

TO: MPHD Board of Health

FROM: MPHD staff

DATE: September 6, 2022

RE: Director of Health Attributes

The purpose of this document is to inform the Metropolitan Public Health Department Board of Health (BOH) of attributes for consideration when selecting future MPHD Directors. There were six staff members in addition to the Deputy Director representing a cross-section of gender, race, level of position, work specialization, tenure, etc., who participated in this exercise.

This group engaged in discussion to determine what skills and competencies are vital in a future Director, giving consideration to the current culture and future of MPHD. The discussion yielded five thematic areas with notation that some items have application in more than one area.

Finally, while participants expressed appreciation for involvement in this exercise and an opportunity to think through what attributes the next Director should possess, there is a collective understanding that this document is submitted purely for BOH contemplation and is not in any way believed to be the standard adopted by BOH in its review and selection of future MPHD Directors.

Respectfully Submitted,
Dr. Melva Black, Deputy Director
Dr. Rand Carpenter
Jose Cruz
Tony Driver
Dr. Fonda Harris
Holly Rice
Laura Varnier

MINIMUM QUALIFICATIONS/CURRICULUM VITAE

- 5-10 years of government public health experience
- Advanced degree(s)
- Regional knowledge & familiarity
- Substantial experience with grant application/management, with emphasis on U.S. Gov grants
- Administrative experience (HR, finance)

RELATIONAL SKILLS

- Orientation toward and experience with building and nurturing community relationships
- Effective interpersonal and communication skills
- Experience and skill managing people
- Understands how to lead and recognize people from bottom to top of the organizational chart and at all locations to create a positive, healthy workplace and retain skilled staff
- Can be an advocate for staff and the department
- Realizes the need to be present and accessible for communication, consultation, decision-making

BUSINESS ACUMEN AND SKILLS

- Skilled in negotiation to find winning solutions
- Skilled in mediation to find creative common ground and identify ways to prevent conflict
- Systems thinker...keeps big picture, priorities, community-wide perspective
- Clarity of vision and ability to articulate of vision for the direction of department
- Curious to know, understand, appreciate structure, history, and persons at all levels of org chart
- Useful engagement with feedback/criticism, internal and external
- Strong experience in setting expectations and maintaining boundaries with respect to supervisory oversight, e.g. from board, council, mayor's office
- Supervisory, delegation skills to achieve a healthy, positive balance of detailed engagement, mentoring, and trust in staff
- Decisive, consistent, transparent
- Realizes the need to be present and accessible for communication, consultation, decision-making

TECHNICAL & PUBLIC HEALTH EXPERIENCE

- Understanding of social determinants of health, public health program planning and evaluation, and use/limitations of data, especially at local and grassroots levels
- Leadership experience in a public health emergency
- Previous experience with diversity, equity, and inclusion in public health programming/response and ongoing DEI implementation in a large organization

PERSONAL ATTRIBUTES & CHARACTERISTICS

- Resiliency, grit, thick skin
- Forward thinking and creative with technology and new organizational ideas; can see beyond the “way we’ve always done it”
- Introspective
- Achieves and promotes a balanced, healthy work/life balance
- Decisive, consistent, transparent
- Useful engagement with feedback and criticism, internal and external

CHAPTER 1. - PUBLIC HEALTH

Sec. 10.101. - Metropolitan board of health—Created.

There shall be a metropolitan board of health which shall oversee administration of the Metro Public Health Department as herein provided.

(Res. No. RS2022-1475, § 1(Amdt. 3, § I), 5-5-2022, election of 8-4-2022)

Sec. 10.102. - Same—Qualifications, term and selection of members.

The board shall be composed of seven (7) members. One (1) member shall be a doctor of medicine or osteopathy certified for practice as such by the state board of medical examiners or board of osteopathic examination, licensed by the state licensing board for the healing arts, and who shall have had not less than five years' experience in the active practice of his or her profession. One (1) member shall be a licensed mental health professional who shall have not less than five years' experience in the active practice of his or her profession. One (1) member shall be a registered nurse. Two (2) members of the board shall be chosen without reference to occupation, except that they shall not come from the medical profession.

Two (2) members shall come from any of the following categories:

- A doctor of medicine or osteopathy certified for practice in Tennessee by the Board of Medical Examiners or Board of Osteopathic Examination;
- A practitioner in an allied health field with a background in the practice of public health;
- An attorney licensed to practice law by the Tennessee Board of Law Examiners;
- A veterinarian licensed by the Tennessee Board of Veterinary Medical Examiners;
- A dentist licensed to practice by the Tennessee Board of Dentistry;
- A person with a background in environmental health practice or policy;
- A person with an advanced degree in public health;
- A person with a background as a community health worker.

The members of the board shall be appointed by the mayor and confirmed by a majority of the whole membership of the council. They shall serve terms of five (5) years each. Any vacancy other than by expiration of term shall be filled for the unexpired term. Members of the board shall serve without compensation. The terms of board members shall be staggered to ensure no more than three seats are vacated in a given year.'

(Res. No. 76-172, 9-16-76; amended by referendum election of November 6, 2018, Amdt. 6; Res. No. RS2022-1475, § 1(Amdt. 3, § II), 5-5-2022, election of 8-4-2022)

Sec. 10.103. - Same—Functions.

The board of health shall hire the director of health, as specified below, and oversee his or her direction of the department of health with respect to all administrative functions of the metropolitan government pertaining to:

1. The physical and mental health of the people.
2. The investigation and control of communicable diseases.
3. The regulation of publicly and privately owned institutions for the purpose of sanitation and public health.
4. The enforcement of reasonable rules and regulations promulgated as herein provided.
5. The collection, compilation, tabulation, analyzing and reporting of statistics and data concerning births, still births, deaths and such vital statistics.
6. The performance or the functions previously assigned by law to the health officers or the health departments of the City of Nashville and Davidson County, or such as hereafter may be assigned to city or county health officers or city health departments or county health departments in Tennessee.
7. The inspection of all charitable institutions, all jails and all institutions of the metropolitan government where sick, mentally ill, destitute or other persons are confined. The board may cause any person convicted of violating any law or ordinance and who is confined, or who is on parole, to be examined as to the causes contributing to the delinquency and shall make and keep a record of such examinations.

(Res. No. RS2022-1475, § 1(Amdt. 3, §§ III, IV), 5-5-2022, election of 8-4-2022)

Sec. 10.104. - Same—Duties.

In addition to the duties otherwise imposed by this Charter or by general law, it shall be the duty of the board of health to:

1. Determine and establish the policies to be followed in the exercise of its functions.
2. Establish within the department of health such divisions, branches, or subdivisions, and plan of organization as may be consistent with efficient administration, which organizational plan shall be submitted by the board to the council for approval by ordinance, and which organizational plan may be amended from time to time in like manner.
3. After public hearing adopt reasonable rules and regulations or amend rules and regulations previously adopted as necessary for the protection of the health of the people, which rules and regulations, among other things, shall set standards and procedures and requirements of

conduct not less than as set out in regulations of the commissioner of public health of Tennessee. No such rule or regulation shall be contrary to any metropolitan ordinance.

4. Hear and act upon complaints of persons affected by decisions of the director of health or chief medical officer and to amend or set aside such decisions as are contrary to policies or regulations of the board.
5. Cause to be submitted, with the aid of the department of law, for submission to the council for its consideration, a comprehensive Health Code which shall embrace all matters with relation to public health to which the powers and duties of the board extend, and which shall have as its purpose the preservation and promotion of the health of the people of the metropolitan government.
6. Submit to the mayor, within six months after the beginning of each new term of office, a report upon the activities of the metropolitan board of health and a comprehensive program of public health and indigent medical care.
7. Conduct inquiries, make investigations and hold hearings for the purpose of investigating nuisances, preventing the creation of nuisances, taking other preventative steps to protect the health of the community and for other purposes herein set forth in connection with the powers, duties and authorities of the board. In conducting any such inquiry and mailing of any such investigation the board shall have and may exercise the same investigative powers as are vested by this Charter in other metropolitan agencies which are given investigative powers.
8. Contract with other governmental agencies, or with public or private institutions, subject to confirmation by the council by resolution for such services as will further the program and policies of the board.
9. Cause to be prepared by the director of health, subject to review and revision by the board, the proposed annual budget for the metropolitan board of health.
10. Cooperate with agencies of the United States and of the State of Tennessee in all matters of public health and sanitation and accept, receive and provide for the use of federal and state grants in aid, state aid and matching funds.
11. Cooperate with privately endowed or operated institutions, funds or foundations in all matters of public health and sanitation and receive and accept and provide for the use of grants from any such institutions, funds or foundations.
12. Exercise such other authority and perform such other duties as may be required by ordinance consistent with the general law and the provisions of this Charter.

(Res. No. RS2022-1475, § 1(Amdt. 3, § V), 5-5-2022, election of 8-4-2022

The board shall appoint a director of health and may enter into an employment contract with such person for a period not exceeding five (5) years, and at a compensation to be fixed by the board. Such compensation so fixed shall be subject to approval by the council by resolution. The qualifications for the director of health shall be established by the board, subject to approval by the Metro Director of Human Resources. If the director of health is not a doctor of medicine or osteopathy, the director shall appoint a medical doctor or doctor of osteopathy, who may be a member of the department of health staff, to serve as the chief medical officer, which appointment is subject to board approval. Any powers, duties, responsibilities, or authorities vested in the director of health that require or imply that the director is a licensed physician shall be delegated to the chief medical officer. Any such delegation shall be made in writing and filed with the board of health.

(Amended by referendum election of November 6, 2018, Amdt. 6; Res. No. RS2022-1475, § 1(Amdt. 3, § VI), 5-5-2022, election of 8-4-2022)

Sec. 10.106. - Same—Powers and duties.

The director of health shall be the chief administrative officer of the board. He or she shall be responsible to the board for the administration and execution of its program and policies. Within the policies set forth by the board he or she shall have general management and control of any divisions of the department and such other administrative units as may be created by the board or by ordinance. With the approval of the board, pursuant to established personnel policies, and subject to the provisions of this article, he or she shall appoint and remove the heads of the divisions and other officers and employees of the board. He or she shall have such other powers and duties as may be authorized by general law, by this Charter or by ordinance.

(Amended by referendum election of November 6, 2018, Amdt. 6; Res. No. RS2022-1475, § 1(Amdt. 3, § VII), 5-5-2022, election of 8-4-2022)

Sec. 10.107. - Personnel rules and regulations of the board of health.

The metropolitan board of health, consistent with the standards of the merit system of the United States Public Health service, shall establish, adopt and make available for distribution, its rules, regulations and policy statement concerning its personnel policy, the manner and method of employing personnel, the requirements with reference to the qualifications of both professional and nonprofessional personnel, salaries, vacations, sick leave, job security, retirement policy, and other related terms and conditions of employment by the board.

The board shall constitute a civil service board with respect to employees of the board of health for the purpose of section 12.09 of this Charter and for the purpose of investigating and hearing charges against any professional or nonprofessional employee, and for the purpose of dismissing, suspending or otherwise

disciplining any such employee, or reviewing any decision of the director of health affecting the employment status of such employee. In the discharge of its duties as a civil service board, the board shall act pursuant to its rules and regulations governing personnel policies promulgated as hereinabove stated, and shall have the same investigative powers as vested by this Charter in other agencies of the metropolitan government in which investigative power is vested. Any employee of the board dismissed or discharged pursuant to the action of the Board after hearing, may have such discharge or dismissal reviewed in the same manner as is provided in this Charter for the review of actions of the civil service commission under certain conditions.

(Res. No. RS2022-1475, § 1(Amdt. 3, § VII), 5-5-2022, election of 8-4-2022

Sec. 10.108. - Budget of metropolitan board of health.

The board shall submit to the mayor, through the director of finance, the budget for the metropolitan board of health. If the mayor shall make any change therefrom in the budget submitted by him or her to the council, it shall be his or her duty to inform the council with respect to such change and the original proposals of the board.

(Amended by referendum election of November 6, 2018, Amdt. 6)

Sec. 10.109. - Pension and retirement rights under former county plans.

All rights and benefits which any officer or employee of the county board of health of Davidson County or of the county health office has acquired under any pension plan established before the effective date of this Charter ¹ are preserved and continued, as otherwise provided in this Charter.

1. April 1, 1963.

Sec. 10.110. - Civil service medical examiner; civil service examinations.

The director of health shall designate a qualified professional member of his or her medical staff as civil service medical examiner to conduct physical examinations for civil service personnel, including applicants for appointments, to conduct examinations for persons in retired status and applicants for retirement benefits, and to conduct periodical examinations for drivers of vehicular equipment of the metropolitan government. In addition, the civil service medical examiner shall conduct physical examinations when requested by any board or agency of the metropolitan government but solely for metropolitan government purposes; or as provided by ordinance.

(Amended by referendum election of November 6, 2018, Amdt. 6; Res. No. RS2022-1475, § 1(Amdt. 3, § VII), 5-5-2022, election of 8-4-2022)

JOB DESCRIPTION HEALTH COMMISSIONER

ROLE OVERVIEW:

An appointed public official who serves as the Health Commissioner of the General Health District in Mahoning County, Ohio, and chief executive officer of the Mahoning County District Board of Health. The Health Commissioner reports to the District Board of Health. The Board of Health prescribes the terms and conditions of appointment in accordance with Ohio law. The term may not exceed five years and may be renewed.

ESSENTIAL FUNCTIONS:¹

- *Practices and supports visionary leadership* – works with the Board of Health, staff and other stakeholders to develop and articulate a vision for public health and the organization and encourages others to share the vision; assures the integration of the Board of Health into the transforming health system
- *Creates sense of mission* – articulates and models professional values and ethics; facilitates organizational mission development and reassessment; develops policies and processes that translate mission and vision into action
- *Serves as effective change agent* – facilitates application of systems thinking; develops and implements performance measurement and evaluation strategies; facilitates strategic and tactical assessment and planning; facilitates empowerment of staff and community partners to take action; generates fresh ideas and approaches to solving public health problems
- *Political competencies* – identifies and analyzes public health policy issues and alternatives; utilizes principles of media advocacy to communicate the public health mission to stakeholders; works with community coalitions and advocacy groups; guides the community and organization in seeking policy change and action on public health issues; translates policy decisions into organizational and community programs and services
- *Negotiation* – guides and mediates the investigation and resolution of conflict within the organization and with other governmental agencies and community stakeholders
- *Marketing and education* – utilizes principles of social marketing and health education to communicate with target audiences
- *Manages organizational dynamics* – assesses organizational environment, needs, assets, resources and opportunities; develops new organizational structures utilizing knowledge of organizational learning, behavior and culture
- *Employs inter-organizational collaborating mechanisms* – includes key stakeholders in collaborative ventures; develops collaborative and partnering strategies, including task forces and coalitions; facilitates networking of all stakeholders; develops collaborative strategic action plans
- *Social forecasting and marketing* – identifies and interprets emerging trends in public health and provides information, analysis, and interpretation to stakeholders and community partners
- *Team-building* – develops organizational team structures and systems focused on customer service, continuous quality improvement, and accreditation standards; facilitates development of teams; serves as team facilitator, mediator, and effective team member

TASKS ASSOCIATED WITH FUNCTIONS, COMPETENCIES AND SKILLS

- Assures that the Board of Health conducts organizational strategic planning and monitors progress toward strategic goals
- Assures that the Board of Health participates in or leads ongoing community health assessment and planning in partnership with other community stakeholders, e.g., hospitals and other health departments
- Identifies and pursues funding from public and private foundation sources to address public health priorities identified through organizational strategic planning and community health assessments
- Seeks volunteer leadership positions with local funding agencies, e.g., United Way, Family First Council, community foundations, to encourage them to support public health priorities identified through community health assessment processes
- Serves on boards and committees of other community organizations to assure that the District Board of Health is fully integrated into the local public health system, e.g., Access Health Mahoning Valley, HM Health Partners Board of Directors Committees
- Chairs District Board of Health Quality Improvement Committee and champions QI processes throughout the organization
- Chairs the Mahoning County Child Fatality Review Board; assures that the Review Board complies with statutory reporting requirements and communicates its findings to the community
- Advocates for funding for landfill inspection and well testing programs through active involvement as a member of the Mahoning County Solid Waste Management District Policy Committee
- Educates state and federal legislators and policymakers about funding and policy changes needed to address current and emerging public health problems, e.g., funding for blight removal and stabilization of closed landfills
- Participates in research activities with academic and practice partners to increase the evidence-base for public health practice, e.g., through the Public Health Practice-Based Research Network, presentations at scientific conferences, publications in peer-reviewed journals
- Serves as primary media spokesperson for the organization on public health topics or identifies other subject matter experts for that role if appropriate for a particular topic
- Leads organizational efforts to achieve and maintain local health department accreditation from the Public Health Accreditation Board
- Coaches and supports managers and staff to help them achieve organizational and personal improvement goals and identify measures of success; creates and promotes leadership development and succession planning opportunities for managers and staff
- Communicates regularly and frequently with Board of Health members, managers, staff, external stakeholders, and the public through in-person meetings, community forums, email, newsletters and written reports about trends and events of importance to the organization and the public
- Actively involves herself/himself in peer professional organizations, e.g., National Association of County and City Health Officials, Association of Ohio Health Commissioners, Ohio Public Health Association, American Public Health Association
- Actively involves herself/himself in stakeholder organizations, e.g., Mahoning County Township Association; regularly attends business and social meetings
- Continuously monitors organizational climate through surveys, focus groups and other media to assure a high level of staff morale and performance
- Assesses job performance of direct reports on an annual basis or more frequently if necessary and identifies opportunities for individual performance improvement
- Drafts and reviews local public health regulations that address emerging public health problems for adoption by the Board of Health

- Convenes administrative hearings with individuals and business entities subject to enforcement action in order to resolve complaints and avoid escalated enforcement action, i.e., Board of Health orders or court action
- Identifies and recruits community members for service on organizational advisory boards and committees
- Prepares agendas and meeting materials for Board of Health meetings and meetings of its committees
- Assures that regulatory staff meet regularly with the regulated community to obtain feedback about how to improve regulatory policies and decision-making
- Mobilizes support among the public and policymakers for public policy changes that improve health, e.g., Issue 5 – the Ohio Smokefree Workplace Act
- Reviews hiring/firing recommendations from managers and makes hiring recommendations to the Board of Health
- Seeks opportunities to increase workforce diversity through strategies contained in the organization’s affirmative action plan
- Promotes the Organizational Code of Ethics by encouraging board members, managers and staff to bring ethical questions to the Ethics Advisory Committee for timely discussion and recommendation
- Convenes and staffs the Health District Advisory Council and Licensing Council in close consultation with the Council Chairs
- Consults frequently with municipal leaders from contract cities, i.e., Campbell, Canfield, Struthers, to assure that mutual expectations for public health services are being met
- Represents the Board of Health as a member director of Access Health Mahoning Valley
- Organizes new community collaborations, coalitions and initiatives to address emerging public health issues, e.g., Mahoning Valley Covering Kids and Families Coalition

ORGANIZATIONAL REQUIREMENTS:

- Master’s Degree in Public Health from a CEPH-accredited academic program
- National Incident Management System (NIMS)/Incident Command System (ICS) 100, 700, 300, 400 and IC20.11 (Diversity Training) certification within six months of appointment
- Institutional Review Board Basis Course certification, CITI Collaborative Institutional Training Initiative within six months of appointment
- valid Ohio driver’s license

PREREQUISITE EXPERIENCE: the Health Commissioner shall have a minimum of five years previous experience in senior management or leadership positions in a health department or other health care organization.

STATUTORY REQUIREMENTS: the person appointed as commissioner shall be a licensed physician, licensed dentist, a licensed veterinarian, licensed podiatrist, licensed chiropractor, or the holder of a master’s degree in public health or an equivalent master’s degree in a related health field as determined by the members of the board of health in a general health district. He [she] shall be secretary of the board, and shall devote such time to the duties of his [her] office as may be fixed by contract with the board. The commissioner shall be the executive officer of the board and shall carry out all orders of the board and of the [Ohio] department of health. He [she] shall be charged with the enforcement of all sanitary laws and regulations in the district. The commissioner shall keep the public informed in regard to all matters affecting the health of the district. *[Ohio Revised Code Section 3709.11]*

COMPETENCIES AND SKILLS: the Health Commissioner possesses skill levels in these priority Core Competencies for Public Health Professionals appropriate for the senior management level:ⁱⁱ

Analytical/Assessment Skills

- Reviews health status assessments of populations and their related determinants of health conducted by the Board of Health and other organizations
- Expands access to public health data and information for the Board of Health, staff and public
- Ensures the application of ethical principles in the collection, maintenance, use, and dissemination of data and information
- Integrates the findings from quantitative and qualitative data into organizational operations
- Determines community specific trends from quantitative and qualitative data
- Uses information technology effectively to collect, store, and retrieve data

Policy Development/Program Planning Skills

- Evaluates information relevant to specific public health policy issues
- Identifies policy options for the organization using knowledge of Ohio public health law
- Develops policy for the organization with guidance from the Board of Health
- Ensures public health programs are consistent with public health laws and regulations
- Ensures that public health laws are enforced fairly and consistently
- Ensures the consistency of policy integration into organizational plans, procedures, structures, and programs
- Integrates emerging trends of the fiscal, social and political environment into public health strategic planning

Communication Skills

- Communicates in writing and orally, in person, and through electronic means, with linguistic and cultural proficiency
- Ensures that the public health organization seeks input from other organizations and individuals
- Ensures a variety of approaches are considered and used to disseminate public health information
- Applies communication and group dynamic strategies in interactions with individuals and groups
- Communicates the role of the local health department to other entities within the public health system

Cultural Competency Skills

- Ensures that the organization has strategies for interacting with persons from diverse backgrounds
- Ensures the consideration of the role of cultural, social, and behavioral factors in the accessibility, availability, acceptability and delivery of public health services
- Promotes diversity in the public health workforce

Community Dimensions of Practice Skills

- Establishes linkages with key stakeholders
- Ensures the collaboration and partnerships of key stakeholders through the development of formal and informal agreements
- Maintains partnerships with key stakeholders, especially elected officials from the townships and municipalities served by the Board of Health
- Integrates the role of governmental and non-governmental organizations in the delivery of public health services
- Negotiates for the use of community assets and resources through MOUs and other formal and informal agreements

- Defends public health policies, programs, and resources

Public Health Sciences Skills

- Incorporates the Core Public Health Functions and Ten Essential Services of Public Health into the practice of the public health sciences
- Applies the basic public health sciences (including, but not limited to biostatistics, epidemiology, environmental health sciences, health services administration, and social and behavioral health sciences) to public health policies and programs
- Integrates a review of the scientific evidence related to a public health issue, concern, or, intervention into public health practice

Financial Planning and Management Skills

- Assists the Board of Health in managing its governance, proceedings, member orientation and continuing education
- Ensures that programs are managed within current and forecasted budget constraints
- Critiques strategies for determining budget priorities
- Recommends budgetary priorities for the organization
- Establishes a performance management system

Leadership and Systems Thinking Skills

- Incorporates ethical standards of practice into all interactions with organizations, communities, and individuals
- Advocates for individual, team and organizational learning opportunities within the organization
- Ensures the measuring, reporting and continuous improvement of organizational performance
- Ensures organizational practices are in concert with changes in the public health system, and the larger social, political, and economic environment
- Ensures the effective management of organizational change

Revised August 2011

ⁱ Adapted from the Public Health Leadership Competency Framework, National Public Health Leadership Development Network. Wright K, Rowitz L, Merkle A, et al. Competency development in public health leadership. *Am J Public Health*. 2000;90: 1202–1207.

ⁱⁱ Adapted from the Core Competencies for Public Health Professionals, Council on Linkages between Academia and Public Health Practice. These Competencies were ranked as the top three priorities in each of the eight domains for 2011-2014 through a survey of District Board of Health members and managers. More than three priority competencies appear in most domains because some competencies were ranked equally.

Director Goals Proposed by Dr. Wright:

Cultivate a Culture of Belonging (and Address Change Management)

(Strategic Levers 1 and 5)

1. Lead ELT with Metro DEI guidance in developing an Equity Statement for the Department with agreed upon definitions and meaning by February 2023
2. Build an Internal Sense of Belonging and Inclusive Community
 - a. Include funding request for a change management consultant in 2023-2024 budget request
 - b. Engage a change management consultant within 3 months of budget approval

Policies/Communications/Transparency

(Lever 4)

1. Increase communication internally, up, down, and across the department to ensure access to information and transparency
 - a. Continue Director's Newsletter – Public Health Matters – two times a month
 - b. Hold Virtual Town Hall meetings -- at least quarterly
 - c. Hold an In Person All Staff Meeting in Second quarter 2023
 - d. Begin Monthly Inter-Bureau Meetings by February 2023
2. Finish Review and Revision of Civil Service Rules by April 2023
3. Develop a process for DEI concerns by July 2024
 - a. Process for Reporting
 - b. Process for resolution of concerns
4. Invite staff input into budgetary priorities starting with the 2023-2024 Budget

Community Engagement and Partnerships

(Strategic Levers 2 and 3)

1. Develop tools to assess strategic partnerships and collaborations by July 2023
2. Develop an Online Inventory of Community Partnerships by July 2023