26	 (VI) 2.2.2.2a # of New Jersey daily trap counts that contain more than 10 mosquitos from May to October FY26	
	 2.2 Keep people safe where they live, work, and play. FY26	 2.2.2 Reduce the Spread of vector-born disease. FY26	 (VI) 2.2.2.3a # of mosquito pools submitted for testing. FY26	
	 2.2 Keep people safe where they live, work, and play. FY26	 2.2.2 Reduce the Spread of vector-born disease. FY26	 (VI) 2.2.2.3b # of vector-borne disease outreach efforts FY26	
	 2.2 Keep people safe where they live, work, and play. FY26	 2.2.2 Reduce the Spread of vector-born disease. FY26	 (VI) 2.2.2.4a # of mosquito pools positive for arbovirus (West Nile/St. Louis Encephalitis/Western Equine virus). FY26	
	 2.2 Keep people safe where they live, work, and play. FY26	 2.2.3 Review building plans in advance to assure new facilities meet health standards FY26	 (VI) 2.2.3.1a # of commercial plans reviewed for health standards (Including food establishments) FY26	
	 2.2 Keep people safe where they live, work, and play. FY26	 2.2.3 Review building plans in advance to assure new facilities meet health standards FY26	 (PI) 2.2.3.1 Ensure 90% of first review for commercial plans meet a 2-week turnaround (reported as a quarterly figure) FY26	 2.2.3.1.1 Test an updated workflow into Accela for each jurisdiction to create a uniform plan review mechanism. FY26
				 2.2.3.1.2 Establish training program or standards for new staff in Commercial Plan Review FY26

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
	 2.2 Keep people safe where they live, work, and play. FY26	 2.2.3 Review building plans in advance to assure new facilities meet health standards FY26	 (VI) 2.2.3.2a # EHS development reviews conducted (Land Use/Subdivision projects) FY26	
	 2.2 Keep people safe where they live, work, and play. FY26	 2.2.3 Review building plans in advance to assure new facilities meet health standards FY26	 (VI) 2.2.3.3a # of health reviews (e.g. Food, Pools, Schools, etc.) conducted for all commercial projects FY26	
	 2.2 Keep people safe where they live, work, and play. FY26	 2.2.3 Review building plans in advance to assure new facilities meet health standards FY26	 (PI) 2.3.3.3 Average days in review for all commercial projects (INITIAL SUBMITTALS) (reported as quarterly figure) FY26	
	 2.2 Keep people safe where they live, work, and play. FY26	 2.2.3 Review building plans in advance to assure new facilities meet health standards FY26	 (PI) 2.3.3.4 Average days in review for all commercial projects (REVISIONS) (reported as quarterly figure) FY26	
Strategic Priority 3: LOCAL CULTURE OF HEALTH: Lead a transformation in our community's awareness, understanding and appreciation of health resulting in direct action.	 3.1 Ensure community access to actionable public health information via website, media, and social media. FY26	 3.1.1 Update public-facing digital presence on website and social media and implement targeted outreach to under-served populations. FY26	 (VI) 3.1.1.1a # total social media posts in English and Spanish FY26	
	 3.1 Ensure community access to actionable public health information via website, media, and social media. FY26	 3.1.1 Update public-facing digital presence on website and social media and implement targeted outreach to under-served populations. FY26	 (VI) 3.1.1.1b # of culturally relevant social media posts FY26	 3.1.1.1b.1 Work with community members or organizations to create culturally relevant content. FY26
	 3.1 Ensure community access to actionable public health information via website, media, and social media. FY26	 3.1.1 Update public-facing digital presence on website and social media and implement targeted outreach to under-served populations. FY26	 (VI) 3.1.1.1c # of social media followers FY26	

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
	 3.1 Ensure community access to actionable public health information via website, media, and social media. FY26	 3.1.1 Update public-facing digital presence on website and social media and implement targeted outreach to under-served populations. FY26	 (VI) 3.1.1.1d # of web hits FY26	
	 3.1 Ensure community access to actionable public health information via website, media, and social media. FY26	 3.1.1 Update public-facing digital presence on website and social media and implement targeted outreach to under-served populations. FY26	 (VI) 3.1.1.1e # of impressions across all social media posts (comments, shares, link, clicks, etc.) FY26	 3.1.1.1.e1 Create and post videos and graphic design content to drive engagement. FY26
	 3.1 Ensure community access to actionable public health information via website, media, and social media. FY26	 3.1.1 Update public-facing digital presence on website and social media and implement targeted outreach to under-served populations. FY26	 (PI) 3.1.1.2 Increase audience growth across all platforms by 10%. (followers) FY26	
	 3.1 Ensure community access to actionable public health information via website, media, and social media. FY26	 3.1.1 Update public-facing digital presence on website and social media and implement targeted outreach to under-served populations. FY26	 (PI) 3.1.1.3 Increase Spanish language Facebook followers by 5% FY26	
	 3.1 Ensure community access to actionable public health information via website, media, and social media. FY26	 3.1.2 Position the health district to be the trusted, reputable source of public health information for our community. FY26	 (PI) 3.1.2.1 Collaborate with at least 2 programs to execute marketing tactics that reach populations experiencing health disparities FY26	 3.1.2.1.1 Maintain and increase Spanish language earned media FY26
				 3.1.2.1.2 Implement public information campaigns designed to reduce health disparities. Include 5210 Healthy Washoe and other campaigns targeting co-morbidities of COVID FY26
				 3.1.2.1.3 Identify opportunities to utilize grant funds to reduce health disparities FY26

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
	 3.1 Ensure community access to actionable public health information via website, media, and social media. FY26	 3.1.2 Position the health district to be the trusted, reputable source of public health information for our community. FY26	 (VI) 3.1.2.3a # of public records request fulfilled (ODHO) FY26	
	 3.1 Ensure community access to actionable public health information via website, media, and social media. FY26	 3.1.2 Position the health district to be the trusted, reputable source of public health information for our community. FY26	 (VI) 3.1.2.3b # of public records request fulfilled (AQM) FY26	
	 3.1 Ensure community access to actionable public health information via website, media, and social media. FY26	 3.1.2 Position the health district to be the trusted, reputable source of public health information for our community. FY26	 (VI) 3.1.2.3c # of public records request fulfilled (CCHS) FY26	
	 3.1 Ensure community access to actionable public health information via website, media, and social media. FY26	 3.1.2 Position the health district to be the trusted, reputable source of public health information for our community. FY26	 (VI) 3.1.2.3d # of public records request fulfilled (PHD) FY26	
	 3.1 Ensure community access to actionable public health information via website, media, and social media. FY26	 3.1.2 Position the health district to be the trusted, reputable source of public health information for our community. FY26	 (VI) 3.1.2.3e # of public records request fulfilled (EHS) FY26	
	 3.1 Ensure community access to actionable public health information via website, media, and social media. FY26	 3.1.2 Position the health district to be the trusted, reputable source of public health information for our community. FY26	 (VI) 3.1.2.4a # of press releases, media alerts, media availability. FY26	
	 3.1 Ensure community access to actionable public health information via website, media, and social media. FY26	 3.1.2 Position the health district to be the trusted, reputable source of public health information for our community. FY26	 (VI) 3.1.2.5a # of community presentations (ODHO) FY26	

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
	 3.1 Ensure community access to actionable public health information via website, media, and social media. FY26	 3.1.2 Position the health district to be the trusted, reputable source of public health information for our community. FY26	 (VI) 3.1.2.5b # of community presentations (CCHS) FY26	
	 3.1 Ensure community access to actionable public health information via website, media, and social media. FY26	 3.1.2 Position the health district to be the trusted, reputable source of public health information for our community. FY26	 (VI) 3.1.2.5c # of community presentations (PHD) FY26	
	 3.1 Ensure community access to actionable public health information via website, media, and social media. FY26	 3.1.2 Position the health district to be the trusted, reputable source of public health information for our community. FY26	 (VI) 3.1.2.5d # of community presentations (EHS) FY26	
	 3.2 Inform the community of important community health trends by capturing and communicating health data. FY26	 3.2.1 Increase data integrity and data standardization. FY26	 (VI) 3.2.1.1a # of vital records requests and services FY26	
	 3.2 Inform the community of important community health trends by capturing and communicating health data. FY26	 3.2.1 Increase data integrity and data standardization. FY26	 (PI) 3.2.1.1 Process 90% of vital records requests and services within 96 hours. FY26	 3.2.1.1.1 Assist the state by testing and implementing the NETSMART system and providing feedback. FY26
				 3.2.1.1.2 Improve communications with other Nevada vital statistics jurisdictions through monthly meetings. FY26
				 3.2.1.1.3 Identify gaps to improve procedures and processing time with funeral homes. FY26

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
				 3.2.1.1.4 Identify gaps to improve procedures and processing time with physicians and medical examiner's office FY26
				 3.2.1.1.5 Update the vital statistics manual to incorporate NETSMART system updates and processing FY26
	 3.2 Inform the community of important community health trends by capturing and communicating health data. FY26	 3.2.2 Regularly share timely public health data and trends with the community. FY26	 (VI) 3.2.2.1a # of reports (Communicable Disease Annual; CPO Quarterly; Respiratory Weekly; Epi News) provided to the community FY26	
	 3.2 Inform the community of important community health trends by capturing and communicating health data. FY26	 3.2.2 Regularly share timely public health data and trends with the community. FY26	 (PI) 3.2.2.1 Publish 100% weekly updates to the respiratory dashboard during the respiratory season FY26	 3.2.2.1.1 Maintain a tracking mechanism to know which reports were released on which dates. FY26
	 3.2 Inform the community of important community health trends by capturing and communicating health data. FY26	 3.2.3 Build the capacity of the health district to process data. FY26	 (VI) 3.2.3.1a # of statistical analysis requests met. FY26	
	 3.2 Inform the community of important community health trends by capturing and communicating health data. FY26	 3.2.3 Build the capacity of the health district to process data. FY26	 (PI) 3.2.3.1 Deliver on 95% of requests for statistical analysis. (# of requests) FY26	 3.2.3.1.1 Capture measurable outcomes for all programs. FY26
				 3.2.3.1.2 Maintain statistical capacity to serve PHD and NNPH FY26

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
	 3.3 Drive better health outcomes in Washoe County through improved public health systems and policies. FY26	 3.3.1 Advocate for state and local policies that positively impact public health using a "health in all policies" framework. FY26	 (VI) 3.3.1.1a # of interim committee meetings, public workshops, and coalition meetings attended/monitored. FY26	 3.3.1.1a.1 Generate a list of potential 2027 legislative priorities. FY26
	 3.3 Drive better health outcomes in Washoe County through improved public health systems and policies. FY26	 3.3.1 Advocate for state and local policies that positively impact public health using a "health in all policies" framework. FY26	 (PI) 3.3.1.1 Pursue and achieve 2 local government health in all policies initiatives. FY26	 3.3.1.1.1 Generate a list and identify local government priority initiatives to pursue. FY26
	 3.3 Drive better health outcomes in Washoe County through improved public health systems and policies. FY26	 3.3.1 Advocate for state and local policies that positively impact public health using a "health in all policies" framework. FY26	 (PI) 3.3.1.2 Explore sustainable funding for public health by attending State working group at least quarterly. FY26	
Strategic Priority 4: IMPACTFUL PARTNERSHIPS: Extend our impact by leveraging collaborative partnerships to make meaningful progress on health issues.	 4.1 Support and promote behavioral health. FY26	 4.1.1 Improve mental health outcomes for residents of Washoe County. FY26	 (PI) 4.1.1.1 Residents have access to multiple elements of a best practice crisis response system. FY26	 4.1.1.1.1 Work with community partners and the state to implement additional elements of the behavioral health crisis system. FY26
	 4.1 Support and promote behavioral health. FY26	 4.1.2 Contribute to a decrease in the incidence of suicide in Washoe County. FY26	 (PI) 4.1.2.1 Implement at least one lethal means reduction strategy in coordination with the Washoe Suicide Prevention Alliance. FY26	 4.1.2.1.1 Facilitate the operation of the Washoe Suicide Prevention Alliance, and collaborate with local and state stakeholders. FY26
	 4.2 Advance efforts to improve health living behaviors with an emphasis on prevention. FY26	 4.2.1 Develop and maintain collaborative community initiatives to increase access to prevention activities and resources. FY26	 (PI) 4.2.1.1 Increase the number of corner stores engaged in offering healthy food with the addition of 1 new store. FY26	 4.2.1.1.1 Provide education and technical assistance to store owners/managers on store conversion process to connect community to healthier food options. FY26

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
				 4.2.1.1.2 Assess healthy corner store evaluation findings and identify strategies that can be executed independently of owner discretion, focusing on achievable, low-barrier interventions that promote access to nutritious food options in the community. FY26
	 4.2 Advance efforts to improve health living behaviors with an emphasis on prevention. FY26	 4.2.1 Develop and maintain collaborative community initiatives to increase access to prevention activities and resources. FY26	 (PI) 4.2.1.2 Expand the number of sites that are implementing the 5210 Healthy Washoe program from 5 to 7 elementary schools. FY26	 4.2.1.2.1 Provide technical assistance to partner sites. FY26
	 4.2 Advance efforts to improve health living behaviors with an emphasis on prevention. FY26	 4.2.1 Develop and maintain collaborative community initiatives to increase access to prevention activities and resources. FY26	 (PI) 4.2.1.3 Increase the number of partners implementing 5210 Healthy Washoe into other sectors of the community by adding three new sites FY26	
	 4.3 Advance efforts to improve access to health care. FY26	 4.3.1 Support collaborative local and state efforts to increase access to health care for residents of Washoe County. FY26	 (VI) 4.3.1.1a # of FHF attendees (total individual members) FY26	
	 4.3 Advance efforts to improve access to health care. FY26	 4.3.1 Support collaborative local and state efforts to increase access to health care for residents of Washoe County. FY26	 (PI) 4.3.1.1 At least 80% of FHF participants will receive the services needed. FY26	 4.3.1.1.1 Screen 100% of FHF attendees during intake for primary care homes and insurance. FY26
				 4.3.1.1.2 Conduct outreach for partners and community-based organizations to participate in FHF and promote events to underserved communities. FY26

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
				 4.3.1.1.3 Secure partnerships with healthcare providers and Managed Care Organizations. FY26
	 4.3 Advance efforts to improve access to health care. FY26	 4.3.1 Support collaborative local and state efforts to increase access to health care for residents of Washoe County. FY26	 (PI) 4.3.1.2 Implement at least three initiatives designed to improve access to care. FY26	
	 4.5 Enhance the regional emergency medical services system. FY26	 4.5.1 Provide EMS oversight to enhance system performance. FY26	 (PI) 4.5.1.1 Create a continuous quality improvement (CQI) process for pre-hospital treatment/patient outcomes. FY26	 4.5.1.1.1 Develop a board with authority to review and discuss specific patient outcomes. FY26
	 4.6 Engage the community in public health improvement. FY26	 4.6.1 Engage the community in assessing community health needs. FY26	 (PI) 4.6.1.1 Produce and analyze the 2026-2028 CHA. FY26	 4.6.1.1.1 Maintain a dashboard with CHA indicators as data. FY26
	 4.6 Engage the community in public health improvement. FY26	 4.6.2 Engage the community in planning for community health improvement with a focus on disparate health outcomes. FY26	 (VI) 4.6.2.1a # of collaborative initiatives in the CHIP FY26	
	 4.6 Engage the community in public health improvement. FY26	 4.6.2 Engage the community in planning for community health improvement with a focus on disparate health outcomes. FY26	 (PI) 4.6.2.1 Complete at least 60% of activities planned in the CHIP. FY26	 4.6.2.1.1 Invest in community partners to improve community health improvement outcomes. FY26
	 4.6 Engage the community in public health improvement. FY26	 4.6.2 Engage the community in planning for community health improvement with a focus on disparate health outcomes. FY26	 (PI) 4.6.2.2 Maintain the number of organizations leading CHIP initiatives FY26	

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
	 4.6 Engage the community in public health improvement. FY26	 4.6.2 Engage the community in planning for community health improvement with a focus on disparate health outcomes. FY26	 (PI) 4.6.2.3 Implement at least 2 CHIP initiatives focused on policy changes that alleviate causes of health inequities. FY26	 4.6.2.3.1 Review policies or laws that have a disproportionate effect on one or more subpopulations in Washoe County; impact CHIP focus areas or the Health District's legislative priority areas. FY26
				 4.6.2.3.2 Gather input from stakeholders about policies under review and collaborate with stakeholders to share findings of the review. FY26
	 4.6 Engage the community in public health improvement. FY26	 4.6.2 Engage the community in planning for community health improvement with a focus on disparate health outcomes. FY26	 (PI) 4.6.2.4 Address at least 3 key gaps to improve health outcomes by engaging partners that represent underserved communities to drive targeted improvements. FY26	 4.6.2.4.1 Establish at least one Momma Care Kit distribution site within a Tribal or Black community. FY26
				 4.6.2.4.2 Develop a community advisory group composed of representatives from priority populations to inform NNPH priorities and strategies. FY26
				 4.6.2.4.3 Pilot an organizational SDOH assessment to understand barriers and health needs through data. FY26
	 4.6 Engage the community in public health improvement. FY26	 4.6.2 Engage the community in planning for community health improvement with a focus on disparate health outcomes. FY26	 (PI) 4.6.2.5 Maintain the number of individuals who provide input to the CHIP. (# of people at Steering Committee, subcommittee meetings, and planning meetings) FY26	 4.6.2.5.1 Engage community members in the decision-making process to update initiatives for year 3. FY26
				 4.6.2.5.2 Complete CHIP Annual Report. FY26

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
	 4.6 Engage the community in public health improvement. FY26	 4.6.2 Engage the community in planning for community health improvement with a focus on disparate health outcomes. FY26	 (PI) 4.6.2.6 Recruit at least 10 community representatives to establish 1 cross-sector health coalition. (# of committee members) FY26	 4.6.2.6.1 Develop a process to respond to community members and organizations on commitments. FY26
	 4.6 Engage the community in public health improvement. FY26	 4.6.3 Facilitate community engagement in public health improvement initiatives designed to improve health outcomes and/or reduce health disparities utilizing community organizing principles. FY26	 (PI) 4.6.3.1 Identify at least three initiatives or projects across divisions that collaborate with the Health Impact Team and/or community-based partners to address health disparities. FY26	 4.6.3.1.1 Apply public health best practices (e.g. essential public health services) among NNPH programs to improve health outcomes. FY26
	 4.6 Engage the community in public health improvement. FY26	 4.6.3 Facilitate community engagement in public health improvement initiatives designed to improve health outcomes and/or reduce health disparities utilizing community organizing principles. FY26	 (PI) 4.6.3.2 90% of priority contacts in Salesforce will have updated communication records by the end of each quarter. FY26	 4.6.3.2.1 Evaluate and update priority contacts in Salesforce to align with project focus areas. FY26
				 4.6.3.2.2 Build and refine Salesforce technical expertise to run reports. FY26
	 4.7 Improve the ability of the community to respond to health emergencies. FY26	 4.7.1 Improve public health emergency preparedness. FY26	 (PI) 4.7.1.1 Complete 50% of the after-action items identified as NNPH's responsibility. FY26	
	 4.7 Improve the ability of the community to respond to health emergencies. FY26	 4.7.1 Improve public health emergency preparedness. FY26	 (PI) 4.7.1.2 Obtain Project Public Health Ready recognition FY26	 4.7.1.2.1 Revise documentation to prepare for Project Public Health Ready application submission. FY26
	 4.7 Improve the ability of the community to respond to health emergencies. FY26	 4.7.2 Improve health care emergency preparedness. FY26	 (PI) 4.7.2.1 Complete 75% of planned activities identified by the IHCC. FY26	 4.7.2.1.1 Update IHCC guidelines annually. FY26

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
				 4.7.2.1.2 Complete Resource and Gap Analysis annually. FY26
				 4.7.2.1.3 EMS/Fire Planned Activities: Regional Active Assailant Plan, Mutual-Aid Evacuation Agreement (MAEA) Updates & Training, Recruitment Initiatives, and Standardized Training & Response Plans FY26
				 4.7.2.1.4 Hospital Planned Activities: Exercises/Trainings of the following: MAEA and/or MCI Plans, Incident Response Without Internet, Patient Decontamination, Burn Care, Family Reunification, De-escalation FY26
				 4.7.2.1.5 Skilled Nursing/ Memory Care/Assisted Living Planned Activities: Evacuation Planning/Training, Mental/ Behavioral Health Support, Inter-agency Communication, and Exercise Participation (More participation in exercises to maintain good knowledge and Emergency Operations Plan (EOP) continuity of care) FY26
				 4.7.2.1.6 Clinic/Ambulatory Surgery Center Planned Activities: Mental/Behavioral Health Support, Inter-agency Training (surge management and transportation resources), and Workforce (recruitment and advocacy of community integration) FY26

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
			 (PI) 4.8.1.1 Initiate at least one new project collaboration with UNR per year. (# project collaborations) FY26	 4.7.2.1.7 Home Health/ Hospice Planned Activities: Data Collection Exercises (quarterly), Mental/ Behavioral Health Support, and Inter-agency Communication FY26
				 4.7.2.1.8 MAEA and MCI Plan Updates, Cybersecurity Exercises, Continuity/Down-time Planning, and Inter-agency Training. FY26
	 4.8 Partner with academia to advance public health goals. FY26	 4.8.1 Maintain Academic Health Department with the University of Nevada, Reno. FY26		 4.8.1.1.1 Maintain regular communications through a joint advisory committee for new research and developments. FY26
				 4.8.1.1.2 Participate on UNR's graduate committee. FY26
				 4.8.1.1.3 Identify joint research opportunities and joint grant funding resources. FY26
				 4.8.1.1.4 Identify training opportunities for NNPH staff through UNR. FY26
				 4.8.1.1.5 Maintain the continuity of and improve joint course on real-world public health applications. FY26
				 4.8.1.1.6 Implement mentorship program between NNPH staff and UNR students. FY26

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
	 4.8 Partner with academia to advance public health goals. FY26	 4.8.1 Maintain Academic Health Department with the University of Nevada, Reno. FY26	 (PI) 4.8.1.2 Ensure standardized, recurring internship opportunities. (# of recurring internship opportunities) (maintain minimum of 3 per year) FY26	 4.8.1.2.1 Improve the quality of internship opportunities for UNR students in all disciplines. FY26
Strategic Priority 5: ORGANIZATIONAL CAPACITY: Strengthen our workforce and increase operational capacity to support a growing population.	 5.1 Attract and retain a talented public health workforce to meet the needs of Washoe County. FY26	 5.1.1 Create a positive and productive work environment. FY26	 (VI) 5.1.1.1a # of retirements. FY26	
	 5.1 Attract and retain a talented public health workforce to meet the needs of Washoe County. FY26	 5.1.1 Create a positive and productive work environment. FY26	 (VI) 5.1.1.1b # of non-retirements, promotion or transfer departures FY26	 5.1.1.1b.1 Conduct exit interviews with all departing staff via online survey. FY26
	 5.1 Attract and retain a talented public health workforce to meet the needs of Washoe County. FY26	 5.1.1 Create a positive and productive work environment. FY26	 (VI) 5.1.1.1c # of promotions/transfers. FY26	
	 5.1 Attract and retain a talented public health workforce to meet the needs of Washoe County. FY26	 5.1.1 Create a positive and productive work environment. FY26	 (VI) 5.1.1.1d # of vacancies in AHS (average vacancies FYTD) FY26	
	 5.1 Attract and retain a talented public health workforce to meet the needs of Washoe County. FY26	 5.1.1 Create a positive and productive work environment. FY26	 (VI) 5.1.1.1e # of vacancies in AQM (average vacancies FYTD) FY26	
	 5.1 Attract and retain a talented public health workforce to meet the needs of Washoe County. FY26	 5.1.1 Create a positive and productive work environment. FY26	 (VI) 5.1.1.1f # of vacancies in CCHS (average vacancies FYTD) FY26	
	 5.1 Attract and retain a talented public health workforce to meet the needs of Washoe County. FY26	 5.1.1 Create a positive and productive work environment. FY26	 (VI) 5.1.1.1g # of vacancies in EHS (average vacancies FYTD) FY26	

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
	 5.1 Attract and retain a talented public health workforce to meet the needs of Washoe County. FY26	 5.1.1 Create a positive and productive work environment. FY26	 (VI) 5.1.1.1h # of vacancies in ODHO (average vacancies FYTD) FY26	
	 5.1 Attract and retain a talented public health workforce to meet the needs of Washoe County. FY26	 5.1.1 Create a positive and productive work environment. FY26	 (VI) 5.1.1.1i # of vacancies in PHD (average vacancies FYTD) FY26	
	 5.1 Attract and retain a talented public health workforce to meet the needs of Washoe County. FY26	 5.1.1 Create a positive and productive work environment. FY26	 (VI) 5.1.1.1j % of retention (minus retirement and non-County promotions of FTEs and PTs) FY26	
	 5.1 Attract and retain a talented public health workforce to meet the needs of Washoe County. FY26	 5.1.1 Create a positive and productive work environment. FY26	 (PI) 5.1.1.1 Maintain 5% or less employee vacancy rate (vacancy rate= average monthly vacancy rate including all employees). FY26	 5.1.1.1.1 Provide monthly vacancy report to include insights/trends on hard-to-fill positions. FY26
				 5.1.1.1.2 Recruit and promote career opportunities via social media outlets and other direct channels that reach individuals within the community. FY26
	 5.1 Attract and retain a talented public health workforce to meet the needs of Washoe County. FY26	 5.1.1 Create a positive and productive work environment. FY26	 (PI) 5.1.1.2 Increase mandatory training completion rate from 96% to 98%. FY26	 5.1.1.2.1 Remind staff of mandatory trainings via email. FY26
				 5.1.1.2.2 Track mandatory training completion rate to present to DDs and Supervisors. FY26
	 5.1 Attract and retain a talented public health workforce to meet the needs of Washoe County. FY26	 5.1.1 Create a positive and productive work environment. FY26	 (PI) 5.1.1.3 Increase probationary/annual evaluation completion rate from 80% to 85%. FY26	 5.1.1.3.1 Generate monthly communication to DDs and supervisors to keep them informed of schedule. FY26

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
				 5.1.1.3.2 Provide training related to running effective and meaningful evaluations. FY26
	 5.1 Attract and retain a talented public health workforce to meet the needs of Washoe County. FY26	 5.1.1 Create a positive and productive work environment. FY26	 (PI) 5.1.1.4 Increase percentage of employees who recommend NNPH as a good place to work from 76% to 78%. FY26	 5.1.1.4.1 Continue to provide thoughtful, consistent, optional flex, hybrid, and remote work as appropriate based on position. FY26
				 5.1.1.4.2 Support and implement an employee recognition program. FY26
				 5.1.1.4.3 Create opportunities for staff to work across divisions on projects and task forces. FY26
				 5.1.1.4.4 Provide onboarding program to integrate staff into the NNPH team. FY26
				 5.1.1.4.5 Promote relationship-building activities, including key takeaways. FY26
				 5.1.1.4.6 Equip supervisors with the tools necessary to complete Employee Performance Evaluations on time. FY26
	 5.1 Attract and retain a talented public health workforce to meet the needs of Washoe County. FY26	 5.1.1 Create a positive and productive work environment. FY26	 (PI) 5.1.1.5 Increase internal newsletter distribution to bi-weekly for FY26 FY26	

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
	 5.1 Attract and retain a talented public health workforce to meet the needs of Washoe County. FY26	 5.1.1 Create a positive and productive work environment. FY26	 (PI) 5.1.1.6 Implement at least 25% of the FY25-FY27 Workforce Development Plan and strategies FY26	 5.1.1.6.1 Develop WFD Plan and Implementation Strategies FY26
	 5.1 Attract and retain a talented public health workforce to meet the needs of Washoe County. FY26	 5.1.2 Focus on building staff expertise. FY26	 (VI) 5.1.2.1a # of staff participating in district-wide professional development opportunities. FY26	 5.1.2.1a.1 Provide at least 2 leadership development opportunities to staff. FY26
				 5.1.2.1a.2 Identify at least one professional development opportunity as part of each employee goal setting. FY26
				 5.1.2.1a.3 Collaborate with DDs and ODHO to identify training challenges. FY26
	 5.1 Attract and retain a talented public health workforce to meet the needs of Washoe County. FY26	 5.1.2 Focus on building staff expertise. FY26	 (PI) 5.1.2.1 At least 50% of employees will report feeling proficient on targeted core competencies. FY26	 5.1.2.1.1 Provide targeted core competency training on areas identified through staff and supervisor input. FY26
				 5.1.2.1.2 Evaluate improvement on targeted core competencies as assessed by employees and supervisors. FY26
				 5.1.2.1.3 Train DDs and supervisors on the budget process. FY26
				 5.1.2.1.4 Provide FAQs for staff on budget process and grants. FY26

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
				 5.1.2.1.5 Build out additional onboarding activities for supervisors over their first year. FY26
	 5.1 Attract and retain a talented public health workforce to meet the needs of Washoe County. FY26	 5.1.2 Focus on building staff expertise. FY26	 (PI) 5.1.2.2 % of staff reporting confidence in using data for decision making FY26	
	 5.1 Attract and retain a talented public health workforce to meet the needs of Washoe County. FY26	 5.1.3 Maintain and build staff resiliency. FY26	 (PI) 5.1.3.1 Increase the number of mental health resources provided to staff in the workplace from 2 to 3. FY26	 5.1.3.1.1 Provide optional opportunities to learn about wellness techniques and strategies. FY26
	 5.2 Meet and exceed national public health best practice standards. FY26	 5.2.1 Maintain National Public Health Accreditation. FY26	 (PI) 5.2.1.1 Meet 100% of requirements to maintain accreditation. FY26	 5.2.1.1.1 Submit annual reports with all required documentation. FY26
	 5.2 Meet and exceed national public health best practice standards. FY26	 5.2.1 Maintain National Public Health Accreditation. FY26	 (VI) 5.2.1.2a Number of employee-submitted ideas for improvement FY26	
	 5.2 Meet and exceed national public health best practice standards. FY26	 5.2.1 Maintain National Public Health Accreditation. FY26	 (PI) 5.2.1.2 Implement at least three QI projects in the current fiscal year FY26	 5.2.1.2.1 Collaborate with QI Council to advance NNPH QI initiatives FY26
				 5.2.1.2.2 Train staff about QI concepts and internal process FY26
				 5.2.1.2.3 Communicate with leadership, governing body, and stakeholders about QI activities. FY26
				 5.2.1.2.4 Identify two QI projects using data from the performance management system FY26

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
	 5.2 Meet and exceed national public health best practice standards. FY26	 5.2.1 Maintain National Public Health Accreditation. FY26	 (PI) 5.2.1.3 % of strategic decisions supported by data (key initiatives or decisions that include referenced data sources) FY26	
	 5.3 Invest in expanded Health District capacity and targeted services to meet the needs of a growing and diverse community. FY26	 5.3.1 Increase workforce capacity. FY26	 (VI) 5.3.1.1a # of filled positions (FT and PT employees) FY26	
	 5.3 Invest in expanded Health District capacity and targeted services to meet the needs of a growing and diverse community. FY26	 5.3.1 Increase workforce capacity. FY26	 (VI) 5.3.1.1b # of FTE FY26	
	 5.3 Invest in expanded Health District capacity and targeted services to meet the needs of a growing and diverse community. FY26	 5.3.1 Increase workforce capacity. FY26	 (VI) 5.3.1.1c # of internship opportunities at NNPH FY26	
	 5.3 Invest in expanded Health District capacity and targeted services to meet the needs of a growing and diverse community. FY26	 5.3.1 Increase workforce capacity. FY26	 (PI) 5.3.1.1 Increase investment in personnel where workforce capacity is a barrier to productivity. (% increase in FTE) FY26	 5.3.1.1.1 Implement strategies to address findings of FPHS assessment and work statewide to build the case for support for ongoing public health funding. FY26
	 5.3 Invest in expanded Health District capacity and targeted services to meet the needs of a growing and diverse community. FY26	 5.3.2 Increase organizational capacity to address health equity and reduce disparate health outcomes. FY26	 (PI) 5.3.2.1 Demonstrate progress on the BARHII assessment results through the completion of at least 80% of deliverables aligned with identified priorities. FY26	

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
	 5.3 Invest in expanded Health District capacity and targeted services to meet the needs of a growing and diverse community. FY26	 5.3.3 Recruit, retain and train a workforce that meets the diverse needs of our community. FY26	 (PI) 5.3.3.1 Review at least two job descriptions to evaluate for systemic barriers to hiring a diverse workforce. FY26	 5.3.3.1.1 Review targeted job descriptions to identify and evaluate potential barriers in the recruitment and hiring process. FY26
				 5.3.3.1.2 Create inclusive job descriptions that attract candidates. FY26
	 5.3 Invest in expanded Health District capacity and targeted services to meet the needs of a growing and diverse community. FY26	 5.3.3 Recruit, retain and train a workforce that meets the diverse needs of our community. FY26	 (PI) 5.3.3.2 Host two watch parties to engage existing staff in ongoing cultural competency training. FY26	
	 5.3 Invest in expanded Health District capacity and targeted services to meet the needs of a growing and diverse community. FY26	 5.3.3 Recruit, retain and train a workforce that meets the diverse needs of our community. FY26	 (PI) 5.3.3.3 100% of new staff will take asynchronous cultural competency training as part of the onboarding process (staff who completed CC course FYTD/staff who was due to complete course FYTD) FY26	
	 5.3 Invest in expanded Health District capacity and targeted services to meet the needs of a growing and diverse community. FY26	 5.3.3 Recruit, retain and train a workforce that meets the diverse needs of our community. FY26	 (VI) 5.3.3.3a # of staff participating in district-wide SDOH and data training opportunities. FY26	 5.3.3.3a.1 Implement at least one training to enhance skills related to considering SDOH in public health and collecting and analyzing key data to improve health outcomes. FY26
	 5.3 Invest in expanded Health District capacity and targeted services to meet the needs of a growing and diverse community. FY26	 5.3.3 Recruit, retain and train a workforce that meets the diverse needs of our community. FY26	 (VI) 5.3.3.4a # of language accessibility initiatives implemented from the language access plan. FY26	 5.3.3.4a.1 Continue to implement Washoe County's language access plan (LAP) at NNPH. FY26
	 5.3 Invest in expanded Health District capacity and targeted services to meet the needs of a growing and diverse community. FY26	 5.3.3 Recruit, retain and train a workforce that meets the diverse needs of our community. FY26	 (PI) 5.3.3.4 At least one internal policy or procedure that reduces health disparities is revised/created and implemented FY26	

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
	 5.3 Invest in expanded Health District capacity and targeted services to meet the needs of a growing and diverse community. FY26	 5.3.3 Recruit, retain and train a workforce that meets the diverse needs of our community. FY26	 (PI) 5.3.3.5 Complete one BARHII assessment to identify key areas for improvement in addressing health disparities, guiding the development of targeted interventions. FY26	
	 5.4 Maximize and expand facilities to meet the needs of staff and clients. FY26	 5.4.2 Complete a facility expansion. FY26	 (PI) 5.4.2.1 Ensure completion of new TB and expanded office space building by April 1, 2026 FY26	
	 5.5 Leverage technology to improve services, increase effectiveness and efficiency, and provide access to higher quality data. FY26	 5.5.1 Increase access to self-service platforms and systems. FY26	 (PI) 5.5.1.1 Increase the percentage of AQMD customers paying through the Accela Customer Access platform to 25%. (estimated average for all programs) FY26	 5.5.1.1.1 Work with Technology Services and consultant to streamline Accela Customer Access submittal process. FY26
	 5.5 Leverage technology to improve services, increase effectiveness and efficiency, and provide access to higher quality data. FY26	 5.5.1 Increase access to self-service platforms and systems. FY26	 (PI) 5.5.1.2 Increase payments made via Accela to 75% of total EHS transactions (EHS) FY26	 5.5.1.2.1 Increase Accela Citizen Access submittals for all EHS permit types (50% online submittal rate) FY26
	 5.5 Leverage technology to improve services, increase effectiveness and efficiency, and provide access to higher quality data. FY26	 5.5.2 Improve data tracking and information sharing. FY26	 (PI) 5.5.2.1 % of new/renewed sources integrated into the software. FY26	
	 5.5 Leverage technology to improve services, increase effectiveness and efficiency, and provide access to higher quality data. FY26	 5.5.3 Assure technology needs are addressed by a health district technology resource or County Technology Services. FY26	 (VI) 5.5.3.1a # of all Health IT help desk tickets FY26	
	 5.5 Leverage technology to improve services, increase effectiveness and efficiency, and provide access to higher quality data. FY26	 5.5.3 Assure technology needs are addressed by a health district technology resource or County Technology Services. FY26	 (VI) 5.5.3.1b # of health desk tickets going through County TS FY26	

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
	 5.5 Leverage technology to improve services, increase effectiveness and efficiency, and provide access to higher quality data. FY26	 5.5.3 Assure technology needs are addressed by a health district technology resource or County Technology Services. FY26	 (PI) 5.5.3.1 Support new county ticketing system as appropriate FY26	 5.5.3.1.1 Track 100% of IT time by cost allocation. FY26
				 5.5.3.1.2 Identify TS capacity dedicated to each division and identify workload capacity. FY26
				 5.5.3.1.3 Track 100% of projects by category. FY26
				 5.5.3.1.4 Analyze trends in HALO tickets to determine potential future quality improvement efforts FY26
				 5.5.3.1.5 Recommend training (via Bridge or another TS resource) to staff based on challenging areas identified FY26

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
Strategic Priority 6: FINANCIAL STABILITY: Enable the Health District to make commitments in areas that will positively impact the community's health through reliable and sustainable funding.	 6.1 Update NNPH's financial model to align with the needs of the community. FY26	 6.1.1 Increase dedicated public health funding support to Washoe County. FY26	 (VI) 6.1.1.1a Amount of expenditures. FY26	
	 6.1 Update NNPH's financial model to align with the needs of the community. FY26	 6.1.1 Increase dedicated public health funding support to Washoe County. FY26	 (VI) 6.1.1.1b Amount of revenue FY26	
	 6.1 Update NNPH's financial model to align with the needs of the community. FY26	 6.1.2 Capture grant and federal relief resources to meet public health goals. Pursue funding opportunities to promote health equity and address health disparities. FY26	 (PI) 6.1.2.1 Maintain 100% compliance with purchasing and contract procedures. FY26	
	 6.1 Update NNPH's financial model to align with the needs of the community. FY26	 6.1.2 Capture grant and federal relief resources to meet public health goals. Pursue funding opportunities to promote health equity and address health disparities. FY26	 (VI) 6.1.2.2a Amount of revenue generated by grants FY26	
	 6.1 Update NNPH's financial model to align with the needs of the community. FY26	 6.1.2 Capture grant and federal relief resources to meet public health goals. Pursue funding opportunities to promote health equity and address health disparities. FY26	 (VI) 6.1.2.2b # of grants received FY26	
	 6.1 Update NNPH's financial model to align with the needs of the community. FY26	 6.1.2 Capture grant and federal relief resources to meet public health goals. Pursue funding opportunities to promote health equity and address health disparities. FY26	 (PI) 6.1.2.2 Maintain 100% of grant compliance. FY26	
	 6.1 Update NNPH's financial model to align with the needs of the community. FY26	 6.1.3 Maximize revenue generated from cost recovery. FY26	 (VI) 6.1.3.1a Annual reimbursement revenue (less expenditures) at year end FY26	

Strategic Priority	District Goal	Division Goal	Outcome	Initiative
	● 6.1 Update NNPH's financial model to align with the needs of the community. FY26	● 6.1.3 Maximize revenue generated from cost recovery. FY26	● (VI) 6.1.3.1b Number of claims submitted FY26	
	● 6.1 Update NNPH's financial model to align with the needs of the community. FY26	● 6.1.3 Maximize revenue generated from cost recovery. FY26	● (VI) 6.1.3.1c # of self-pay, third party, Medicaid at year end (total clients overall and revenue) FY26	
	● 6.1 Update NNPH's financial model to align with the needs of the community. FY26	● 6.1.3 Maximize revenue generated from cost recovery. FY26	● (PI) 6.1.3.3 Maintain 100% cost recovery for AQM permitting and compliance programs. FY26	● 6.1.3.3.1 Work with DDHO and AHS staff to assess current fee structure and develop new methodology. FY26
				● 6.1.3.3.2 Present new fee methodology to regulated community, stakeholders and DBOH. FY26
	● 6.1 Update NNPH's financial model to align with the needs of the community. FY26	● 6.1.3 Maximize revenue generated from cost recovery. FY26	● (PI) 6.1.3.4 Increase the percent of costs recovered through EHS fees. FY26	● 6.1.3.4.1 Meet with admin staff at least quarterly to monitor fee trends and improve admin functions FY26
	● 6.1 Update NNPH's financial model to align with the needs of the community. FY26	● 6.1.3 Maximize revenue generated from cost recovery. FY26	● (PI) 6.1.3.5 Maintain 100% cost recovery for vital records services. FY26	
	● 6.1 Update NNPH's financial model to align with the needs of the community. FY26	● 6.1.4 Provide the DBOH the information necessary to provide financial oversight. FY26	● (PI) 6.1.4.1 Make progress toward maintaining an ending fund balance of 10-17%. FY26	● 6.1.4.1.1 Provide monthly financial review to the Board. FY26