

# 2023/2024 Strategic Plan

## Jasper Mountain

### **Introduction**

Over the course of the past three years Jasper Mountain has continued to stay focused on the mission of serving youth and families while having to navigate the stressors and unknowns caused by the COVID-19 global pandemic. The last several Strategic Plans developed by the agency had to consider many of the unknowns that were ripple effects from the pandemic, and at times this led to a process of setting goals and benchmarks to help keep the agency moving forward, while also understanding that many aspects of the working world had shifted quickly making some of the goals unattainable within certain time restrictions. Although the agency is still dealing with changes brought about by the pandemic, there are now signs that are pointing in a positive direction for Jasper Mountain to find more consistency and stability to provide services to children. For example, over the second and third quarters of 2022/2023, there has been a consistent flow of applications for people wanting to join the agency, which has led to a slow, but steady, increase in the workforce. If this trend continues, Jasper Mountain will be able to increase census in the various programs offered, allowing the agency to serve more clients.

Looking toward future goals, the agency has been highly focused on reopening Crystal Creek, a 15-bed building on the Jasper Campus, that has sat idle for over a year because of a workforce shortage. As more skilled direct care workers are hired and trained, the reality of being able to open Crystal Creek and utilize it to serve children is something that everyone in the agency has been looking forward to. As the agency workforce grows, other programs that have been limited in size will also begin to expand to include more clients and services offered.

Overall, Jasper Mountain has dealt with many hardships since the start of the pandemic, and while there are undoubtedly more to come, for the first time in many years there is a sense of optimism and hope for the agency to serve more children and families with the current trends and indicators pointing to a slow resurgence in the workforce.

### **Process**

The annual Strategic Planning process has helped to organize and guide the agency throughout its existence. This process acts as an important guide for Jasper Mountain to help ensure the agency is carrying out its mission, while also looking forward and envisioning where it wants to be in the future.

This report will examine several key areas, such as why the organization exists, what are the current strengths and weaknesses, what feedback has been received by consumers, children, and employees, identifying potential risks for the future, all while considering the current long-term (three years) and short-term (one year) goals that have been previously developed. After all those

data points have been examined, the process will conclude with the development of measurable goals that are to be carried out during the next fiscal year and the creation of a budget that will ensure those goals and the mission are sustainable.

The Strategic Planning process is impacted by several other ongoing planning processes, such as a human resources assessment, program evaluations (both internal and external), and monthly quality assurance data. These factors when combined are the Quality Assurance Plan for the organization as outlined in the agency's Policies and Procedures Manual.

## Planning Procedure

The Strategic Plan is monitored on a continual basis and used to help guide the agency. Information on issues external to the organization and internal data are obtained throughout the year through various means and are then used to help create the Strategic Plan each year. The Strategic Planning process starts in earnest in September and concludes with the development and final approval of the next fiscal year budget in June of each year.

The current Strategic Plan contains the following steps, and this outline can be used to help more quickly locate information throughout this document:

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### Step 1: Review of the Mission Statement

The first step in the Strategic Planning process each year is to examine the Mission Statement. By looking at the Mission Statement it is hoped that the organization has a clearly defined objective that still speaks to the internal and external environment in which the organization operates. It is important that one primary purpose is used to establish everything the organization does, and the Mission Statement acts as that guide.

**Action:** The most recent formal review of the Mission Statement by the Management Team and Board of Directors occurred in January of 2023. The Board of Directors and Management Team agreed that the Mission Statement still defines the purpose and direction of the agency, and no

changes were made. The current mission statement reads: “Jasper Mountain’s mission is to bring hope and healing to traumatized children and their families, and to enhance the physical, emotional and spiritual health of its clients and staff.”

The agency continues to be focused on serving youth and families that are in need of finding hope and healing, and this theme remains at the heart of what Jasper Mountain does. The agency also continues to focus on the value of supporting and encouraging our employees to continually work to be healthy in body, mind, and spirit.

## **Step 2: Review of External Information Related to Agency Services**

This past year, Jasper Mountain continued to serve children from all over the country, while also emphasizing working with children from rural settings in the State of Oregon. Given that Jasper Mountain is sought out for services on a national, state, and local level, it is important to track and understand the behavioral health data on multiple levels. To help in this process, there are a variety of organizations that track national, regional, and local trends and needs. Jasper Mountain is affiliated with national, state, and local planning organizations and often kept apprised of new data throughout the year as it becomes available to consumers. Data from these resources is used to help inform the agency about any trends or changes that might be occurring and should be considered during the Strategic Planning process.

The following categories of information have been captured as a reflection of data deemed significant to our agency’s mission on a national, state, and local level this year:

### **National Data and Trends:**

- The National Children’s Alliance reports the following:
  - More than 600,000 children are abused in the U.S each year. An estimated 618,000 children (unique incidents) were victims of abuse and neglect in 2020, the most recent year for which there is national data. This number is significantly lower than it was for any of the past 10 years, indicating that children stuck at home during the pandemic may not have gotten the abuse intervention services they needed. Furthermore, this data may be incomplete, and the actual number of children abused is likely underreported.
  - Child welfare authorities ensure the safety of more than 7 million kids. Of those, around 3.9 million children received an investigation or alternative response from child protective services agencies. An estimated 2 million children received prevention services.
  - Children in the first year of their life are 15% of all victims. 1 in 40 infants under 1 year are victimized by abuse every year.
  - Breaking down child abuse by demographics, girls had a victimization rate of 8.9, higher than boys at 7.9. American Indian or Alaska Native children have the highest

rate of victimization at 15.5 while African American children have the second highest rate at 13.2.

- Child abuse is deadly. In 2020, an estimated 1,750 children died from abuse and neglect in the United States. Boys have a higher child fatality rate at 2.99 per 100,000 compared to girls at 2.05. African American child fatalities (5.9 per 100,000) is 3.1 times greater than that of White children (1.9), and 3.6 times greater than Hispanic children (1.65).
- Nationally, neglect is the most common form of abuse. Three-fourths (more than 75%) of victims were neglected, 16% were physically abused, 9% were sexually abused, and 0.2% are sex trafficked.
- There were 249,879 cases involving sexual abuse allegations investigated in 2021. While not all these cases resulted in a disclosure, charges, or a conviction, it's an indication that the problem of sexual abuse may be much larger than federal statistics show.
- Children's Bureau of the US Department of Health and Human Services reported the following in their most recent national report from 2020:
  - The national rounded number of children who received a child protective services investigation response or alternative response was 3,145,000, down from 3,476,034 in 2019.
  - In 2020, there were nationally (rounded) 618,000 victims of child abuse and neglect, down from 656,000 in 2019.
  - On a national level, there were 8.4 victims of abuse or neglect per 1,000 children, down from 8.9 in 2019.
- Child Help reported this year:
  - The United States has one of the worst records among industrialized nations - losing on average five children every day to child abuse and neglect.
  - A report of child abuse is made every 10 seconds.
  - Individuals who reported six or more adverse childhood experiences had an average life expectancy two decades shorter than those who reported none.
- The Ark of Hope for Children reports the following:
  - Neglect makes up 78% of all cases of child abuse and is greatly under-reported and often unnoticed by others who care for the child. Neglect includes inadequate nutrition, clothing, and hygiene; medical neglect, being left unattended in a car, and abandonment.
  - Sexual Abuse:
    - Child rape occurs every two minutes.
    - 1 in 3 girls will be sexually molested before the age 17.
    - 1 in 6 boys will be sexually molested before the age 17 (1 in 5 in Canada)
    - Sex offenders have been known to molest as many as 120+ victims, most of whom do not report it.

- 90% of molesters abuse children they know.
- Oftentimes, a sexually abused child is abused in other ways.
- Overall U.S. child abuse statistics:
  - Every 10 seconds a child is abused or raped.
  - 3.3 million child abuse reports were made in 2010
  - For every report 2 more go unreported = many millions abused annually
  - 61,000 reports to Child Protective services per week = 6 per minute
  - Of 1.5 million runaways, 85% are fleeing some form of abuse
  - Only 10% of abusers do not know their abuse victim well.
  - Abuse victims = about 48% male, 52% female
  - Every race and religion see child abuse.
- The effects of UNTREATED child abuse:
  - 38% increase arrest rate for violent crimes
  - 84% of all prison inmates are estimated to having been abused as a child.
  - 59% more likely to be arrested as a juvenile.
  - 28% more likely to be arrested as an adult.
  - 30% more likely to commit violent crime.
  - 65%+ of people addicted to or in treatment for drug abuse are estimated to have been maltreated as a child
  - 25% less likely to practice safe sex, putting them at a greater risk for STDs.
  - 80% meet criteria for at least one psychological disorder as adults
- Child death and suicide related to abuse:
  - 1,850 children die a year from some form of child abuse.
  - 80% of the children that die each day are under the age of four.
  - Today 6 children will commit suicide due to child abuse.
  - Estimated 60% of child deaths caused by child abuse are not recorded as such on Death Certificates
- According to the CDC:
  - Child abuse and neglect are common. At least 1 in 7 children have experienced child abuse or neglect in the past year in the United States. This is likely an underestimate because many cases are unreported. In 2020, 1,750 children died of abuse and neglect in the United States.
  - Children living in poverty experience more abuse and neglect. Experiencing poverty can place a lot of stress on families, which may increase the risk for child abuse and neglect. Rates of child abuse and neglect are 5 times higher for children in families with low socioeconomic status.
  - Child maltreatment is costly. In the United States, the total lifetime economic burden associated with child abuse and neglect was about \$592 billion in 2018. This economic burden rivals the cost of other high-profile public health problems, such as heart disease and diabetes.

## State of Oregon Data and Trends:

- According to Oregon Child Welfare Data Book During Federal Fiscal Year (FFY) 2021:
  - The Oregon Child Abuse Hotline (ORCAH)'s total contacts (calls and cross-reported police reports) answered during Federal Fiscal Year (FFY) 2021 (October 2020 - September 2021) was 162,185.
  - Of those ORCAH contacts, a total of 78,775 screening reports were documented.
  - A total of 42,876 received reports were assigned for CPS assessment. A total of 34,407 CPS assessments were completed, which includes reports that were assigned in the previous year.
  - Of all completed CPS assessments, 7,352 were founded for abuse and involved 10,766 victims. Of those victims, 1,983 (18.4%) were removed from their homes.
  - Of all victims, 41.5 percent were 5 years old and younger.
  - Of all types of abuse incidences, the threat of harm was the most frequently identified type of abuse (46.8 percent), followed by neglect (35.4 percent).
  - At 42.3 percent, parent/caregiver alcohol or drug abuse issues represented the most common family stress factor when child abuse was present. The next most common stressors were domestic violence (32.5 percent) and parent/caregiver involvement with law enforcement agencies (19.7 percent).
- During FFY 2021, a total of 6,304 children received case management and safety services while being served in their homes.
- Of the total served in-home, 36.3 percent received additional services. This number reflects all potential reports of child abuse that are screened by ODHS (Child Welfare and the Office of Training, Investigation and Safety) and includes a variety of notifications.
- Foster Care Statistics:
  - A total of 8,620 children spent at least one day in foster care such as family foster care, professional treatment programs, psychiatric residential treatment, pre-adoptive placements, developmental disability placements, or independent living.
  - Of the total children served in foster care, 65.4% were White, 18.6% were Hispanic, 7.1% were Black or African American, 4.7% were American Indian or Alaska Native, 2.7% did not have race/ethnicity recorded, and 1.5 were Asian or Pacific Islander.
  - A total of 1,201 youth received independent living program services.
  - Of all children leaving foster care, 54.3% were reunited with their families.
- Average Daily Population:
  - An average of 5,665 children were in foster care daily.
  - An average of 4,159 children were in family foster care. Of those, 49.8 percent (about 2,072 children) were placed with relatives.
  - An average of 596 children were on trial home visits.
  - An average of 135 children and young adults were served in treatment foster care through Child Welfare Behavioral Rehabilitation Services (BRS) programs or Oregon Health Authority (OHA) psychiatric treatment settings.

- The remaining average of 775 children were in other types of foster care placements such as developmental disability placements, pre-adoptive placements, and independent living.
- Point in Time
  - Of the 5,516 children in care on September 30, 2021, 58.3 percent (3,213) had two or fewer placements.
  - A total of 683 children had adoptions finalized. Of these, 74.2% were White, 17.0% were Hispanic, 4.8% were Black or African American, 2.2% were American Indian or Alaska Native, 0.6% were Asian or Pacific Islander and 1.2% had no race/ethnicity recorded.
  - Of those adopted, 326 had siblings and of those, 299 (91.7%) were adopted by the same family.
  - A total of 356 children exited foster care to guardianship. Of these children, 66.0% were White, 18.0% were Hispanic, 7.3% were American Indian or Alaska Native, 6.2% were Black or African American, 1.1% were Asian or Pacific Islander, and 1.4% had no race/ethnicity recorded.
- The Kids Count 2020 report listed Oregon as number 25 of 50 states overall (1 being best and 50 being worse) based on the following specific rankings:
  - Economic well-being: 31
  - Education: 40
  - Health: 8
  - Family and community: 19

**Local Data and Trends:**

- DHS reported that Lane County had 7,588 abuse reports, down from 7,825 reports the previous year and down from 8,777 reports the year before that. Of those reports, 4035 were assigned, down from 4,228 the previous year, with 3,553 closed at screening. The overall number of reports was down compared to the previous year, but the amount of assigned cases was up slightly from 46.0% to 46.8%.
- Our Children Oregon reported the following for the previous year:
  - Food insecurity for Lane County was at 19%.
  - Children in poverty in Lane County 22.4%.
  - 17.5 children out of 1,000 were victims of abuse/neglect in Lane County.
  - Per 1,000 children, 12.8 were in foster care.
  - Children referred to the juvenile justice system per 1,000 was 10.5.
- Live Healthy Lane is a partnership of government, United Way, Trillium Health Plans, and PeaceHealth. Their Community Health Status Assessment Summary for Lane County included the following:

- About 20% of Lane County’s population still lives in poverty, 22% of households receive Supplemental Nutrition Assistance Program (SNAP) benefits, and 52% of Lane County students participate in the Free/Reduced Lunch program.
- Rates of child abuse continue to be higher in Lane County than in the state overall and have risen slightly over the past several years.
- Lane County ranks 11th out of 35 counties (up from 16th in 2015) for overall health and quality of life.
- Rates of tobacco, marijuana and alcohol use in Lane County are generally comparable to the state overall, with slightly higher rates of adult tobacco and alcohol use.
- While percent of adults reporting ‘good’ mental health appears to be relatively stable, the percent of youth reporting that their mental health was “good” in the last thirty days has declined in the past few years.

**Demographics of Oregon and Agency Consumers:**

**State of Oregon:** The most complete demographic data comes from the national census which occurs every ten years. According to data from [www.worldpopulationreview.com](http://www.worldpopulationreview.com), the Oregon population is 4,318,492.

Oregon is the 9<sup>th</sup> largest state in terms of land area and ranks 27<sup>th</sup> in population, which means there is an average of 39.9 people living in every square mile of Oregon territory, making Oregon the 39<sup>th</sup> most densely populated state. Much of Oregon’s population can be found from Portland (the largest city in the state) moving southward down the Willamette Valley to Eugene. It is important to note where the areas of population are concentrated in the state, as Jasper Mountain is committed to maintaining a focus on serving children and families from rural parts of Oregon.

The largest ancestry groups in Oregon include German (22.5%), English (14.0%), Irish (13.2%), Scandinavian (8.4%), Native American (5.0%), French (3.9%), Italian (3.7%) and Scottish (3.6%). Portland is Oregon's most diverse area.

The median age in the state is 39.1 years old. The gender ratio in Oregon is 50.5% female and 49.5% male. Oregon has the following racial composition:

- 82.59%- White
- 6.18% - Two or more races
- 4.50% - Asian
- 3.36% - Other race
- 1.89% - Black or African American
- 1.09% - Native American
- 0.39% - Native Hawaiian or Pacific Islander

**Lane County:** Both Jasper Mountain Center and SAFE Center are located in Lane County. According to [www.worldpopulationreview.com](http://www.worldpopulationreview.com), Lane County currently has a population of



389,223. It remains the 4<sup>th</sup> largest county in Oregon for population, with a growth of 0.81% on average this past year.

Lane County has the following racial composition according to the U.S. Census:

- 88.8% - White
- 9.8% - Hispanic
- 4.8% - Two or more races
- 3.1% - Asian
- 1.6% - American Indian and Alaska Native
- 1.3% - Black or African American
- 0.3% - Native Hawaiian and other Pacific Islander

**Jasper Mountain:** Typically, Jasper Mountain serves a higher minority population compared to the state of Oregon. This year, the racial composition for children served in the residential programs at both SAFE Center and Jasper Mountain showed the following:

- Jasper Mountain
  - 59.4% Caucasian
  - 25% Black/African American
  - 9.4% Hispanic
  - 6.2% Native American
- SAFE Center
  - 78.9% Caucasian
  - 13.2% Hispanic
  - 7.9% Black/African American
  - 0% Native American

Historically, the racial composition for employees at Jasper Mountain shows a smaller minority population compared to the state. A snapshot of employee racial composition revealed the following:

- White: 104 (82%)
- Unspecified: 10 (8%)
- Two or more races: 4 (3%)
- Black/African American: 3 (3%)
- Hispanic/Latino: 2 (2%)
- Asian: 2 (2%)
- Pacific Is/Nat AK: 2 (2%)

Demographic information regarding gender for all employees showed the following:

- Male: 25%
- Female: 71%
- Non-binary: 4%

**Action:** The services at Jasper Mountain are sought after and offered to clients from around the country, state of Oregon, and Lane County. Therefore, it is important to analyze and understand the demographic data and trends on all three levels, especially as changes on a larger level will likely have an impact on the agency. Current data trends show similar trajectories to the past several years and continue to match for both the clients and employees of the agency.

Overall, taking in the current data and trends regarding child abuse statistics and demographic characteristics, it is clear to see the issues that impact vulnerable populations continue to occur on a federal, state, and local level. With that in mind, Jasper Mountain maintains a focus on serving the most complex children with significant emotional and behavioral disturbances to provide hope and healing. The Management Team believes that over the course of the next year the agency will continue to emerge from the impacts of the pandemic and provide programs and services to meet the needs of children and families.

### **Step 3: Review of the Current Agency Long and Short-Term Goals**

The Board approved updated long-term (three year) goals for the organization in January of 2021. Long-term goals are developed every three years and adopted by the Board of Directors to help guide the Strategic Planning process on a yearly basis and the next formal review of these goals will be in January of 2024. The current long-term goals are as follows:

- **Goal 1: Services** - Carry the treatment philosophy forward with energy and enthusiasm, resulting in positive treatment outcomes for children. Ensure agency infrastructure is optimally effective, efficient, and supports excellence in all service areas.
- **Goal 2: Facilities** - Enhance and maintain our facilities to promote an optimal treatment atmosphere for clients as well as providing employees with a productive working environment.
- **Goal 3: Staff Support** - Promote the wellbeing, excellent performance, job satisfaction, and professional growth of all employees, and provide wages to support these goals. Ensure through continual training that all employees have a thorough understanding of agency treatment philosophy.
- **Goal 4: Champion Children's Treatment** - Continue to be a voice of influence in the system of care for children on a local, national, and international level. Offer information and support to individuals and agencies with the same focus on helping children and families.

**Action:** The Board approved long-term goals in 2021 and then reviewed those same goals in January of 2022. There were no changes recommended at that time and those same goals will remain in place until January of 2024, and at that time will have a formal review.

The Strategic Plan also outlines annual objectives that are tracked and reported throughout each year. The agency reviews its progress with the measurements applied to each goal, with a final rating reported to the Board of Directors each year. For the last completed fiscal year plan (2021-2022) the overall grade was “B” with a completion rate of 82%. This rate of progress is down slightly compared to an 88% completion rate the previous year.

During the year 2021-2022, the four goals that showed little or no progress were in two major categories, international outreach and expanding the Treatment Foster Care (TFC) program. These were the same two categories that showed little to no progress from the previous year as well. While the data shows the agency struggling with the same goals from the previous year, the reason is due to the Management Team and Board continuing to set benchmarks and goals in areas of the agency that continue to be impacted by the pandemic. For example, the goals of providing international outreach has been greatly impacted by COVID the past several years due to travel restrictions and regulations around quarantining and cohorting. The goals around growing the TFC program were also impacted by COVID, but since the 2021-2022 report was finalized, the agency was able to hire a TFC Coordinator who is currently focused on meeting the goals for that program.

Of the 34 objectives identified and tracked across all programs in 2021/2022, four of them showed no progress throughout the year. All the goals set in the other program areas were able to be either fully or partially completed.

#### **Step 4: Program Action Plans**

Action plans have been developed by each agency program for the next fiscal year. The new action plans for the 2023/2024 fiscal year have been determined and are listed in detail later in this report (see Step 9).

These action plans include the following areas of focus:

- Administration/Organization
- Intensive Residential at the Jasper Campus (Castle and Crystal Creek)
- SAFE Center
- Community-Based Services, School
- Treatment
- Fiscal Office

**Action:** Program action plans have been developed by the agency managers and presented to the Board of Directors for the 2023/2024 fiscal year as a part of this document.

#### **Step 5: Review Feedback Data**

For the calendar year of 2022, feedback data was reviewed in the following areas:

- Consumer Input (Parents, Caseworkers, Court Appointed Special Advocates (CASAs), Attorneys and Funding Sources)
- Staff Input
- Child Input
- Child and Adolescent Functional Assessment (CAFAS) Scores

**Consumer Input:** Formal consumer feedback was received from 21 consumers during the 2022 calendar year. The feedback provides a broad range of comments from all consumer groups – parents, guardians, caseworkers, advocates, attorneys, guardian ad litem, funding sources and others.

Here are the questions asked to each consumer this past year:

- I received prompt attention from agency staff.
- I feel respected by agency personnel at all levels.
- Staff help me understand treatment choices and include me in the planning and treatment process.
- The services I have received from the agency have helped improve my situation.
- I feel that the information I have shared is handled confidentially by the agency.
- I experienced smooth communication and coordination with the agency.
- Did the agency help you arrange for services elsewhere if they could not provide something that you needed?
- Were there any barriers that hindered your receiving services, like transportation, or appointment hours, or other factors?
- Overall, how would you rate the agency?
- Would you recommend the agency to someone else?

Feedback was received for the Jasper Mountain residential program as well as for SAFE Center evaluation. The amount of community feedback has been declining steadily over the past several years, despite the agency providing more ways and opportunities for consumers to provide it. The agency will continue to put focus and energy into trying to gather more data, as this is vital to ensure our services are being received well.

As with all previous years, the feedback received for this reporting period was positive. Of the 21 respondents this past year, 15 rated the service as “excellent”, with six respondents rating it as “good”. The above questions were scored and divided by program with the following averages (out of a possible high of 5.0, with the higher number indicating a positive experience):

- Jasper Residential 4.38
- SAFE Residential 4.68

The average scores for the Jasper Residential and SAFE Residential programs both remained in the higher range this year, and they both showed improvements over the previous year. Almost all

the feedback provided was positive, with several comments about the impact of the pandemic on the ability for children and families to receive all levels of service, but those comments also included a sense of understanding of what the agency was facing.

In addition to the specific questions we ask of clients, they are encouraged to offer comments, which were also overwhelmingly positive. Here are several quotes from the feedback that was received:

- “So grateful for the service provided. It has been a very positive experience so far.”
- “The only thing that could improve would be communication. It is at times difficult to contact staff to arrange for visits, etc. This is possibly because not all staff work every day. Other than this, Jasper Mountain staff have been very professional, thoughtful, and effective.”
- “I feel that if the kids had more time to work on issues with their therapists it would be more helpful. Also, for my situation, it would have been more helpful if there was more community interaction. Unfortunately, Covid-19 made that component of treatment null...”
- “So far, I see a change in my son. His therapist was absolutely amazing. I wish she could continue to work with him.”
- “I appreciate the confidence staff show in their own programs, as well as the realistic expectations they bring to my child’s situation.”
- “This is my first time working with SAFE Center. I was very impressed. No where else have I seen this level of professional help for a child’s needs i.e. physical, mental, emotional and social. The detail surrounding all aspects of her care are very thorough. The monthly meetings with all people involved in her care was extremely helpful and I was so amazed at the team’s desire to hear everyone’s opinion. I really believe this has been an ideal place for my client to receive the care she needs. Thank you all for what you do.”

The narrative responses provided match the scores in terms of consumers feeling a positive experience working with Jasper Mountain. Although most of the feedback was positive, several of the comments spoke about how communication could have been better as well as some of the barriers that COVID placed on treatment this past year.

Jasper Mountain has the difficult job of supporting youth and families during times of extreme need, and this can often lead to families feeling judged and unsupported. It is important for the agency to continue to focus on supporting and helping clients, while at the same time providing them with meaningful feedback that will make their situations better. This is no easy task, which is why it is surprising that year after year the feedback data indicates that Jasper Mountain can do the very difficult work required to make a difference in the lives of children and families in a way that is experienced as extremely positive by consumers.

**Staff Input:** In each of the last 28 years, our staff have been asked to provide detailed information concerning their views of their job and the organization. The scores and majority of the comments in each of the past 28 years have been very positive with some years reflecting slightly higher

scores than others. The questions asked remained the same for the past several years. This year, the annual Staff Questionnaire was completed by 61 employees. This number is down from last year when 72 employees filled it out, and next year more employees will be asked to complete the survey to help capture a more robust report.

Many of the narrative responses provided this year were similar to the themes that have emerged in previous surveys. The top reason that employees cite for entering this field and staying with it is to make an impact on children and families. This is always the case when employees report about the positives of the job, and this year the message remained strong across all departments. Another positive theme this year was people speaking about training, support and very positive relationships with supervisors. There was also recognition in terms of the pay increases that occurred this last year as the agency increased salaries in order to support workers who are choosing this profession. Finally, for the first time in many years, there were no comments made about employees feeling “replaceable” and instead people from all departments spoke about feeling essential and important to the overall operation of the agency, which leads to helping children.

In the areas of feedback or change that were commonly brought up across the agency, increasing efficient communication was spoken about the most. However, people also cited some of the changes that have taken place and some that are scheduled to take place over the course of the next year to help with this issue. Employees also commented on wanting to find more unity between the two campuses and to bring expectations more into alignment, as well as consistency in the enforcing of expectations and rules.

Comparing the ratings from last year to this year, the quantifiable scores increased in each of the 17 questions except for two. Those two included “Communication between you and staff” going from a 7.9 average to a 7.8, and “Do you feel valued by Coworkers” going from an 8.6 to an 8.5. In all the other categories asked about, scores either remained the same or increased. The most significant increase in scores came in the categories of “Philosophy represented day to day” moving from 6.8 to 7.4, and “Supervisor reflects you are valued” going from 8.2 to 9.1, and finally “Receive regular supervision, support and training” moving from 7.4 to 8.4.

**Child Input:** Each year the children are asked to give an opinion on a subject relevant to their experience at Jasper Mountain. This year, as Jasper Mountain celebrated its 40<sup>th</sup> anniversary, the children were asked the question, “If you could give Jasper Mountain a gift for its 40<sup>th</sup> birthday, what would it be?” In response to the question, here is how the children replied:

- I would give Jasper \$1,000,000.
- If I could give Jasper a present, I would give Jasper a helicopter and a trampoline park.
- Real fish.
- I would give staff and kids iPhones.
- A new track for running program!
- I’d give Jasper a billion dollars to build a really deep swimming pool.

- What I would give Jasper is an arcade.
- I would give a big, big diamond.
- If I could give Jasper a present, it would be a train. It would be a train so that staff and kids wouldn't have to walk up the hill.
- I would give Jasper more staff (good staff) so Crystal Creek would be able to open again.
- I would give \$1,000,000 because we need more things, stuff needs replaced.
- A new property because I love new places to live. A place that has a trampoline. A big place to live. A house that would be 1 football field long.
- New playground.
- It would be expanded property so that some staff could live here, a bunch of more kids and so that Dave, Sarah, and Beau's family can live on the campus. Why? Because when there's special events and family meetings, it would be a lot easier.
- A mansion so the kids could live in it.
- A new playground for all.
- I would give the money to support staff so they can make it pretty.
- I would give Jasper money for funding and making things to dedicate to Jasper.
- A big pumpkin.
- \$900,000.
- I want to give it protection.
- I want to give it a dog and a cat.
- A racetrack and sports.
- Teddy bear and make-up palette.
- 4,000,000,000 pumpkins.
- I would give Jasper a new ball bag.
- I would give Jasper Mountain a dog and a cat because they are very nice and cute.
- I want to give Jasper Mountain \$1,000,000 to give kids' books.
- I would give them new toys so the kids could have more fun.
- If I could give Jasper Mountain a gift, I would give a swing and a bean bag for each room to make a calming corner. So, when we get mad or sad or stressed, we can go there and calm down. So, kids don't go outside. They can self-regulate, and I just believe that when we make bad choices it's because we're sad. Sadness turns into anger. We don't mean to be unsafe and hurt others or ourselves we just don't know how to figure out ourselves. It gets blurry or hazy and swinging and calming down really helps me just see and think straight. I think it could be a life changer to not only us but the staff too. A swing, big bean bag, pillow or weighted blanket will help so many kids that come here.
- If I could give Jasper Mountain a gift, it would be a cleaning service. The cleaning service is a good gift because the place will look good as new. The cleaning service will provide touchups to the facility. Touchups like new paint, new furniture and new supplies. That is why I think a cleaning service is a good gift.
- If I could give Jasper Mountain a gift, it would be to give the program better beds, better games and overall, just a better living space. But the one that I want the most is to have support animals. Because I know that a bunch of people here and there have animals at home that they can't see for a while. So, I think having a support animal here would really help with some of

those emotions. Another thing I think would help is having more snacks and stuff. And of course, MORE CANDY.

- If I could give Jasper Mountain a gift, it would be new mattresses. I think this would help the kids sleep because it would be more comfortable. If the kids get more sleep, it would help the staff do what they need to do. I think if the kids get more sleep they will be in a better mood and make better choices.
- If I could give Jasper Mountain a present, I would give them new beds and more rooms so that everyone has their own rooms so they can have a lot of privacy. I think Jasper uses their beds a lot and they have been used for a long time. It would be nice if we had more privacy. I also think that there would be less problems with peers if we had our own rooms. This is what I would give Jasper as a present.
- If I could give Jasper Mountain a gift, it would be new balls and new hoops. I would give this stuff to Jasper because kids can have more fun at activity. And so, there is enough balls for everyone and so there is less flat balls. And so, there is no fighting over balls. And so, if one of the hoops break there is more.
- If I could give Jasper Mountain a present, I would give them more rooms. I would give them more rooms because they can make more friends. Plus, the more the merrier if they have more rooms. More rooms in the facility could possibly lead to more friendship. That's why I want to give Jasper Mountain more rooms.
- If I could give Jasper Mountain a gift, it would be better staff sleeping quarters so more of the staff don't have to travel as far to get to work. The reason I'd give this to Jasper Mountain as a gift is because I believe some of the staff may not want to travel so far in the mornings. I'd also like to give Jasper Mountain better bedding so staff can get more rest and have better days.

Each year, the input from the children typically reflects some positive feelings or something they appreciate about their experience. This year the question challenged them to think about giving back to the agency in a fun and creative way, and many of the answers represented that the children do enjoy and appreciate their time in the program and want it to become even better in their eyes.

**Outcome Data from CAFAS Scores:** When children enter the residential program at either Jasper Mountain or SAFE Center, they are evaluated using an assessment called the Child and Adolescent Functional Assessment Scale (CAFAS). The CAFAS was designed to assess and rate impairment in children and adolescents who have or may have emotional, behavioral, substance use, psychiatric, or psychological problems. Higher scores indicate significant impairment across multiple settings warranting the need for intensive treatment. There are eight scales assessed for youth functioning and each scale can be rated as high as 30, with a maximum overall total score of 240.

When a child then discharges from the residential program they are evaluated again, and the results are compared to determine if the child was able to make progress from the services offered. The following shows the average intake score and then discharge score for children in the Jasper Mountain and SAFE Center residential programs for the calendar year 2022:



- Jasper Mountain:
  - Average Intake Score: 150
  - Average Discharge Score: 88
  - Average Length of Stay: 13.4 months
  
- SAFE Center:
  - Average Intake Score: 123
  - Average Discharge Score: 60
  - Average Length of Stay: 5 months

These numbers were very similar to the previous year, with both campuses showing significant improvements in the scores of the children. It is also typical for the scores of the children at the Jasper Mountain campus to be higher than the SAFE Center due to the Jasper Mountain campus providing longer term care for more severe children as opposed to the evaluative nature of placements at the SAFE Center campus.

**Comments on Feedback:** The context of gathering and analyzing feedback from outside consumers, employees and children in the programs takes time, but also provides valuable information. It is also worth noting that over the past several years it has become increasingly difficult to gather feedback from outside consumers. The agency has put a great deal of time and resources into trying to increase the amount of feedback that is received, such as sending out reminders multiple times a year, handing out documents to consumers during team meetings and at the end of their child’s treatment, and making scannable QR code handouts that immediately take consumers to the electronic feedback page. Despite all these efforts, there continues to be a decline in the amount of outside feedback the agency receives each year.

From the feedback that was received this past year, the data pointed to the agency continuing to meet its mission of providing treatment to children and families that helps to make positive changes. By gathering feedback from external consumers who engage with our services, staff and employees who internally experience the agency, and finally the children for whom the programs are designed, the agency is better able to assess its ongoing mission from all angles.

## **Step 6: Combining Consumer Input with Action Plans**

**Action:** By looking at the feedback received throughout the past year, in combination with the statistics on a Federal, State, and local level regarding child abuse, it becomes clear that the need for the services and programs offered by Jasper Mountain are more important than ever. As the world adjusts to life after the pandemic, the need for families and children to have quality mental health treatment remains at a critical level. Many of the employees at Jasper Mountain have pushed through the difficulties of the past year to continue to bring help and healing to those who need it, and there is a sense of optimism that over the course of the next year more employees will join the workforce and allow the agency to increase census in multiple programs. By offering the

following programs, Jasper Mountain will continue to provide an array of services to help children and families at their current level of need:

- The Castle program is designed to meet the most complex needs of our population, providing specializations such as treating trauma, repairing attachment, understanding sexual abuse and helping children integrate into family settings in a healthy manner.
- During the next calendar year, Crystal Creek will once again have children living in it so that they can complete the final phase of their residential treatment before moving to a less restrictive environment. This program was designed to help youth transition from the intensive services of the Castle to a family setting by providing a steppingstone to practice new skills while receiving a high level of support and services still.
- The SAFE Center is focused on providing assessments for children while starting the process of meeting those needs and providing stabilization. For the past several years the leadership team at SAFE Center has remained focused on providing evaluations and assessments for youth from across the state of Oregon.
- The Treatment Foster Care program is beginning to rebuild under a new treatment and funding model that will allow the program to serve children who are transitioning out of residential care and need practice in a skilled family setting. The program will build slowly over the course of the next year, ensuring that the new regulations and funding model are sustainable, while also providing a program that is impactful to children.
- The school settings at both campuses specialize in integrating mental health issues into an educational setting and providing children with the opportunity to make gains academically where they have failed in the past. This past year, the school program at both campuses was impacted by COVID, but much less so compared to the previous several years. Over the course of the past several months, the number of children attending the Day Treatment program has increased and there are children being served from several school districts that had not been served since the start of the pandemic.
- It should be noted that Jasper Mountain is no longer partnering with The Child Center and Looking Glass to form the Crisis Response Program for Lane County. Although Looking Glass and Jasper Mountain expressed that they wanted to remain connected to this program, The Child Center became the sole agency to contract with the County to provide this service. Though Jasper Mountain is no longer part of the Crisis Response Program, both the Castle and SAFE Center continue to offer 72-hour crisis placements for youth in Lane County that meet the requirement for that service.

As can be seen, Jasper Mountain continues to provide a variety of programs to address the needs of children and families who otherwise would often be faced with hopeless situations. It is worth noting that after several years of programs shrinking and declining because of workforce issues, the current outlook for programs and services is positive in terms of potential growth and increasing census.

## **Step 7: Employee Utilization**

The Management Team conducts an Employee Utilization review every year, and this year it was completed in February 2023. This review takes into consideration the overall organizational structure, as well as maximizing the strengths of individuals.

A major component of the Employee Utilization review this year was the finalizing of the newly adjusted agency Organizational Chart. Over the course of the past year, with help from an outside consultant, the Organizational Chart was adjusted to create more levels of direct supervision to ensure that employees would receive the support and training they need to be successful at work.

Also, during this year, there were several major changes that occurred throughout the course of the year in terms of positions created. These changes happened throughout the previous fiscal year as grant money that was made available to agencies to help bolster the workforce came to the agency. Two of the new positions created through the grant money included a Human Resource Specialist and a Marketing and Executive Assistant. Both positions were designed to help the agency recruit new employees and make further connections with other agencies and politicians around Oregon. While those changes took place throughout the year, they were still discussed in the Employee Utilization review, while other adjustments identified by the Management Team will be planned for the upcoming fiscal year and implemented beginning in July of 2023. Because portions of this review involve personnel decisions made by the Management Team, specific details of the proposed changes will not be disclosed in this document.

**Action:** Jasper Mountain will continue to implement and adjust to the personnel changes that have already taken place and the others that will be implemented throughout fiscal year 2023/2024. Several of the changes that are still to come this next year include employees that are already with the agency while others will require hiring from the outside. The major focus moving forward is a need to hire and retain direct care workers to build census in the programs and provide more therapeutic services to children and families.

## **Step 8: Risk Assessment Annual Review**

In any work environment, there will be some type of risk. Given that Jasper Mountain is focused on helping clients that are seeking out supports to deal with complex behavioral health issues, the amount of risk inherent in the daily operations of the agency is something that will always be there. Since risk is a known element of operation, the agency has many safeguards in place to help anticipate and identify risk on an ongoing basis. Despite systems to mitigate risk, Jasper Mountain is not immune to problems and therefore processes also exist to deal with situations as they arise.

There are two broad categories of risk the agency could deal with. The first category of risk can be classified as internal risk, which includes aspects of running the agency and providing the services we do. Examples of internal risk the agency faces include grievances, safety issues for both children and employees, insurance and financial monitoring, and transporting children in vehicles. When internal risk has been identified in the past, the agency has responded with safeguards to help monitor and avoid areas that are known to contain risk.

The second major category of risk is classified as external and includes items that could impact the agency outside of our daily operations. Examples of this type of risk would include changes in federal and state law, adjustments made by licensing bodies and regulators, changes in clients' ability to access healthcare, the public's perception in providing intensive care for young children and dealing with the impacts of a global pandemic. When tracking and dealing with issues in the external risk classification, the agency is often in a position of gathering information and formulating longer-term plans to help lessen the impact of changes that are typically external to the organization, but could nonetheless have a large impact.

### **Internal Risk Issues:**

The organization has several mechanisms in place to monitor ongoing internal risk assessments. Internal risks are informally reviewed on a continual basis as they arise and brought to the attention of management and the Board of Directors, and formally on a monthly basis during the Quality Assurance meetings. The Quality Assurance Committee, made of program managers, administrators, medical staff and members of the community, review risks monthly. The Board of Directors also reviews the Quality Assurance data on a quarterly basis.

The following list shows the ongoing internal risks that the agency monitors, as well as results from the past year:

- **Financial Audit** – This year the annual audit reflected an overall strong financial picture of the agency, with no major issues noted. The audit highlighted several areas of concern that need to be tightened and monitored throughout the next year and plans were put into place to begin addressing those issues. While the agency ended the year in a strong financial position, it was noted that additional funding through several large grants and the ability to bill for capacity beds helped to ensure the agency ended the fiscal year in such a position.
- **Insurance Review:** After needing to switch insurance carriers several years ago, this past year the agency maintained the same carrier and coverage with little issues. Although the model remained the same this past year, there could be more issues in the future securing fire coverage as Western Oregon continues to deal with wildfires each of the past summers.
- **Organizational Compliance:** Compliance is an ongoing process of checks and balances making sure that we are doing what we say we are doing, following applicable laws, regulations, and ethical practices while still providing the quality of care we are known for. In addition to following internal policies, it also means being consistent with state laws, following the Oregon Administrative Rules (OAR)'s, and working closely with our licensors to maintain good working relationships. At Jasper Mountain we work to maintain compliance in two major categories:
  - Policy compliance – internal goals set by Jasper Mountain to encourage and empower employees to follow our standards and ethical practices.

- Regulatory compliance – externally set goals by the state or other government entity that Jasper Mountain is required to meet in order to comply with relevant laws, policies, and regulations.
- **Investment Monitoring:** Throughout the past year, the agency has been working with investment advisors Roehl and Yi to manage the agency investments. This past year the agency did not have as much money invested as previous years after liquidating most of the investments the previous year in response to finishing a capital building project, as well as the uncertainty of the markets because of COVID. However, the agency is currently working with Roehl and Yi to utilize money according to the investment policies.
- **Grievances both internal and external:** This past year, the agency dealt with five complaints/concerns that rose to the level of internal tracking through the Quality Assurance Committee. Two of the situations were resolved within the treatment programs, two of them at the Managerial level, and one of them by the Executive Director. None of the complaints went to the level of requiring the Board of Directors to intervene.
- **Safety Committee:** The Safety Committee, comprised of employees from various programs throughout the entire agency, works to identify safety risks on the properties. The Committee continues to work with the Occupational Safety and Health Administration (OSHA) to minimize risks leading to a very strong safety record over the last year. Participation in the Safety Committee meetings increased this past year, with more employees from various parts of the agency contributing.
- **Staff Suggestion process:** We have several ways that staff can provide suggestions that may address potential risks within the organization, including conversations with supervisors, email and HR software, and an annual Staff Questionnaire. This also gives employees the message that their input is wanted, considered by management, and acted upon, as positive staff morale can lead to a safer work environment.
- **Medication Administration:** A great deal of training goes into ensuring that medication administration is handled well within the organization. Several years ago, a new electronic Medication Administration Record software was implemented, and this has resulted in almost perfect medication administration compliance. Data for the entire year of 2022 showed:
  - Jasper Mountain Center administered 29,266 doses of medication with ten errors, resulting in a correctly administered dosage rate of 99.97%.
  - The SAFE Center administered 15,594 doses of medication with seventeen errors, resulting in a correctly administered dosage rate of 99.89%.
- **Behavior Management Review:** This past year the agency enhanced the behavior management training that staff members receive. This change was brought about to ensure that the elements taught and utilized by Crisis Prevention Institute (CPI) are in alignment with the requirements of SB 710 (2021). To make this happen Jasper Mountain took the step to have 11 employees take the course to become certified trainers in the CPI Advanced Skills course. Those 11 trainers then provided the training to the direct care employees of the agency. It is believed that the techniques and methods taught in the Advanced Skills course will allow the agency to continue to serve the young, volatile youth that require this level of care while also meeting the requirements of state legislation.

- **Transportation:** Another ongoing risk to the youth in our programs is when there is a need to transport them in vehicles on the roads and highways. The agency has safeguards in place to ensure there is minimal risk when clients need to travel. The agency ensures that proper transportation is provided by staff who have been trained and have excellent driving records. This includes reviewing the driving records of all staff and restricting driving on business to staff with good driving experience.

### **External Risk Issues:**

Although there is no formal process for identifying external risk, the organization has developed methods for gathering information and taking a proactive stance to understand changes that could impact the mission of the agency. There are several key resources that Jasper Mountain utilizes to gather information regarding external risk through memberships in various organizations that serve youth and families. Two of the most prominent of these organizations include the Oregon Alliance, which focuses on issues on a state and federal level, and the Community Behavioral Health Consortium which focuses on a local level. This past year Jasper Mountain also became members of Cascade Employers Association to help provide support and guidance for current workforce issues, and the agency also joined the Nonprofit Association of Oregon to stay connected to potential issues that could impact Jasper Mountain.

Over the course of the past year Jasper Mountain dealt with ongoing workforce shortage issues, resulting in the agency not being able to reach the full census for the programs. However, over the past several months there has been an increase in applications and data currently points to more employees returning to this type of work. Jasper Mountain spent the past year fighting to recruit and retain workers to continue to serve clients. It is hoped that moving into the future more people will enter the workforce and seek out this meaningful work so the agency can serve more clients.

**Action:** On an ongoing basis risk assessments and recommended actions are being monitored and reported on. Safeguards are created or modified in real time depending on what is happening in the agency. Over the course of the next year, the agency will continue to assess and monitor internal risks through the various systems that are already in place, and adjustments will be made throughout the year as risk arises. The organization will also continue to gather information and make plans for external risk factors that are already known and be watching and planning for any future problematic changes that could impact the agency.

### **Step 9: Update on Progress of Current Fiscal Year Goals and Objectives**

The Strategic Plan is built at the midyear point in which the current year's plan is still active. This means that planning for next year occurs at the same time as implementation and monitoring of this year's plan. Therefore, planning must occur simultaneously while still tracking and measuring the current plan. Given that timing, it allows for the progress on the current year's plan to be reported in the new Strategic Plan, offering a midyear snapshot of progress on goals. Since

it is only halfway through the current fiscal year as of the creation of this proposed plan, it would be expected that some of the goals that were established last year would not yet be completed.

The following data provides an update at the halfway point of the year on the progress of the goals that were established during the 2022/2023 Strategic Planning Process. The information is presented by the specific program the goal was created for (A=Residential, B=SAFE Center, C=School, D=Community Based Services, E=Fiscal, F=Administration, G=Treatment), the progress on that goal up to this point in the year (Y=Yes, N=No, I=In progress) and the long-term goal (Services, Facilities, Staff Support and Outreach) that is supported. More detailed updates on the progress of these goals are discussed by the Management Team on a quarterly basis throughout the fiscal year.

### **Current Progress for Program Objectives in Fiscal Year 2022/2023**

(A=Residential, B=SAFE Center, C=School, D=Community Based Services, E=Fiscal, F=Administration, G=Treatment)

#### **Goal 1: Services**

- A1 (I) - The Food Service Program will be tracked and monitored based on the updated Wellness Policy.
- A2 (I) - The Equestrian Program will provide consistent services to children.
- A6 (I) - The Therapeutic Recreation program will be tracked and monitored on a regular basis.
- B3 (Y) - The leadership team at SAFE Center will continue to ensure tasks are completed (intake, clinical supervision, outcome study, etc.).
- C1 (I) - Maximize the census at both Jasper Mountain Center and SAFE Center.
- C4 (I) - A system will be in place to track data (academic, behavioral, therapeutic, compliance).
- D1 (Y) - Review TFC program for overall viability and realistic timeline.
- D2 (N) - Grow the pool of community visiting resources.
- E1 (I) - Ensure the daily rate is sufficient to cover rising expenses, including the ability to receive different rates from different payors.
- E2 (Y) - Ongoing financial information will be made in a timely manner.
- E3 (I) - The possibility of utilizing a Grant Writer will be explored and if feasible, will begin to be utilized.
- E4 (I) - Fundraising opportunities will be established.
- F3 (I) - Revise and update the Policy and Procedure Manual.
- G1 (I) - Continue refining the treatment model in Crystal Creek.
- G2 (I) - Decide on the type of Electronic Health Record system that would work best for the agency. If one is found, begin to implement and utilize it.
- G3 (I) - Documentation regarding treatment will be unified amongst the programs and based on current reviews and policy.

## **Goal 2: Facilities**

- A3 (N) - The cost of a generator to power areas of Jasper Mountain (the Castle and Ranch House) will be addressed.
- A4 (N) - A path will be installed between the Castle and Crystal Creek to allow easier access between the buildings.
- A5 (N) - The entryway at the Castle will be assessed to determine if a better system exists for children to hang coats and shoes, much like the locker system at Crystal Creek.
- B1 (I) - An emergency preparation plan will be more robustly developed, and a system will be in place to track and ensure it is ready for use.
- B2 (N) - New chairs for the Board Room will be purchased.
- B4 (I) - A water softener filtration system will be researched and installed at SAFE Center.

## **Goal 3: Staff Support**

- C2 (Y) - Maintain full instructional staff at both sites.
- C3 (I) - A system will be in place to establish clear roles within the school setting based on the program needs.
- F1 (I) - Enhance wellness for employees.
- F2 (I) - Implement the 2022 Employee Utilization Review.
- F4 (Y) - Maintain focus on effective supervision and training of employees.

## **Goal 4: Outreach**

- F5 (N) - Host guests for our Training Institute for international guests. (Dependent on Pandemic)
- F6 (N) - Provide consulting internationally to organizations requesting help. (Dependent on Pandemic)

As can be seen, at the midway point of this year, progress is being made on most goals. Currently it is reported that of the 29 goals established, 17% of the goals are completed, 59% are in progress and 24% have made no progress. Action items related to “Goal 2: Facilities” are only showing two out of the six goals with some progress, while the other four have not been started. The reason those items are not showing progress at this point is due to the complex nature of the agency budget this fiscal year and the Board’s desire to feel more secure about the program revenue before authorizing moving forward with those projects.

## **Step 10: Agency Action Plan with New Goals and Objectives for next Fiscal Year**

Based on the information that the agency has obtained up to this point, the Management Team has now developed new goals for the Board to consider for implementation in the next fiscal year. After all the data is listed in detail, a summary statement about this year’s goals will be made to help further clarify what is being presented.



The following data contains the program objectives established by the Management Team for the Fiscal Year 2023/2024. The information is categorized by the specific program the goal was created for (A=Residential at Crystal Creek and Castle, B=SAFE Center, C=School, D=Community Based Services, E=Fiscal, F=Administration, and G=Treatment) and also states the long-term goal associated with the objective, if the budget will be impacted, the responsible person, the estimated completion date, the performance indicator and the evaluation measure.

**A. Intensive Residential -- Jasper Mountain and Crystal Creek**

1. The bathrooms in the Castle will be remodeled.			
<b>Long Term Goal</b>	Facilities	<b>Budget Impact</b>	Yes
<b>Responsible Pers.</b>	JMC Director	<b>Completion Goal</b>	4/1/24
<b>Perform. Indicator</b>	The two bathrooms on the boy’s floor and the two bathrooms on the girl’s floor will be remodeled. The three other bathrooms in the building will be assessed and changes made if needed.		
<b>Eval. Measure</b>	All of the bathrooms in the Castle will be assessed and then updated.		

2. A space in the Castle will be established to provide staff with a consistent meeting/breakroom space as well to secure personal items safely, and a space will be created for kids and families to meet in the Castle.			
<b>Long Term Goal</b>	Facilities	<b>Budget Impact</b>	Yes
<b>Responsible Pers.</b>	JMC Director	<b>Completion Goal</b>	1/15/24
<b>Perform. Indicator</b>	A space will be identified, and a plan made to provide the space needed for everyone.		
<b>Eval. Measure</b>	A functional meeting space will be established in the Castle and utilized by staff and kids.		

3. The Castle will have a generator installed that will provide electricity during a power outage.			
<b>Long Term Goal</b>	Facilities	<b>Budget Impact</b>	Yes
<b>Responsible Pers.</b>	Executive Director	<b>Completion Goal</b>	10/15/23
<b>Perform. Indicator</b>	A team will determine if it is possible for a generator to be installed at the Jasper Mountain campus.		
<b>Eval. Measure</b>	If it is possible to install a generator, one will be purchased and functional to supply the Castle and Ranch House with power.		

4. Mattresses, dressers and toy boxes will be updated for the children’s rooms in the Castle.			
<b>Long Term Goal</b>	Facilities	<b>Budget Impact</b>	Yes
<b>Responsible Pers.</b>	JMC Director	<b>Completion Goal</b>	9/1/23

<b>Perform. Indicator</b>	The current mattresses, dressers and toy boxes in the Castle will be assessed and research will be conducted to determine the best current products available.		
<b>Eval. Measure</b>	New mattresses, dressers and toy boxes will be in place in the Castle.		

5. The porches located off the boy's floor and girl's floor will be enlarged to provide enough space for an acting out child to be safely contained utilizing Advanced Skills CPI techniques.			
<b>Long Term Goal</b>	Facilities	<b>Budget Impact</b>	Yes
<b>Responsible Pers.</b>	Executive Director	<b>Completion Goal</b>	3/15/23
<b>Perform. Indicator</b>	A plan will be developed to ensure the space on the two porches will be large enough and configured in such a way that an acting out child can be safely contained.		
<b>Eval. Measure</b>	The porches will be remodeled.		

6. The ability to serve Crisis Children on the Jasper campus (Crystal Creek and Castle) will continue to be utilized.			
<b>Long Term Goal</b>	Services	<b>Budget Impact</b>	No
<b>Responsible Pers.</b>	JMC Director	<b>Completion Goal</b>	7/1/23
<b>Perform. Indicator</b>	A system will be in place which will allow for local children in crisis to be placed at the Jasper campus as needed.		
<b>Eval. Measure</b>	Placements will be offered and children placed through the Crisis program.		

7. Maintain census in both the Castle and Crystal Creek.			
<b>Long Term Goal</b>	Services	<b>Budget Impact</b>	No
<b>Responsible Pers.</b>	JMC Director	<b>Completion Goal</b>	7/1/23
<b>Perform. Indicator</b>	As people return to the workforce, positions will be filled within the agency to allow for the most amount of children possible to be served.		
<b>Eval. Measure</b>	Both programs will be operating at the highest census level possible within the regulations.		

## **B. SAFE Center**

1. The children's bathrooms in the residential portion of the building will be remodeled.			
<b>Long Term Goal</b>	Facilities	<b>Budget Impact</b>	Yes
<b>Responsible Pers.</b>	SAFE Director	<b>Completion Goal</b>	4/1/24
<b>Perform. Indicator</b>	The two bathrooms will be assessed and a plan to remodel them created.		
<b>Eval. Measure</b>	The bathrooms will be updated and functional.		

2. Mattresses, dressers and toy boxes will be updated for the children's rooms.			
<b>Long Term Goal</b>	Facilities	<b>Budget Impact</b>	Yes
<b>Responsible Pers.</b>	SAFE Director	<b>Completion Goal</b>	9/1/23

<b>Perform. Indicator</b>	The current mattresses, dressers and toy boxes in the bedrooms will be assessed and research will be conducted to determine the best current products available.		
<b>Eval. Measure</b>	New mattresses, dressers and toy boxes will be in place in the children's rooms.		

3. The shelving system in the pantry will be updated to be safer, including the door.			
<b>Long Term Goal</b>	Facilities	<b>Budget Impact</b>	Yes
<b>Responsible Pers.</b>	SAFE Director	<b>Completion Goal</b>	9/1/23
<b>Perform. Indicator</b>	A plan will be developed for the shelving system to be updated and made safer.		
<b>Eval. Measure</b>	The shelving system and door will be remodeled to provide safety and functionality.		

### C. Jasper Mountain School

1. Maximize the census at both Jasper Mountain Center and SAFE Center.			
<b>Long Term Goal</b>	Services	<b>Budget Impact</b>	No
<b>Responsible Pers.</b>	Principal/SAFE Dir./JMC Dir/Day Tx Liaison	<b>Completion Goal</b>	12/1/23
<b>Perform. Indicator</b>	Continuously assess the number of children that can be served based on various factors.		
<b>Eval. Measure</b>	The maximum number of children that can be served based on factors (staffing, therapists, teachers, COVID, etc.) will be placed in the classrooms.		

2. Maintain full instructional staff at both sites.			
<b>Long Term Goal</b>	Staff Support	<b>Budget Impact</b>	No
<b>Responsible Pers.</b>	HR Manager/Executive Dir.	<b>Completion Goal</b>	9/1/23
<b>Perform. Indicator</b>	Instructional positions, including the principal, teachers and Special Education Case Manager will be utilized.		
<b>Eval. Measure</b>	Positions will be filled.		

3. Use academic and behavioral data to adjust instructional goals and strategies.			
<b>Long Term Goal</b>	Services	<b>Budget Impact</b>	No
<b>Responsible Pers.</b>	Principal/SPED Case Manager	<b>Completion Goal</b>	10/1/23
<b>Perform. Indicator</b>	Implement child study teams to analyze student progress.		
<b>Eval. Measure</b>	Provide strategic and individualized support to students based on data.		

4. Revise teacher evaluation system.			
<b>Long Term Goal</b>	Staff Support	<b>Budget Impact</b>	No
<b>Responsible Pers.</b>	Principal	<b>Completion Goal</b>	9/1/23
<b>Perform. Indicator</b>	Compare current agency evaluation system with current teacher evaluation system to determine differences and similarities.		
<b>Eval. Measure</b>	Create a new evaluation system that aligns with both systems.		

5. Develop a school level system to align with the model used in the residential program.			
<b>Long Term Goal</b>	Services	<b>Budget Impact</b>	No

<b>Responsible Pers.</b>	Principal/Director of Programs	<b>Completion Goal</b>	9/1/23
<b>Perform. Indicator</b>	A system will be designed that provides a treatment bridge between the residential programs and the classroom settings.		
<b>Eval. Measure</b>	The system will be in place.		

6. Analyze current school curriculum to determine efficacy and compliance.			
<b>Long Term Goal</b>	Services	<b>Budget Impact</b>	Yes
<b>Responsible Pers.</b>	Principal/SPED Case Manager	<b>Completion Goal</b>	9/1/23
<b>Perform. Indicator</b>	The current curriculum will be assessed to determine if it is the correct fit for the children served and also if it is in compliance.		
<b>Eval. Measure</b>	If a change in curriculum is deemed necessary, a new product will be researched and then implemented.		

7. Utilize the gardens at both campuses in the school settings.			
<b>Long Term Goal</b>	Services	<b>Budget Impact</b>	Yes
<b>Responsible Pers.</b>	Principal/SAFE Dir./JMC Dir.	<b>Completion Goal</b>	12/1/23
<b>Perform. Indicator</b>	The gardens at both campuses will be incorporated into the learning in the classrooms.		
<b>Eval. Measure</b>	The children will participate in the growing of food in the gardens.		

#### **D. Community Based Services**

1. Have a child placed in a TFC home.			
<b>Long Term Goal</b>	Services	<b>Budget Impact</b>	No
<b>Responsible Pers.</b>	TFC Coordinator	<b>Completion Goal</b>	12/31/23
<b>Perform. Indicator</b>	The program will be operational to the point that a child would be allowed to be placed.		
<b>Eval. Measure</b>	A child is placed in the TFC home.		

2. Grow the pool of community visiting resources.			
<b>Long Term Goal</b>	Services	<b>Budget Impact</b>	No
<b>Responsible Pers.</b>	TFC Coordinator/Executive Dir.	<b>Completion Goal</b>	12/1/23
<b>Perform. Indicator</b>	Recruit and train at least four community visit resources.		
<b>Eval. Measure</b>	Youth in the residential programs will have the opportunity to spend time in the homes of community visit resource families.		

3. Once the program is operational, it will become COA certified.			
<b>Long Term Goal</b>	Services	<b>Budget Impact</b>	Yes
<b>Responsible Pers.</b>	TFC Coordinator	<b>Completion Goal</b>	2/1/24
<b>Perform. Indicator</b>	After a child is placed in a home, the COA process for that program will begin.		
<b>Eval. Measure</b>	The TFC program will be COA certified.		

## E. Fiscal Office

1. Ongoing financial information will be made available in a timely manner.			
<b>Long Term Goal</b>	Services	<b>Budget Impact</b>	No
<b>Responsible Pers.</b>	Controller	<b>Completion Goal</b>	7/1/23
<b>Perform. Indicator</b>	A system will be in place to ensure monthly financial information is readily available in a timely manner.		
<b>Eval. Measure</b>	On a monthly basis, financial information will be shared with the Board of Directors.		

2. The current PTO/Holiday pay policy will be assessed and if warranted changes will be made.			
<b>Long Term Goal</b>	Staff Support	<b>Budget Impact</b>	Yes
<b>Responsible Pers.</b>	Exec. Director/Board of Directors	<b>Completion Goal</b>	10/1/23
<b>Perform. Indicator</b>	The current policy regarding PTO and Holiday pay will be assessed and if problems are identified possible solutions will be explored.		
<b>Eval. Measure</b>	If deemed necessary, policy will be updated and changes will be implemented.		

3. Fundraising opportunities will be established, including increased relationships with prospective donors.			
<b>Long Term Goal</b>	Outreach	<b>Budget Impact</b>	No
<b>Responsible Pers.</b>	Executive Director/Marketing and Executive Assistant	<b>Completion Goal</b>	12/1/23
<b>Perform. Indicator</b>	Types and models of fundraising will be explored, and potential donors contacted.		
<b>Eval. Measure</b>	Revenue generated from fundraising streams will be monitored.		

4. Maintain full staff in the Financial Office.			
<b>Long Term Goal</b>	Staff Support	<b>Budget Impact</b>	No
<b>Responsible Pers.</b>	Executive Director	<b>Completion Goal</b>	9/1/23
<b>Perform. Indicator</b>	Positions will be identified to ensure the business is able to run.		
<b>Eval. Measure</b>	The Finance Team will be hired and maintained.		

5. The current wage scale model will be assessed and if changes are recommended, they will be implemented.			
<b>Long Term Goal</b>	Staff support	<b>Budget Impact</b>	No
<b>Responsible Pers.</b>	HR Manager/Executive Director	<b>Completion Goal</b>	12/1/23
<b>Perform. Indicator</b>	The current model will be assessed to determine compliance and compared for current best practices.		
<b>Eval. Measure</b>	If a change to the model is necessary, policy will be updated, and the changes implemented.		

## F. Administration

1. Enhance Wellness for employees.			
<b>Long Term Goal</b>	Staff Support	<b>Budget Impact</b>	Yes

<b>Responsible Pers.</b>	Director of Operations	<b>Completion Goal</b>	10/1/23
<b>Perform. Indicator</b>	Develop a plan that includes resources that are a benefit to employees (gym membership, outside trainings, internal and external supports, etc.).		
<b>Eval. Measure</b>	A system will be in place that employees understand and can take advantage of. Emphasis will be placed on helping employees access and utilize outside trainings that will enhance their ability to do their jobs.		

2. Implement the 2023 Employee Utilization Review.			
<b>Long Term Goal</b>	Staff Support	<b>Budget Impact</b>	Yes
<b>Responsible Pers.</b>	Management Team	<b>Completion Goal</b>	12/1/23
<b>Perform. Indicator</b>	Positions needed to be filled are discussed and documented.		
<b>Eval. Measure</b>	Staff members are in appropriate positions and roles.		

3. Revise and update the Policy and Procedure Manual.			
<b>Long Term Goal</b>	Services	<b>Budget Impact</b>	No
<b>Responsible Pers.</b>	Director of Operations	<b>Completion Goal</b>	3/15/24
<b>Perform. Indicator</b>	The current Policy and Procedure Manual will be reviewed, and suggested edits will be made to the board on a monthly basis to allow for a gradual and thoughtful process.		
<b>Eval. Measure</b>	A revised Policy and Procedure Manual will be produced.		

4. Host guests for our Training Institute for international guests.			
<b>Long Term Goal</b>	Outreach	<b>Budget Impact</b>	No
<b>Responsible Pers.</b>	Executive Director	<b>Completion Goal</b>	Ongoing
<b>Perform. Indicator</b>	Onsite training is provided upon request.		
<b>Eval. Measure</b>	Reports on institute guests is provided to the quality assurance committee.		

5. Organize a training event for the local behavioral health community.			
<b>Long Term Goal</b>	Outreach	<b>Budget Impact</b>	Yes
<b>Responsible Pers.</b>	Executive Marketing Assistant	<b>Completion Goal</b>	Ongoing
<b>Perform. Indicator</b>	Research is done to create a plan to provide a local behavioral health training event.		
<b>Eval. Measure</b>	The event takes place.		

6. The current archive room is assessed for compliance and usefulness. If changes are deemed necessary, a plan will be developed and then implemented.			
<b>Long Term Goal</b>	Facilities	<b>Budget Impact</b>	Yes
<b>Responsible Pers.</b>	Director of Operations	<b>Completion Goal</b>	3/15/24
<b>Perform. Indicator</b>	The current archive room will be evaluated for possible changes.		
<b>Eval. Measure</b>	If changes are identified, a plan will be developed and the changes implemented.		

7. A physical space utilization audit will take place at the Jasper Mountain campus.			
<b>Long Term Goal</b>	Facilities	<b>Budget Impact</b>	No
<b>Responsible Pers.</b>	Director of Operations	<b>Completion Goal</b>	12/1/23
<b>Perform. Indicator</b>	The audit will be conducted to ensure current space is being well utilized for both children and employees and a report will be generated.		

<b>Eval. Measure</b>	The report will be shared with the board.
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8. The options for moving to a fully electronic employee personnel file system will be assessed.			
<b>Long Term Goal</b>	Staff Support	<b>Budget Impact</b>	No
<b>Responsible Pers.</b>	Director of Operations	<b>Completion Goal</b>	12/1/23
<b>Perform. Indicator</b>	The agency will research digital systems that exist that could serve the agencies personnel filing needs.		
<b>Eval. Measure</b>	Once options have been researched and information gathered, a report will be made to the Board of Directors for possible action steps.		

9. The possibility of expanding the current level of pest control will be assessed.			
<b>Long Term Goal</b>	Facilities	<b>Budget Impact</b>	Yes
<b>Responsible Pers.</b>	Director of Operations	<b>Completion Goal</b>	10/15/23
<b>Perform. Indicator</b>	The current pest control company will provide an assessment of the current needs regarding the buildings on the Jasper Mountain campus.		
<b>Eval. Measure</b>	The report will be shared with the board and if further action is needed the board will approve it.		

10. Increase agency resources regarding Diversity, Equity and Inclusion (DEI) for employees and children.			
<b>Long Term Goal</b>	Staff Support	<b>Budget Impact</b>	Yes
<b>Responsible Pers.</b>	Director of Operations	<b>Completion Goal</b>	12/1/23
<b>Perform. Indicator</b>	Research will be done on ways agencies are able to provide specific and structured focus on the area of DEI.		
<b>Eval. Measure</b>	A plan will be created and then implemented to increase the resources and focus of issues regarding DEI within the agency. The plan will include measurable objectives that are reported to the Quality Assurance Committee on a monthly basis.		

11. The Board of Directors will develop a system to ensure there are enough members with the appropriate level of skills and experiences to oversee the operations of the agency.			
<b>Long Term Goal</b>	Staff Support	<b>Budget Impact</b>	No
<b>Responsible Pers.</b>	Board of Directors	<b>Completion Goal</b>	7/1/23
<b>Perform. Indicator</b>	The Governance Committee will create and present a plan to the full Board that outlines the process for identifying current needs of the Board, steps to recruit and train new Board members and oversight of rules and expectations for existing Board members.		
<b>Eval. Measure</b>	The Board of Directors will have the appropriate amount and combination of members to ensure oversight of the agency.		

12. The current Mandatory Reporter and HIPAA Compliance Trainings will be assessed to ensure the information is current.			
<b>Long Term Goal</b>	Staff Support	<b>Budget Impact</b>	No
<b>Responsible Pers.</b>	Director of Operations	<b>Completion Goal</b>	9/1/23
<b>Perform. Indicator</b>	The current Mandatory Reporter and HIPAA Compliance Trainings will be assessed and compared to the most recent regulations and standards to ensure compliance, as		

	new rules and regulations impacting these standards have been released in the past several years.		
<b>Eval. Measure</b>	If changes are deemed necessary, an updated version of the training will be created and implemented.		

13. The Electronic Health Record (EHR) will be fully implemented and in use for all of the departments.			
<b>Long Term Goal</b>	Services	<b>Budget Impact</b>	Yes
<b>Responsible Pers.</b>	Director of Operations	<b>Completion Goal</b>	10/15/23
<b>Perform. Indicator</b>	All of the project teams will be established and trained and the EHR software will be in place.		
<b>Eval. Measure</b>	The new EHR system will be fully implemented and able to provide the services needed.		

14. An internal program review will take place and the focus will be on the Crystal Creek program.			
<b>Long Term Goal</b>	Services	<b>Budget Impact</b>	No
<b>Responsible Pers.</b>	Board of Directors/Management Team	<b>Completion Goal</b>	4/15/24
<b>Perform. Indicator</b>	Members of the Board of Directors and the Management Team will conduct an internal program review with the focus on Crystal Creek.		
<b>Eval. Measure</b>	Results of the program review will be shared with the entire Board of Directors and any recommendations and changes will be implemented.		

**G. Treatment**

1. Continue refining the treatment model in Crystal Creek (Brain Belt system and Gemstone Track fully implemented)			
<b>Long Term Goal</b>	Services	<b>Budget Impact</b>	No
<b>Responsible Pers.</b>	JMC Director	<b>Completion Goal</b>	7/1/23
<b>Perform. Indicator</b>	A plan was developed and will be implemented and any issues will be refined and solved.		
<b>Eval. Measure</b>	The two treatment tracks for children living in Crystal Creek will be fully implemented and provide positive treatment outcomes.		

2. Continue with the development and expansion of the Therapeutic Recreation program, with more emphasis on activities and connections in the community.			
<b>Long Term Goal</b>	Services	<b>Budget Impact</b>	Yes
<b>Responsible Pers.</b>	Director of Programs	<b>Completion Goal</b>	Ongoing
<b>Perform. Indicator</b>	As more opportunities emerge for the youth in the programs to have therapeutic experiences in the community, a focus will be placed on partnering with resources that will support the children’s recreational needs.		
<b>Eval. Measure</b>	Children in the programs will have opportunities to participate in Therapeutic Recreational activities in the community (or on campus but provided by an outside source) at least once each quarter.		



3. Quarterly meetings between program directors and clinical team will take place to ensure communication and continuity of care.			
<b>Long Term Goal</b>	Services	<b>Budget Impact</b>	No
<b>Responsible Pers.</b>	Director of Programs	<b>Completion Goal</b>	7/1/23
<b>Perform. Indicator</b>	On both campuses, set meetings will occur that will allow for communication and collaboration with program leadership and clinical teams.		
<b>Eval. Measure</b>	Meetings will be scheduled and occur.		

4. Trust Based Relational Intervention (TBRI) will be researched further to determine if it is a model that could enhance the current treatment approach utilized at Jasper Mountain.			
<b>Long Term Goal</b>	Services	<b>Budget Impact</b>	Yes
<b>Responsible Pers.</b>	Director of Programs	<b>Completion Goal</b>	12/1/23
<b>Perform. Indicator</b>	As more information about TBRI is gathered, members of the clinical team will assess this model to determine if it fits within the current treatment model and helps to enhance and provide a framework for the therapeutic work, without moving away from the current model.		
<b>Eval. Measure</b>	If a system is identified and deemed to be a good fit, it will be purchased and then implemented.		

The following is an overview of the goals that have been developed for the next fiscal year:

- Total number of goals created - 43
- Total goals related to Services - 18
- Total goals related to Facilities - 11
- Total goals related to Staff Support - 11
- Total goals related to Outreach - 3
- Total goals that will impact budget and are represented in the Discretionary Funding category in the budget (listed below) - 21
  - A1 - The bathrooms in the Castle will be remodeled.
  - A2 - A space in the Castle will be established to provide staff with a consistent meeting/breakroom space as well to secure personal items safely, and a space will be created for kids and families to meet in the Castle.
  - A3 - The Castle will have a generator installed that will provide electricity during a power outage.
  - A4 - Mattresses, dressers and toy boxes will be updated for the children's rooms in the Castle.
  - A5 - The porches located off the boy's floor and girl's floor will be enlarged to provide enough space for an acting out child to be safely contained utilizing Advanced Skills CPI techniques.
  - B1 - The children's bathrooms in the residential portion of the building will be remodeled.

- B2 - Mattresses, dressers and toy boxes will be updated for the children's rooms.
- B3 - The shelving system in the pantry will be updated to be safer, including the door.
- C6 - Analyze current school curriculum to determine efficacy and compliance.
- C7 - Utilize the gardens at both campuses in the school settings.
- D3 - Once the TFC program is operational, it will become COA certified.
- E2 - The current PTO/Holiday pay policy will be assessed and if warranted changes will be made.
- F1 - Enhance Wellness for employees.
- F2 - Implement the 2023 Employee Utilization Review.
- F5 - Organize a training event for the local behavioral health community.
- F6 - The current archive room is assessed for compliance and usefulness. If changes are deemed necessary, a plan will be developed and then implemented.
- F9 - The possibility of expanding the current level of pest control will be assessed.
- F10 - Increase agency resources regarding Diversity, Equity and Inclusion (DEI) for employees and children.
- F13 - The Electronic Health Record (EHR) will be fully implemented and in use for all of the departments.
- G2 - Continue with the development and expansion of the Therapeutic Recreation program, with more emphasis on activities and connections in the community.
- G4 - Trust Based Relational Intervention (TBRI) will be researched further to determine if it is a model that could enhance the current treatment approach utilized at Jasper Mountain.

## **Step 11: Integrate all data into a proposed budget for 2023/2024**

The Strategic Planning Process at Jasper Mountain analyzes data on a national, statewide, and local level that is pertinent to the ongoing mission of the agency to ensure that Jasper Mountain remains a service that is pertinent. After examining the data, feedback is obtained about how the agency is currently performing, as well as an assessment of any possible risks that could impact the mission. After considering all information, the final step in the Strategic Planning Process is pulling together all the information contained in this document to help inform the annual budget process. The Strategic Plan will be presented to the Board of Directors for consideration in March, and once approved this will allow the budgeting process to begin. The final step in the Strategic Planning Process is the creation and then adoption of the annual budget by the Board of Directors prior to the start of the next fiscal year in July.