



# EL PASO COUNTY PUBLIC HEALTH



## 2023-2027 STRATEGIC PLAN

[www.elpasocountyhealth.org](http://www.elpasocountyhealth.org)



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# Organizational Overview

El Paso County, incorporated in 1861 and located in the central part of Colorado, is one of the top growth areas in both the state and the country. The 2024 population forecasts from the Colorado Department of Local Affairs have El Paso County's population projected at 766,540, making it the most populous county in the state. El Paso County has both urban and rural areas, occupying 2,158 square miles. El Paso County Public Health (EPCPH) was established in 1872 as a City Health Department, and then became an organized County Health Department in 1939. EPCPH serves all residents of and visitors to El Paso County, which includes the incorporated cities and towns of Colorado Springs, Calhan, Fountain, Green Mountain Falls, Manitou Springs, Monument, Palmer Lake, and Ramah.

El Paso County, like many counties across the country, is facing continued population growth. While this growth offers the advantage of an improved economy and increased cultural diversity, it also presents challenges. As a local public health agency, EPCPH is committed to providing essential services to the community. However, with the growing population comes emerging threats and increased demands. Prior to the pandemic, EPCPH had 158 full-time equivalents (FTEs). A [2022 National Profile of Local Health Departments](#) by the National Association of County and City Health Officials (NACCHO) notes large public health departments serving populations of 500,000 – 999,999 employ, on average, 309 FTEs. Even with additional positions supported by COVID-19 response grants, Center for Disease Control and Prevention (CDC) Public Health Infrastructure grant and the state American Response Plan (ARPA) funding, EPCPH has 196 FTEs, still well below the national average.

EPCPH is governed by a nine-member Board of Health, which establishes policy, approves the agency's budget, and appoints the public health director. Each member serves in a voluntary capacity for a maximum of two consecutive five-year terms (or two-year terms for elected officials) upon appointment by the El Paso County Board of Commissioners.

EPCPH is the first public health agency in Colorado to receive accreditation by the Public Health Accreditation Board (PHAB) in 2013 and the first public health agency in Colorado to achieve reaccreditation in 2020. Several of the numerous benefits of accreditation include:

- Increased credibility, accountability, and visibility in El Paso County communities, in Colorado, and in the nation.
- Valuable, measurable feedback to continuously improve the quality of work.
- Evidence that funding is being spent on effective and impactful programs.
- Enhanced services leading to healthier people and healthier communities (improved health outcomes).
- Recognition of excellence.
- Potential funding advantages.







# MESSAGE

## From the Director

The last time El Paso County Public Health (EPCPH) engaged in strategic planning was prior to the COVID-19 pandemic. As the most challenging public health crisis of our time, the pandemic had significant impacts on the county's overall health of residents and employees. Longstanding complex challenges such as mental health and substance use, health disparities, and community trust and engagement with governmental public health have been exacerbated

by the pandemic. The complexities of responding to a global pandemic also had significant and long-reaching impacts on our workforce, along with public health entities across the state, nation, and world. Addressing ongoing concerns in our workforce and in the community, including the mental health and well-being of our staff, continues to be a key priority for the agency. On May 11, 2023, following three years of intensive pandemic response, the national public health emergency declaration came to an end. This key milestone marked the final phase of an ongoing and gradual transition toward routine disease response. With this came the need to begin charting a new path forward, working together to establish a stronger foundation.

With this strategic plan, our central goal is to address ongoing needs while supporting a healthier, more resilient future for everyone in the county. Grounded in the themes of recovery, rebuilding and resilience, this strategic plan supports our mission to promote and protect public health by investing in continued efforts to strengthen our workforce, modernize our data infrastructure, build community trust through people, prevention and partnerships, and support innovations to enhance operational efficiencies and service delivery models.

I continue to emphasize the urgency of building an infrastructure that supports preparedness for future crises, the expansion and maintenance of multi-sector community partnerships, and health equity – areas reinforced by the Public Health Accreditation Board (PHAB), which reaccredited EPCPH in late 2020, a significant achievement for the agency amid our pandemic response. To that end, EPCPH's five-year strategic plan outlines a roadmap to support striving to reach our mission to promote and protect public health and environmental quality across El Paso County, Colorado.



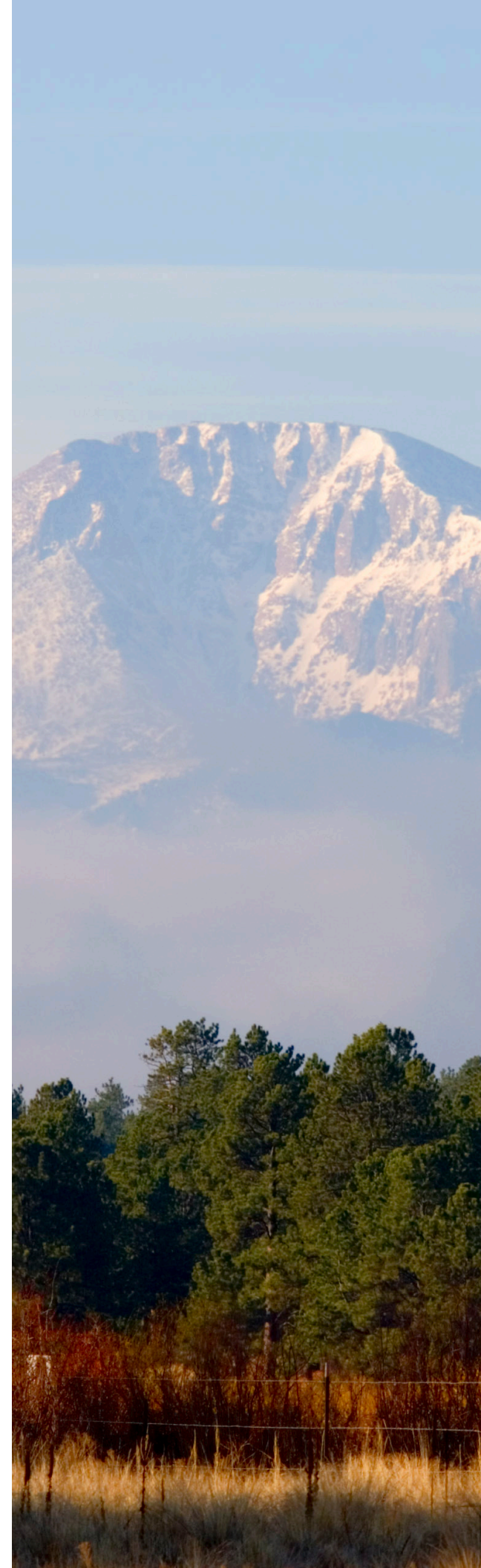
We are committed to evaluating and advocating to increase funding streams to cover costs to meet statutory requirements; support increased service demands; and assure preparedness to address the emerging population health needs of El Paso County's steadily growing population. As agency director, I am laser-focused on maintaining and increasing funding at the local, state and federal levels to adequately meet the needs of the most populous county in Colorado, to include core public health and foundational services aimed at improving community health in all El Paso County communities.

As I reflect on the past several years, I am proud of the work that has been accomplished by our team, through community partnerships, the investments of our grantors, Board of Health and Board of County Commissioners, and through our strong relationships with the residents of El Paso County. The support of these entities allows us to consistently achieve our objectives and serves as inspiration to support continued pandemic recovery and our work to cultivate a healthier, more resilient community for everyone.

Sincerely,



Susan Wheelan, MBA  
Executive Director  
El Paso County Public Health





# Vision, Mission and Values

## Vision

**Our vision is** for all El Paso County residents to live in thriving communities where every person has the opportunity to achieve optimal health.

## Mission

**Our mission is** to promote and protect public health and environmental quality across El Paso County through people, prevention and partnerships.

Our values express how EPCPH works internally and externally to meet our mission and vision.

## Accountability

We accept our individual and team responsibilities and meet our commitments. We are good stewards of resources.

## Collaboration

We cultivate strategic partnerships to expand access to needed services, reduce disparities and barriers to care, and improve the overall health and well-being of El Paso County, Colorado communities.

## Innovation

We strive to find new processes or programs that provide value to our residents and partners. We pursue innovative ideas that improve system efficiencies or demonstrably improve health outcomes in our community.

## Integrity

We approach our work and communicate with our partners in an honest, consistent and reliable manner.

## Respect

We treat those we serve as valuable and important. We listen and respond to issues appropriately and professionally. We recognize the importance of diversity.

## Transparency

We exercise clear, open and honest communication.

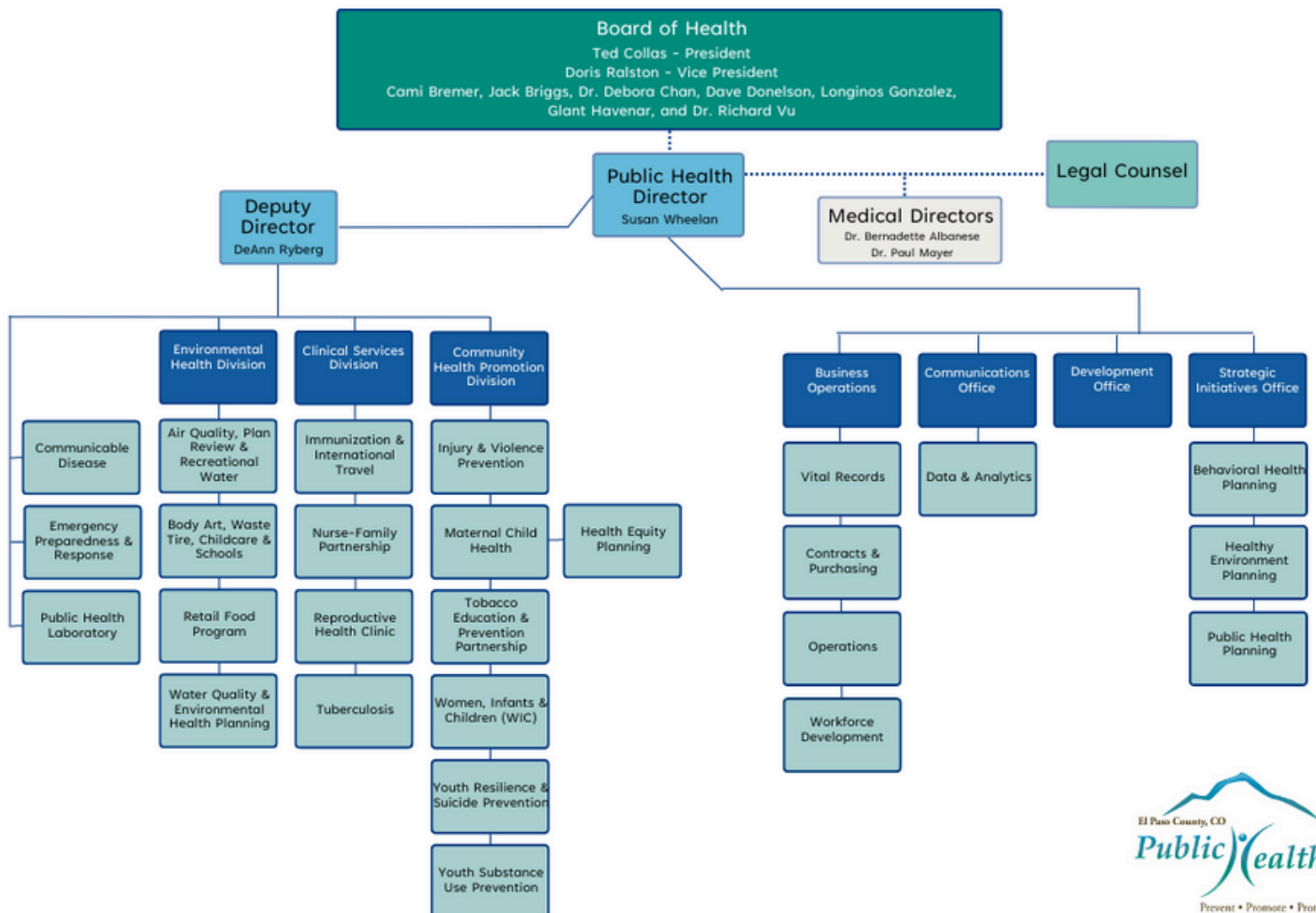




# Organizational Structure

Our agency is organized strategically to assure alignment with the statutes and requirements of the Colorado Public Health Act. Public health is defined in statute as the prevention of injury, disease, and premature mortality; the promotion of health in the community; and the response to public health and environmental health needs and emergencies.

## EL PASO COUNTY PUBLIC HEALTH





# Colorado Public Health Act

## Title 25, Article 1 of Colorado Revised Statute (CRS)



### Assessment, Planning, and Communication.

- Communicable Disease Prevention, Investigation, and Control.
- Emergency Preparedness and Response.
- Environmental Health.
- Prevention and Population Health Promotion.
- Vital Records and Statistics (Birth and Death Certificates).
- Administration and Governance.

### Required duties of all local public health agencies per C.R.S. 25-1-506:

- Complete a community health assessment.
- Create a community health improvement plan.
- Advise the local board of health on public policy issues necessary to protect public health and the environment.
- Form and lead a Child Fatality Review Team.

Our agency provides a broad spectrum of services to address ongoing and critical public health and safety needs through three major divisions: Community Health Promotion, Clinical Services, and Environmental Health.

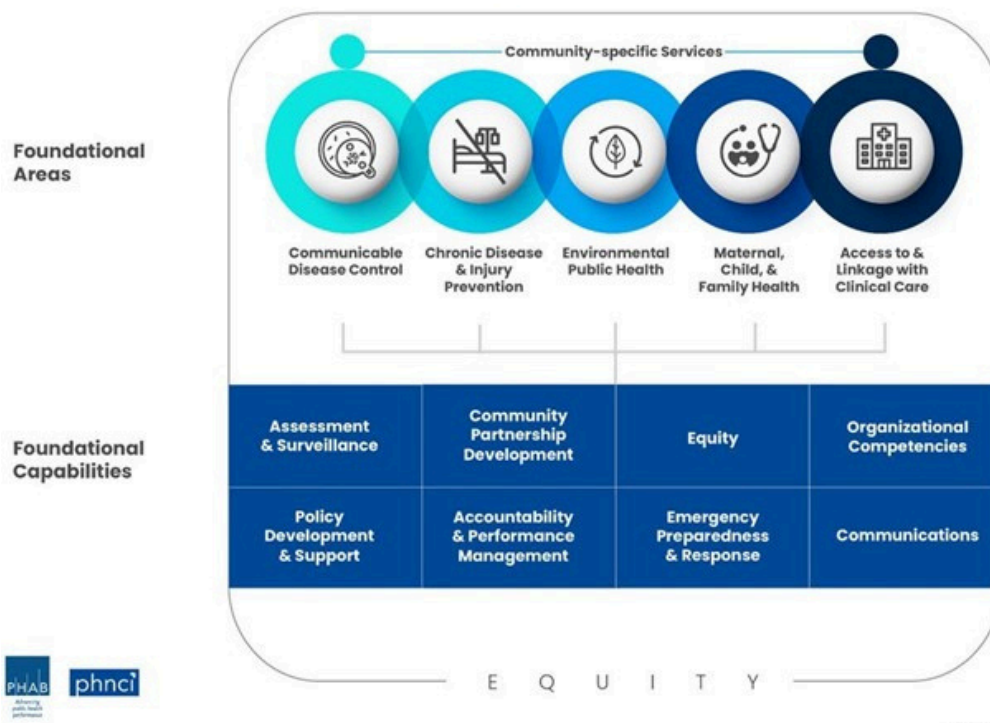


# Foundational Public Health Services

In 2008, the Colorado Public Health Act required the State Board of Health to mandate, by rule, the core public health services that each county and district public health agency must provide or assure, as well as establish minimum quality standards for those public health services. A revised ruling (6 CCR 1014-7), effective Jan. 1, 2020, now requires state and local health departments in Colorado to assure provision of eight foundational capabilities and five foundational service areas called the Foundational Public Health Services. We fulfill our statutory requirement of providing these core public health services through the work of our divisions and programs.

The Foundational Services—serve as best practices to assure EPCPH is fulfilling its statutory requirements and prioritizing services to meet the needs of all El Paso County residents and communities. The Foundational Public Health Services outline the responsibilities of public health and the role public health plays in thriving communities. The Foundational Public Health Services framework outlines the subset of services in each public health program area that are foundational to building and maintaining healthy communities, while the Foundational Capabilities are the cross-cutting capacities and expertise needed to support foundational services and public health programs.

## Foundational Public Health Services

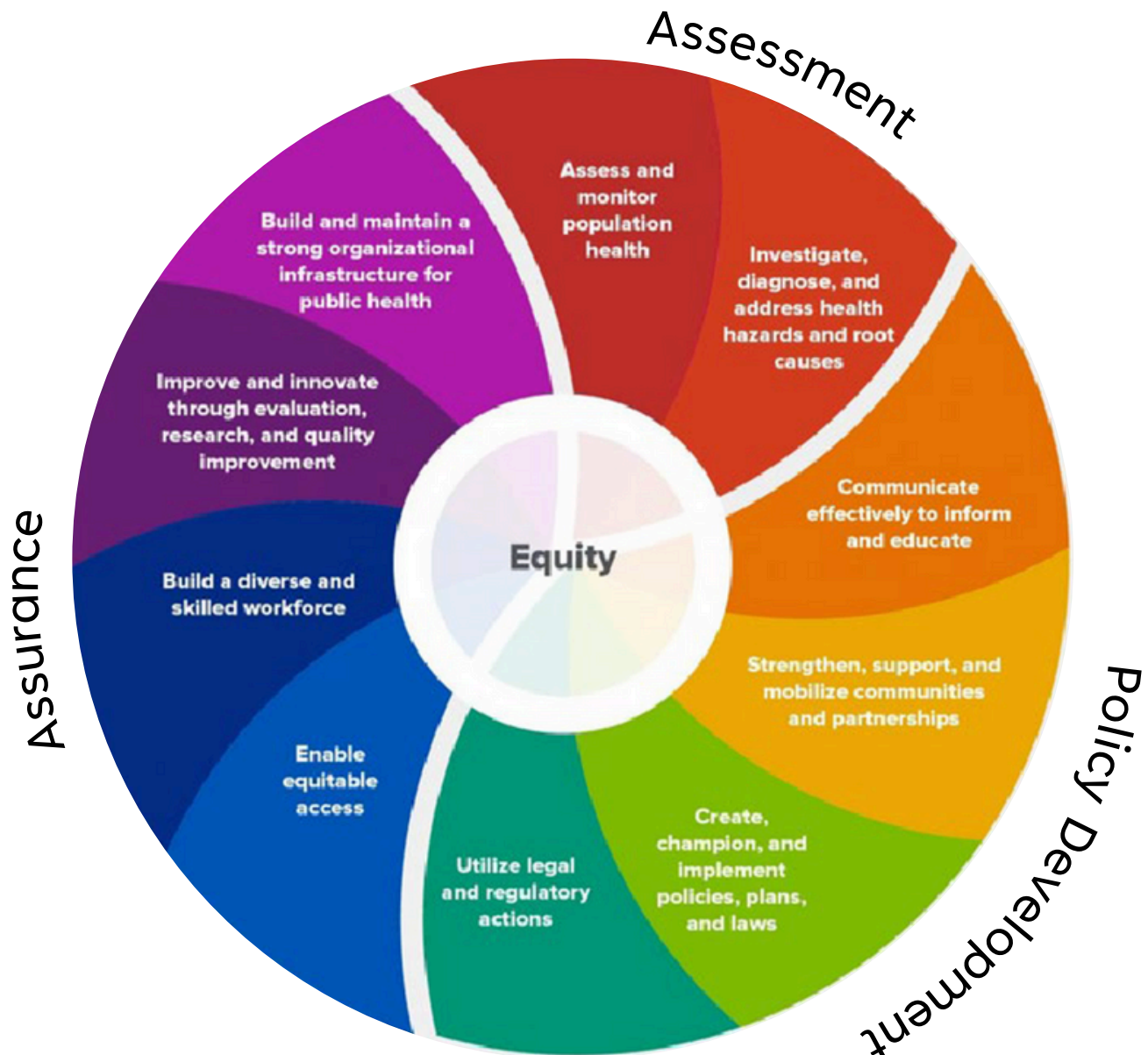




# The 10 Essential Public Health Services

Our programs include services mandated by state statute. As a broad framework, public health utilizes the 10 Essential Public Health Services, which include three general categories: assessment, policy development and assurance.

The 10 Essential Public Health Services provide a framework for public health to protect and promote the health of all people in all communities through a lens of health equity. This framework encourages the use of data and the promotion of policies, systems, and services to support optimal health and seeks to address systemic and structural barriers that have resulted in health inequities.





# Strategic Plan Overview

## What is Strategic Planning?

Strategic planning is defined as a methodical and structured process aimed at supporting fundamental decisions and actions to shape an organization. Strategic planning can be further defined as the process of assessing a changing environment to create a vision for the future and determining how the organization fits into the anticipated environment, based on its mission, strengths, and weaknesses. From there, it entails developing and implementing an action plan to set the organization up for success, focusing on a wide range of agency-level organizational goals, strategies and objectives.

## What is a Strategic Plan?

In alignment with the Public Health Accreditation Board (PHAB) and the National Association of County and City Officials (NACCHO), our strategic plan provides a clear picture of where our organization is headed, what we plan to achieve, the methods by which we will accomplish this work, and the measures to monitor and evaluate progress. This strategic plan is a tool grounded in decisions the organization has made about strategic priorities for the next five years. In addition to clearly communicating these priorities, the plan also provides a basis for future decision-making.

## Framework

We approached the development of our strategic plan with the use of a framework which supports the following elements:

- Supports decision-making and guides agency activities.
- Helps to prioritize efforts and effectively allocate resources.
- Enhances transparency.
- Provides flexibility to allow for adaptation to meet community needs.
- Aligns employees and stakeholders on the organization's goals.





# Timeline

## Initiation Phase

February 2023 - March 2023

A Strategic Planning Workgroup (SPW) was assembled. This team began with a review of our mission and vision.

## Values Exercise & SWOC Analysis

April 2023 - May 2023

All staff participated in an exercise to review and update our agency values. The SPW engaged in facilitated discussion sessions to identify the organization's strengths, weaknesses, opportunities, and challenges (SWOC).

## Goal Development

June 2023 - September 2023

Action teams were formed, consisting of subject matter experts from across the agency. Goals, strategies and objectives were developed.

## All Staff Exercise

October 2023 - November 2023

All staff participated in a 'start - stop - continue' exercise and the feedback from that activity was incorporated into the Strategic Plan.

## Writing Phase

December 2023 - March 2024

Supportive materials, including presentations, reference handouts, and website content were created. Further discussion with managers was facilitated. The plan was drafted and finalized.



# Strategic Planning Process

## Stakeholder Engagement

The strategic planning workgroup (SPW) intentionally sought stakeholder input using several different methods throughout the planning and writing process, including facilitated discussions with all staff, meetings with the executive and management teams, SPW meetings, Board of Health meetings, and one-to-one discussions with subject matter experts across the agency.

## Planning Process

In 2023, a comprehensive, multi-phased strategic planning process was initiated. In February, an SPW comprised of executive and management teams and staff from across the organization was formed to gain insight and reflect on the organization's most important strengths, challenges, and opportunities. In preparation, the workgroup reviewed several strategic plans recommended as strong examples by NACCHO in addition to several plans from across the state. Best practices and post-pandemic approaches were also reviewed.

Several facilitated sessions and agency-wide exercises were implemented to gather ideas and input from all staff. More than 190 employees at all levels of the organization engaged in these guided feedback sessions to help shape the goals and priorities of the strategic plan.



# Analysis of Strengths, Weaknesses, Opportunities and Challenges

Strategic planning sessions were held in May 2023 dedicated to identifying the Strengths, Weaknesses, Opportunities and Challenges impacting our agency. These sessions were attended by all levels of staff from various programs throughout the agency. Below is a summary of the results from this analysis, which were used to inform the identification of strategic pillars, goals, objectives and activities.

## Strengths

- Shared and inclusive leadership
- Technology to support a hybrid work model
- Local data and analytics expertise
- Innovation and flexibility
- Adaptable service delivery models
- Strong cross-sector partnerships
- Invested in workforce development

## Weaknesses

- Lack of sustainability and flexibility of public health funding
- Inadequate staffing for rapidly growing population
- Insufficient intra-agency coordination and collaboration
- Recruitment, onboarding and retention practices lacking

## Opportunities

- Improve collection of data for Return on Investment (ROI) analyses
- Increase awareness of public health
- Continue improving intra-agency coordination and collaboration within a hybrid model
- Engage and strengthen non-traditional partnerships in the community
- Utilize social media and other technologies
- Increase involvement in legislation to increase funding and influence policy

## Challenges

- Lack of community understanding of the role of public health
- Future public health threats (i.e., emerging disease)
- Increases in service demands
- Lack of trust in government/poor public perception
- Lack of timely data
- Long-term impacts of the pandemic
- Inadequate public health worker pipeline



# Strategic Alignment

In creating the strategic plan, the previous and current agency plans and priorities were reviewed to assure alignment and inclusion of goals from those plans. This integrated approach will better support the understanding of the strategic plan by all staff; create efficiencies in pursuing activities that address goals and objectives in all plans; and foster a better understanding of how all plans in the performance management system work together to help us achieve our mission and vision. In developing the goals, strategies and objectives for each section in the strategic plan framework, key components of the following plans or initiatives were considered.

1

EPCPH developed the 2023-2027 Strategic Plan in alignment with the El Paso County Strategic Plan and with the Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP). Through alignment of the strategic plan with the CHA, CHIP and county strategic plan, EPCPH focused on the prioritization of both community-driven and county-identified goals and objectives.



## El Paso County Strategic Plan

El Paso County's strategic plan integrates with public health's strategic plan, specifically Objective #4: Health & Safety: Foster partnerships to support community efforts to improve the health and safety of residents.

- Build and strengthen community coalitions across government, academia, for-profit, and non-governmental organizations (NGOs) to develop strategies to lessen the occurrence and impact of community-degrading social issues, including behavioral health, fentanyl, suicide, traffic fatalities, violent crime and homelessness.
- Develop a public dashboard and information campaign to illustrate the negative impacts of crucial health and safety issues in our community and the positive results of community coalitions.



# Community Health Assessment & Community Health Improvement Plan

The community health assessment (CHA) outlines the community-wide health status of various population health and social determinants of health indicators which inform the priorities and strategies in the community health improvement plan (CHIP) - a community-wide strategic plan implemented in collaboration with partners aimed at improving health outcomes. The vision for the Healthy Community Collaborative, a stakeholder group of community partners who have been working together since 2011 to support the development and implementation of the CHA and CHIP, is to increase life expectancy for all residents in El Paso County by removing barriers that prevent people from achieving optimal health through:

- Improving access to and utilization of health care services, including behavioral health.
- Reducing suicide deaths.
- Reducing drug overdose deaths.
- Enhancing access to safe and affordable housing.

The figure below<sup>2</sup> illustrates how the CHA and the CHIP inform the department's strategic plan, which feeds into the development of annual work plans at the program level. The CHA, CHIP and strategic plan are the guiding lights, with the CHIP embodying the long-range vision for the community and the strategic plan outlining EPCPH's role in achieving that vision.





# Workforce Development Plan

The 2023 – 2027 Workforce Development Plan builds upon the previous plan and incorporates lessons learned during the pandemic. It provides guidance to components of our other plans which direct decision-making related to skill building, professional development, and staff support. Public health core competencies and foundational public health services provide the groundwork for the strategies currently employed to prepare staff for both day-to-day operations and potential public health emergencies.



Workforce development priorities identified:

- Enhance a culture of collaboration.
- Improve organizational capacity to support the workforce.
- Increase retention and employee wellness.
- Continue building support for funding sustainability.



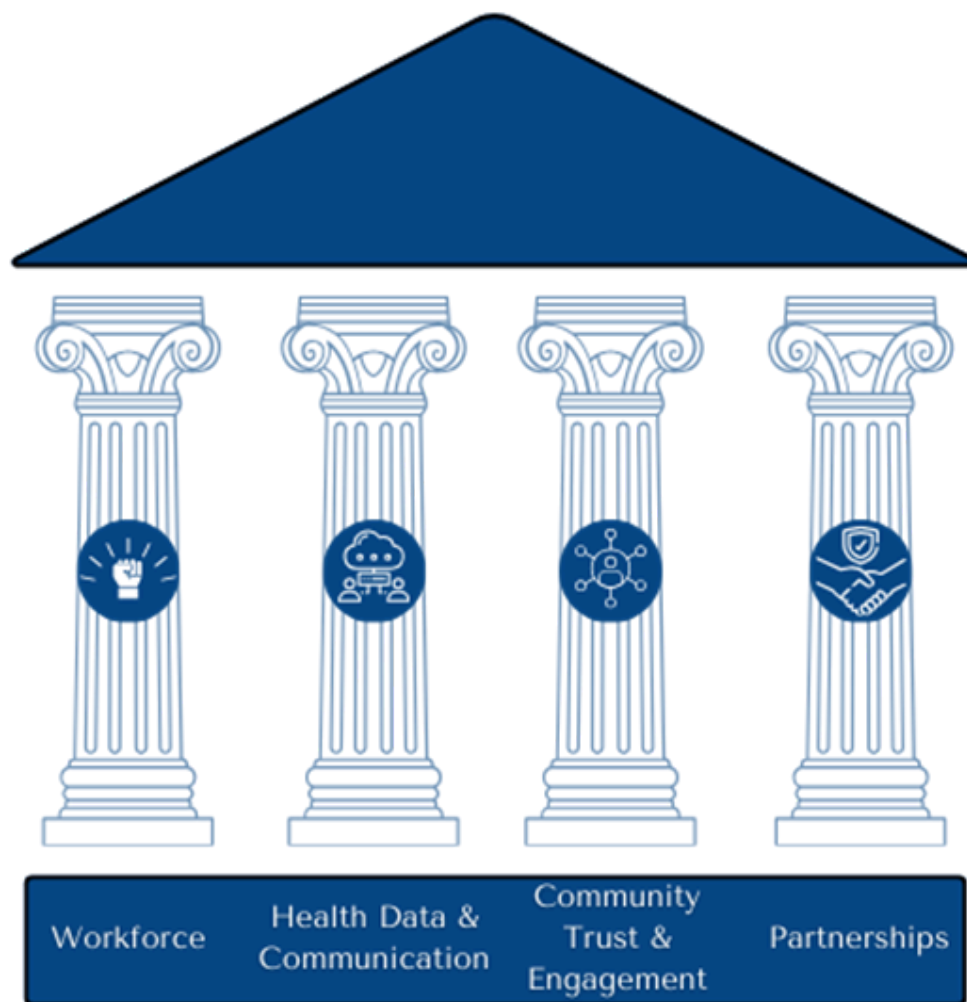
## Quality Improvement Plan

Quality improvement (QI) is fundamental to our mission to promote and protect public health and environmental quality, and it supports the agency in demonstrating service excellence, collaboration, innovation, and data-driven decision-making. In 2012, we formalized our QI activities into a systematic and cohesive QI system and established processes. The plan was updated in 2024 and provides guidance for staff about identifying, planning, executing, and evaluating QI projects that:

- Assure optimal health opportunities through the delivery of effective services.
- Enhance staff performance through continuous improvement of processes.
- Improve efficiencies and effectiveness of organizational processes and systems.

QI projects are identified in several ways and can be brought forward by QI team members or other staff. However, the primary way QI projects will be identified is through the annual work plan<sup>3</sup>. The annual work plan is derived from the strategic plan and the QI team reviews progress on the annual work plan on a quarterly basis to identify potential QI projects.





# Strategic Plan Pillars

Four strategic pillars representing broad goal areas were identified based on stakeholder input. The pillars are expressed at a high level in order to capture all possible forward movement across the agency and within specific programs. This framework also allows for adjustments to be made to our work plans when necessary, as determined by the changing landscape and emergence of public health crises. Action plans in line with strategic objectives will be developed each year and set forth in an annual work plan. The annual work plan guides the daily work of programs and staff to assure work is aligned with the strategic plan, that there is a structured process for measuring progress, and that quality improvement opportunities are identified.





## Strategic Pillar: Workforce

Workforce development is essential to having skilled, knowledgeable and talented employees to carry out our mission, and training is a key component to our success in advancing and improving community health. A highly trained and well-supported public health workforce is paramount to fulfilling statutory responsibilities, providing foundational services, and innovating to address emerging demands, including crisis responses.

**Goal: To attract and retain a knowledgeable and skilled workforce to provide services for the residents of El Paso County.**

**Strategy 1:** Enhance a culture of collaboration, learning and growth mindset.

**Strategy 2:** Improve organizational resilience to support the workforce.

**Strategy 3:** Establish recruiting and retention metrics.

**Strategy 4:** Continue building support for funding sustainability.

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## Strategic Pillar: Health Data & Communication

Building and maintaining relationships with El Paso County residents by providing reliable and consistent health data and communication to meet the ever-expanding public health needs of our region is a top priority. Data modernization has been a focal point of the agency with the overarching goals of gaining better, faster, actionable insights to drive data-driven decision-making.

**Goal: To foster and build trust with stakeholders through the use of relevant, credible and transparent data and communication.**

**Strategy 1:** Increase clarity in agency communications.

**Strategy 2:** Promote stakeholder education highlighting agency programs and activities.

**Strategy 3:** Conduct effective emergency and health risk communications.

**Strategy 4:** Modernize data infrastructure and increase access to timely, relevant and actionable local data to support data-driven decision-making.





## Strategic Pillar: Community Trust & Engagement

Trust and engagement are essential for the overall health and well-being of our county. We hold strongly to the value of collaboration, which includes developing relationships that optimize working together to address health-related issues and promote well-being to have the greatest impact.

**Goal:** To build trust and strengthen relationships between Public Health and residents to expand an understanding of public health.

**Strategy 1:** Develop and support community outreach and education.

**Strategy 2:** Provide opportunities for community input, feedback, and information sharing.

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## Strategic Pillar: Partnerships

Partnerships are central to furthering the efforts of our agency. Public health challenges require collaboration and coordination with a wide variety of multidisciplinary partners. Partnerships support collective action leading to a healthier, more resilient community for everyone.

**Goal:** To develop and maintain strong strategic relationships with cross-sector partners to support the public health system through shared funding, services, and collective action.

**Strategy 1:** Develop and strengthen relationships with partners across all sectors.

**Strategy 2:** Build internal and external capacity for strong partnership engagement.

**Strategy 3:** Increase funding from diverse sources to support core public health services, programmatic services, and innovative strategies.



The goals selected for each strategic pillar represent overarching achievements we will strive to accomplish over the next five years. These high-level goals are intended to capture progress across the agency as well as within specific programmatic areas. The strategies represent the most impactful ways in which we can focus our objectives to meet each goal.

Objectives and program-level activities are determined and set forth in yearly action plans, and they are developed in accordance with a SMART framework:

**S**

**Specific** - what is to be achieved, by how much, and by when

**M**

**Measurable** – make sure the objective can be measured

**A**

**Achievable** – set objectives that are feasible

**R**

**Realistic** – align objectives with the mission and vision

**T**

**Timebound** – establish a timeframe for achieving the objective





## Plan Implementation, Evaluation and Quality Improvement

Building upon the strategic goals, strategies and objectives, each division and office contributes to the development of an annual work plan which aligns with the four strategic pillars. This work plan is used for internal monitoring and performance management at the division and office level. The work plan is tracked monthly to determine progress and notes are reflected for each objective. At the close of each year, the fully updated work plan is reviewed and a percentage of completed objectives is calculated to determine how the agency is meeting its objectives. Where objectives are not met, the work plan describes the barriers to achievement and if future work will continue in the objective area.

The Strategic Initiatives Office maintains primary responsibility for overseeing and monitoring the implementation of the strategic plan, which is designed to be implemented over five years. The strategic initiatives officer (SIO) works in tandem with the executive team and plan leads and co-leads to support and monitor agency-wide implementation. The strategic plan is designed such that employees can see how their work contributions align with the strategic priorities outlined in the plan. The Strategic Initiatives Office will lead this process through the facilitation of regular meetings to review quantitative and qualitative data surrounding the plan's progress. Performance management discussions will be documented in a standard format which can be shared through multiple channels, such as all-staff meetings, shared documents and presentations, to assure all staff have access to the information and can provide feedback to the SIO and plan leads. Additionally, progress updates will be provided quarterly to the Board of Health through the Director's Report.

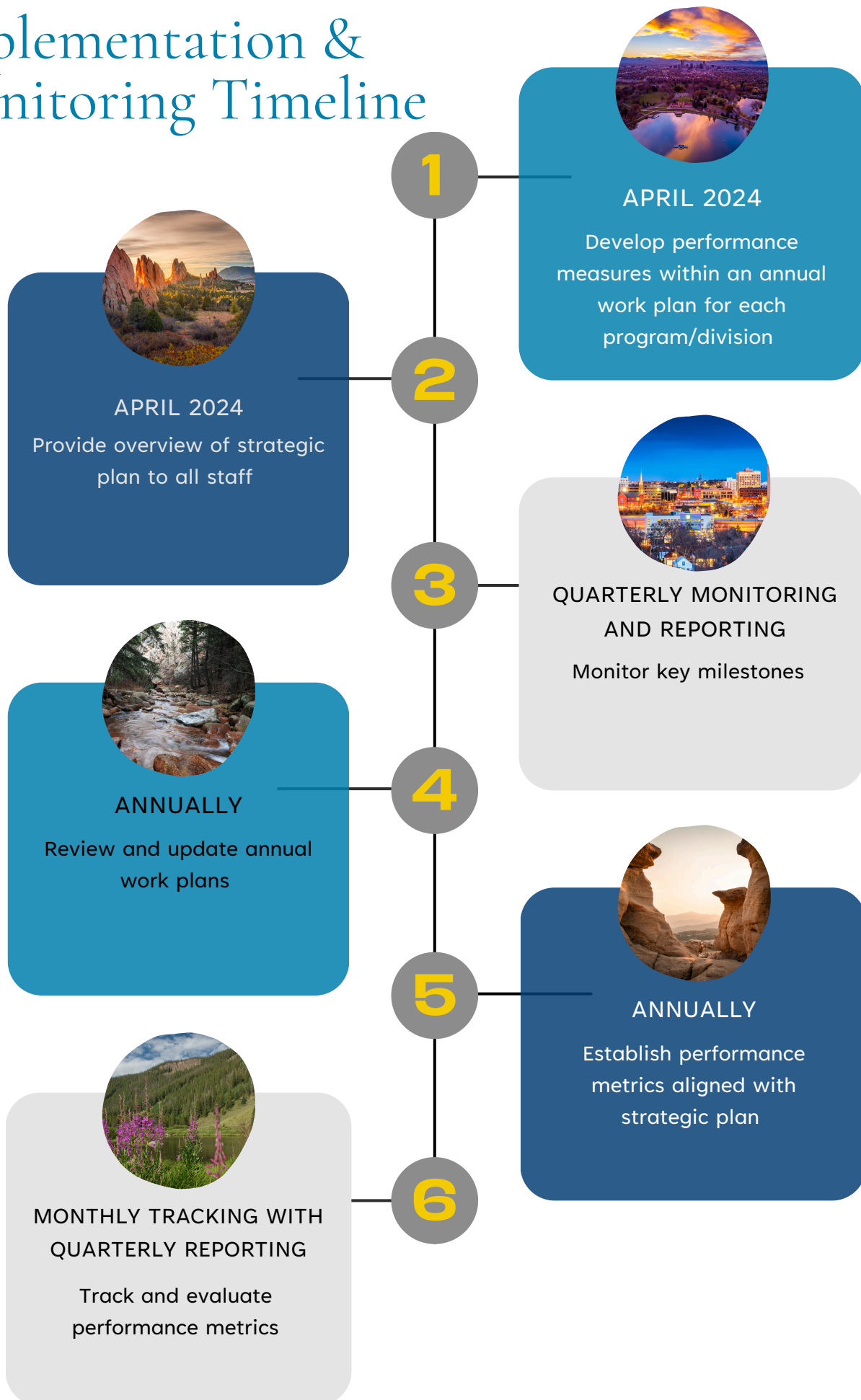
## Quality Improvement

The QI team reviews progress quarterly on the annual work plan to identify potential QI projects or opportunities to support the division or office in meeting annual work plan objectives. QI team members and strategic plan leads and co-leads work collaboratively with programs across the agency to identify areas of needed support to achieve work plan objectives. All members of the QI team receive thorough training in QI, Plan-Do-Study-Act, lean processes, and A3 Practical Problem Solving.

QI team members also serve as liaisons to identify and support QI projects that will contribute to improved service delivery. After a project is identified, the QI liaison will provide technical assistance for the QI project. Technical assistance refers to building human and organizational capacity through the principles of collaboration and adaptability to create accountability and targeted, outcome-oriented results. Completed projects are then communicated with staff through storyboards, presentations at all-staff meetings and reports to stakeholders.



# Implementation & Monitoring Timeline





# Acknowledgements

Staff from across the agency participated in the strategic planning process. Their input and expertise was invaluable in developing the strategic plan.

- El Paso County Public Health Team Members
- Public Health Executive Team
- Public Health Management Team
- EPCPH Strategic Planning Workgroup (SPW)
- El Paso County Board of Health





# Appendix A: Annual Work Plan Template

Workforce development				
Goal: To attract and retain a knowledgeable and skilled workforce to provide services for the residents of El Paso County.				
Strategy 1: Continue building support for funding sustainability.				
SMART Objective Division/Office/ Program Activity		Timeline	Measure	Person(s) Responsible
Objective(s): Activities/Steps:				
Strategy 2: Improve organizational capacity to support the workforce.				
SMART Objective		Timeline	Measure	Person(s) Responsible
Objective(s): Activities/Steps:				
Strategy 3: Increase retention and employee wellness.				
SMART Objective		Timeline	Measure	Person(s) Responsible
Objective(s): Activities/Steps:				
Strategy 4: Enhance a culture of collaboration, learning and growth mindset.				
SMART Objective		Timeline	Measure	Person(s) Responsible
Objective(s): Activities/Steps:				



## Health Data and Communication

Goal: To foster and build trust with internal and external stakeholders through the use of relevant, credible and transparent data and communication.

### Strategy 1: Increase clarity in agency communications.

SMART Objective Division/Office/ Program Activity	Timeline	Measure	Person(s) Responsible
Objective(s): Activities/Steps:			

### Strategy 2: Promote stakeholder education highlighting agency programs and activities.

SMART Objective	Timeline	Measure	Person(s) Responsible
Objective(s): Activities/Steps:			

### Strategy 3: Conduct effective emergency and health risk communications.

SMART Objective	Timeline	Measure	Person(s) Responsible
Objective(s): Activities/Steps:			



## Community Trust and Engagement

Goal: To build trust and strengthen relationships between Public Health and residents to expand an understanding of public health.

Strategy 1: Develop and support community-appropriate outreach and education.

SMART Objective Division/Office/ Program Activity	Timeline	Measure	Person(s) Responsible
Objective(s): Activities/Steps:			

Strategy 2: Provide opportunities for community input, feedback, and information sharing.

SMART Objective	Timeline	Measure	Person(s) Responsible
Objective(s): Activities/Steps:			



## Partnerships

Goal: To develop and maintain strong strategic relationships with cross-sector partners to support the public health system through shared funding, services, and collective action.

### Strategy 1: Develop and strengthen relationships with partners across all sectors.

SMART Objective Division/Office/ Program Activity	Timeline	Measure	Person(s) Responsible
Objective(s): Activities/Steps:			

### Strategy 2: Build internal and external capacity for strong partnership engagement.

SMART Objective	Timeline	Measure	Person(s) Responsible
Objective(s): Activities/Steps:			

### Strategy 3: Increase funding from diverse sources to support core public health services, programmatic services, and innovative strategies.

SMART Objective	Timeline	Measure	Person(s) Responsible
Objective(s): Activities/Steps:			



# Appendix B: EPCPH Performance Management System

Performance management is the ongoing process of monitoring and reporting our agency's accomplishments and progress towards the goals and objectives identified in our agency plans.

