Priority	Goal(s)	Tasks	Competencies
1. Federal Landscape **Category: Essential Services to Protect, Improve and Sustain Health**	*By June 30, 2026, secure and expand financial resources for MPHD, with a minimum of one new funding source.*	1. Lead the county and MPHD in navigating the changes to public health funding. 2. Provide monthly and regular updates to the BOH, Mayor's Office, staff and others, as necessary. 3. Attend BCHC and other public health organizations' update meetings. 4. Meet with and obtain regular updates from TDH including the Commissioner of Health and other staff. 5. Meet with top public health officials across the country to ensure up to date awareness of the direction the administration is going so MPHD can be better positioned. 6. Meet with governmental officials at the local, state and federal levels to monitor developments. 7. Identify and pursue alternate funding options and streams by collaborating with local, state and federal partners, including establishing Friends of MPHD. 8. Prepare yearly Mayor's report by March 2026.	Domain 3: Communication Skills Domain 5: Community Partnership Skills Domain 6: Public Health Sciences Skills Domain 7: Management and Finance Skills Domain 8: Leadership and Systems Thinking Skills

Priority	Goal(s)	Tasks	Competencies
2. Community Violence **Category: Community Health Strategist**	*By June 30, 2026, collaborate and develop a community violence reduction plan in collaboration with the Mayor's office and community stakeholders, with a launch no later than October 31, 2025.*	1. Work with the Mayor's Office to convene a community/ stakeholders' group and a facilitator to develop a plan for Nashville. 2. Build on existing efforts to develop the needed infrastructure to implement the plan. 3. Meet with elected officials and community groups regularly to ensure participation and buy-in. 4. Ensure current efforts on Community Violence around use of community safety funds are distributed on time and evaluated for effectiveness. And support community organizations so they can be even more effective.	Domain 1: Data Analytics and Assessment Skills Domain 2: Policy Development and Program Planning Skills Domain 3: Communication Skills Domain 4: Health Equity Skills Domain 5: Community Partnership Skills Domain 6: Public Health Sciences Skills Domain 8: Leadership and Systems Thinking Skills
3. Opioid Overdose and Substance Use **Category: Community Health Strategist**	*By June 30, 2026, develop a plan for using Opioid Settlement funds to build resilience and the infrastructures needed to combat substance use/opioid overdose in Nashville, in collaboration with community stakeholders. Develop and launch RFP process for dispersing funds no later than January 2026.*	1. Work to develop and/or update plans for how Opioids Settlement funds will be used. 2. Use an RFP process to disburse funds to build resilience in the following area, including but not limited to: Prevention, Harm Reduction, Care Navigation, Treatment, Recovery and Public Safety.	Domain 1: Data Analytics and Assessment Skills Domain 2: Policy Development and Program Planning Skills Domain 3: Communication Skills Domain 4: Health Equity Skills Domain 5: Community Partnership Skills Domain 6: Public Health Sciences Skills Domain 8: Leadership and Systems Thinking Skills

Priority	Goals	Tasks	Competencies
4. Re-Accreditation **Category: Essential Services to Protect, Improve and Sustain Health**	*By June 30, 2026, implement the re-accreditation process by completing the required plans (CHA.CHIP, Quality Improvement, Strategic Plan, etc.) and 60% of required documentation. Complete Strategic Plan no later than September 30, 2025.*	1. Complete Strategic Plan 2. Complete CHA/CHIP 3. Complete QI Plan and QI projects 4. Complete Workforce Development Plan 5. Document collection 6. Final Submission	Domain 1: Data Analytics and Assessment Skills Domain 2: Policy Development and Program Planning Skills Domain 3: Communication Skills Domain 4: Health Equity Skills Domain 5: Community Partnership Skills Domain 6: Public Health Sciences Skills Domain 7: Management and Finance Skills Domain 8: Leadership and Systems Thinking Skills
5. Capital projects: • Woodbine replacement • MACC replacement **Category: Organizational Performance**	*By June 30, 2026, assess and finalize selection replacement location MPHD recommendations, working in collaboration with General Services, Finance, Procurement, Mayor's office and other stakeholders.. Provide minimum monthly updates to BoH on progress.*	1. Finalize space needs for both projects 2. Work with General Services and the Mayor's Office to identify and purchase sites or existing buildings for the projects. 3. Work with General Services and the Mayor's Office to secure funding for the capital projects.	Domain 3: Communication Skills Domain 4: Health Equity Skills Domain 5: Community Partnership Skills Domain 7: Management and Finance Skills Domain 8: Leadership and Systems Thinking Skills

Priority	Goal(s)	Tasks	Competencies
6. Chronic Diseases, TB, HIV, STD and Chronic Diseases Prevention Programs **Category: Essential Services to Protect, Improve and Sustain Health**	*By June 30, 2026, Review and analyze data and implement new tactics designed to make a measurable improvement in changing the trajectories for the increases in chronic and other trending disease areas such as HIV.*	1. Review and analyze data. 2. Review literature and identify best practices. 3. Use data to prioritize and identify interventions for addressing these issues in Nashville.	Domain 1: Data Analytics and Assessment Skills Domain 2: Policy Development and Program Planning Skills Domain 3: Communication Skills Domain 4: Health Equity Skills Domain 5: Community Partnership Skills Domain 6: Public Health Sciences Skills Domain 7: Management and Finance Skills Domain 8: Leadership and Systems Thinking Skills
7. Organizational Culture and Leadership Development	*By June 30, 2026, develop leadership talent and lead effective workplace culture, as evidenced by change management projects, culture and team building activities and % of ELT completing leadership development programs. Meet and build trust with a minimum of 10 community organizations. Conduct a minimum of 5 team building exercises across teams to build trust and collaboration.*	1. Develop a leadership development plan and assign due dates for each ELT member. 2. Launch organizational structure change management project no later than July 31, 2025. 3. Identify list of target community organizations and meet and build trust with at least 10 by June 30, 2026. 4. Solicit input from staff and leaders on potential team building exercises, build plan for fiscal year, and conduct a minimum of 5 team building exercises across teams by June 30, 2026.	Domain 8: Leadership and Systems Thinking Skills