

2022/2023 Strategic Plan

Jasper Mountain

Introduction

Much like the entire world, Jasper Mountain was impacted by the ongoing global pandemic throughout the past year. The anxiety of how the virus was affecting people's physical and mental health, coupled with the impact of the pandemic on the world economy, meant that not a single day passed in which COVID was not a part of the daily operation of the agency. Many of the changes that the virus brought about such as wearing masks, taking temperatures daily and attending many meetings digitally, soon became normal parts of the daily routine for the employees and children of Jasper Mountain.

Throughout the stressors and unknowns of the past year, the agency stayed focused on the mission of helping some of the most vulnerable children and families. As many employees were dealing with their own personal worries about the world, they continued to provide world-class treatment through the various programs the agency offers. Children and families continued to seek out and look to Jasper Mountain as a place of safety and healing at a time when the world felt difficult for almost everyone.

Although Jasper Mountain continued to operate and provide services, there were also setbacks and struggles. In June of 2021 the decision was made to "mothball" the Crystal Creek building after only being in operation for seven months. This decision was very difficult for the managers to make, but due to a decreased workforce there was no way to sustain the proper and therapeutic ratios required to provide that level of treatment. Unfortunately, the decrease in staffing continued and both the SAFE Center and Castle programs were forced to reduce census in the programs.

As Jasper Mountain was struggling to find employees to provide services, so to were all the other child caring agencies in Oregon. The rate of employees leaving child caring agencies got so critical by the fall of 2021 that the Oregon Health Authority called on the Federal Government to send hundreds of FEMA workers from around the country to work in agencies throughout the state. Jasper Mountain received 12 fulltime workers that were able to provide direct care to the children and without their help the programs would have had to reduce census even farther.

Since the agency was unable to serve as many children and families as had been hoped for, the overall budget was tremendously impacted. The revenue streams for providing services were diminished, resulting in the agency starting the fiscal year at a deficit. Thanks to many years of smart budgeting, Jasper Mountain has the reserves to help maintain the agency during times of financial uncertainty and this was very helpful throughout the first part of the year.

Although the past year has provided many hardships, it is even more important to remember and celebrate the children and families that had their lives so positively changed by the hard work, dedication, and commitment the employees of Jasper Mountain showed throughout this unprecedented year. As we move into the next year of operation, it is important to stop and take note of the history and mission of the agency and find the strength and dedication to continue to provide hope and healing to the children and families we serve.

Process

During a year of unprecedented difficulties, it is more important than ever to have a solid Strategic Planning process in place. The Strategic Planning process has helped to organize and guide the agency throughout its history, resulting in a stellar reputation and positive outcomes. This year the process was enhanced by a two-day retreat that consisted of the Board of Directors, Management Team and founder and current agency Psychologist, Dave Ziegler, Ph.D. Throughout the retreat there was a great deal of historical data that was reviewed to provide a picture of how the agency was doing currently, followed by a process in which goals and visions for the future were shared. Ideas and elements from that discussion influenced this year's Strategic Planning process and are captured throughout this document.

This report will also outline why the organization exists, what are the current strengths and weaknesses, what feedback has been received by consumers, children, and employees, and identify 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 aspects of the agency have been examined, the process will conclude with the development of the financial budget for the next fiscal year.

The end goal of the planning process is to produce a document that will be utilized throughout the year to help guide, focus, measure, and hold accountable the agency as it continues its mission. 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. The interplay of all these efforts is considered overall to be the Quality Assurance Plan for the organization. The complex combination of each of these efforts is specified in the Quality Assurance Plan 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, (see Strategic Planning process timeline) 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 2: Review of External Information Related to Agency Services (Page 3)
- Step 3: Review of the Current Agency Long and Short-Term Goals (Page 9)
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- Step 11: Integrate all Data into a Proposed Budget for 2020/2021 (Page 30)

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 2022. 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.”

While the agency’s reputation has been formed based on our ability to work with children and families, we hold an important value within our organization that our employees need to embrace and model the health and development we provide. This puts the responsibility on our agency to provide an environment in which staff can 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 around the country, state and county. This outreach of work is in part due to our ability and reputation, as families seek out Jasper Mountain for help. As this has occurred, it is important to understand what the current data and trends are indicating about vulnerable populations and victims of abuse on a national,

state and local level. 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. Information from these resources, as well as other internal and external data is used to review the relevance of the agency's services each year, ensuring the mission and vision of Jasper Mountain remains in alignment with the current needs of the clients we serve.

The agency Management Team reviews trends in data on the national, state, and local level throughout the year. Some of the data reviewed this year has been considered in previous plans because new data is obtained as it becomes available and not always updated on a yearly basis. Not all informational categories are reviewed every year, but a wide enough range of resources is utilized to ensure an accurate representation. Looking toward the future, people and agencies that track data related to the health and welfare of children and vulnerable populations are speculating that the COVID-19 pandemic will have a major negative impact for people that rely on the system of care for supports and protections. It is also likely that any negative impact for children and families might take several years to be fully tracked and understood, as is often the case when gathering data on such a large scale. As can be seen by some of the data reported below, it might appear as though cases of abuse and neglect decreased during the pandemic. However, it is more likely that as children were not in places that have historically helped to identify abuse and make reports, such as sports teams, schools, and other organized activities, the number of abusive situations that were reported decreased because of a lack of exposure to mandatory reporters, not necessarily because the amount of abuse slowed down.

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:

- 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 National Alliance reports the following:
 - Nearly 700,000 children are abused in the U.S each year.
 - More than 3.5 million children received an investigation or alternative response from child protective services agencies. An estimated 1.9 million children received prevention services.
 - Children in the first year of their life had the highest rate of victimization at 2.7% of all children that age.
 - In 2018, an estimated 1,770 children died from abuse and neglect in the United States.
 - Nationally, neglect is the most common form of abuse. Three-out-of-five (nearly 61%) of victims were neglected only, more than 10% were physically abused only, and 7% were sexually abused only.
- The Ark of Hope for Children reports the following:
 - Suicide is the third leading cause of death among adolescents worldwide.
 - Approximately 20% of women and 5-10% of men report being sexually abused as children, while 25-50% of all children report being physically abused.
 - Neglect makes up for 78% of all cases of child abuse and is greatly under reported.
- The Office of Juvenile Justice and Delinquency Prevention created the Internet Crimes Against Children Task Force Program (ICAC) in response to the increasing number of children and teenagers using the Internet, the proliferation of child sexual abuse images available electronically, and heightened online activity by predators seeking unsupervised contact with potential underage victims. In 2019, the ICAC task force programs conducted more than 81,000 investigations and 85,700 forensic exams. These efforts resulted in the arrests of more than 9,500 individuals.

State Data and Trends:

- According to Oregon Child Welfare Data Book During Federal Fiscal Year (FFY) 2020:
 - The Oregon Child Abuse Hotline (ORCAH)'s total contacts (calls and cross-reported police reports) answered during Federal Fiscal Year (FFY) 2020 (October 2019-September 2020), was 150,815.
 - Of those ORCAH contacts, a total of 78,632 screening reports were documented.
 - A total of 42,126 received reports were assigned for CPS assessment. A total of 37,559 CPS assessments were completed, which includes reports that were assigned in the previous year.
 - Of all completed CPS assessments, 7,772 were founded for abuse and involved 11,642 victims. Of those victims, 2,304 (19.8%) were removed from their homes.

- Of all victims, 42.7 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 (43.0 percent), followed by neglect (40.4 percent).
- At 41 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 (31.7 percent) and parent/caregiver involvement with law enforcement agencies (20.1 percent).
- Oregon DHS reported the following for 2020:
 - A total of 9,838 children spent at least one day in some type of foster care such as family foster care, professional treatment programs, psychiatric residential treatment, pre-adoptive placements, developmental disability placements, and independent living.
 - Of the total children served in foster care, 65.3% were White, 18.2% were Hispanic, 6.2% were Black or African American, 4.9% were American Indian or Alaska Native, 3.9% did not have race recorded, and 1.5 were Asian or Pacific Islander.
 - A total of 1,250 youth received independent living program services.
 - Of all children leaving foster care, 54.7% were reunited with their families.
 - An average of 6,790 children were in foster care daily. Of these: An average of 4,819 children were in family foster care. Of those, 47.3 percent (about 2,278 children) were placed with relatives.
 - An average of 700 children were on trial home visit.
 - On average 171 children and young adults were served in treatment foster care through Child Welfare Behavioral Rehabilitation Services programs or Oregon Health Authority psychiatric treatment settings.
 - The remaining 1,100 children were in other types of foster care placements such as developmental disability placements, pre-adoptive placements, and independent living.
- The Kids Count 2020 report listed Oregon as number 25 of 50 states overall 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 7,825 abuse reports, down from 8,777 reports the previous year. Of those reports, 4,228 were assigned, down from 4,456 the previous year. The overall number of reports was down compared to the previous year, with 46.0% of cases closed at screening.
- Children’s First for Oregon reported the following for the previous year:

- Food insecurity for Lane County was at 18.9%, down very slightly from last year.
 - Children in poverty in Lane County was 13.7%, down from 22.4%, the previous year.
 - 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 Peace Health. 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 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 United States Census Bureau on July 1st, 2021, the Oregon population was 4,246,155. During the 2010 census Oregon was reported to have 3,831,074 people living there, which would indicate a 10.8% increase over the past decade.

Oregon is the 9th largest state in terms of land area and ranks 27th in population, which means there is an average of 39.9 people living in every square mile of Oregon territory, making Oregon the 39th 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%), 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:

- 84.42% - White
- 4.74% - Two or more races
- 4.28% - Asian
- 3.11% - Other race
- 1.91% - Black or African American
- 1.15% - 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, Lane County currently has a population of 392,621, up from 387,59 the previous year and 379,611 the year before that. It remains the 4th largest county in Oregon for population, with a growth of 11.57% since 2010.

Lane County has the following racial composition:

- 86.54% - White
- 5.37% - Two or more races
- 2.92% - Some Other Race
- 2.71% - Asian
- 1.11% - American Indian and Alaska Native
- 1.09% - Black or African American
- 0.25% - 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:

- 72.5% Caucasian
- 11.4% Hispanic
- 10.2% Black/African American
- 5.9% Native

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: | 99 | (80.4%) |
| • Hispanic/Latino: | 3 | (2.4%) |
| • Black/African American: | 2 | (1.6%) |
| • 2 Races: | 2 | (1.6%) |
| • Asian: | 2 | (1.6%) |
| • Pacific Is/Nat AK: | 2 | (1.6%) |
| • Unknown: | 13 | (10.8%) |

Demographic information regarding gender for all employees showed the following:

- Male: 33 (26.8%)
- Female: 89 (72.3%)
- Other: 1 (0.9%)

Action: Jasper Mountain continues to serve clients from around the country, the state of Oregon and the local community, and therefore it is important to analyze and understand the demographic data and trends on all three levels. Current data trends match closely what has been reported in previous years for both the clients and employees of the agency. As the current data indicates, the issues that impact vulnerable populations continue to occur on a federal, state, and local level.

Jasper Mountain maintains a focus on serving the most complex children with significant emotional and behavioral disturbances, and although this can be very difficult work, we remain committed to helping those that need it the most. After reviewing all the data available regarding current needs on a national, state, and local level, the Management Team believes that our current array of services and our current programs will meet our Mission Statement and agency goals moving forward. It is also hoped that this next year Crystal Creek will be able to be utilized once again to serve children, but that remains dependent on the ability to bolster the workforce for the agency.

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. This year (January 2022) the Board of Directors reviewed the long-term goals that were created in January of 2021 and no changes were recommended. 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 in reviewing those goals in 2022 it was determined that no changes were required at this time.

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 (2020-2021) the overall grade was "B" with a completion rate of 88%. This rate of progress is up compared to the previous year for the second year in a row.

During the year 2020-2021, the four goals that showed little or no progress were in two major categories, international outreach and expanding the Treatment Foster Care (TFC) program. Providing international outreach has been greatly impacted by COVID the past several years and may continue to be so in the future. The goals around growing the TFC program were also impacted by COVID, but legislation, the opening of Crystal Creek and ongoing funding issues played a role into the Management Team's decision to not grow that program this past year.

Of the 33 objectives identified and tracked across all programs in 2020/2021, four of them showed no progress throughout the year, with two of those being related to international outreach and two of them TFC. 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. 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 and Fiscal Office. The new action plans for the 2022/2023 fiscal year have been determined and are listed in detail later in this report (see Step 9).

Action: Program action plans have been developed and adopted by the agency managers and presented to the Board of Directors for the 2022/2023 fiscal year.

Step 5: Review Feedback Data

For the year 2021/2022, 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 37 consumers during the 2021/2022 fiscal 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. As with all previous years, the feedback is positive. Of the 37 respondents (down from 43 the previous year) this past year, 24 rated the service as “excellent”, with eight respondents rating it as “good”, three people calling it “average” and one person stating it was “very poor.”

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 4.21
- SAFE Residential 4.00

While the average scores for the Jasper Residential and SAFE Residential programs both remained in the higher range, they did both drop compared to the previous year. For some of the feedback that gave lower scores there was a theme regarding frustration when a child discharges from services at this agency and not having the appropriate amount or level of services for the child to transition to. This theme fits what the teams at Jasper Mountain and

SAFE Center experience when attempting to discharge a client out into the community and running into other agencies that have been impacted by COVID and staffing shortages.

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:

- “It would have been helpful to have more community interaction. Unfortunately, COVID-19 made that component of the treatment null...”
- “I was told my daughter would come home with at least a few coping skills to utilize, but she did not.”
- “I think an area that could use improvement is the discharge transition. What can be maintained and successful at Jasper is often different than what parents are capable of.”
- “The entire staff at Jasper Mountain is exceptional. No complaints.”
- “I want you to open a program in Alaska PLEASE!”
- “I would like to thank Jasper Mountain for pushing my son in the right direction.”
- “The staff came across as deeply caring, sensitive, kind, effective and highly competent.”
- “I appreciate all the efforts they have put forth to help me.”
- “All team members I had contact with were polite, professional and communicated well.”
- “I have nothing but positive things to say about Jasper Mountain.”
- “We are very thankful to your program for being inclusive, diverse, and welcoming. We have not been able to find a SINGLE program in the entire country who can accommodate a young, transgender adopted child with extensive mental health issues. We realize how special this program is and are very grateful.”
- “Thank God you’re there.”

The narrative responses provided match the scores in terms of consumers feeling a positive experience working with Jasper Mountain. The interactions with staff and employees were mentioned often in the data this year and likely speaks to the agency’s ability to connect and support people when they are needing it the most.

Although most of the feedback was positive, there were several comments made regarding discharge planning and ending services at the agency. Historically the process of children leaving a high-level structured environment of a treatment center and returning to a community and family setting has brought about difficulties. However, over the last year many agencies have experienced issues because of COVID and a lack of staffing and that has made the transition from Jasper Mountain even more difficult at times. Also, as is usually typical, there are always several parents that are unhappy with the services provided to their child or the outcome of treatment and they will share that in the consumer feedback. This year there was one parent who expressed a great deal of dissatisfaction, and this was looked at by the Quality Assurance Committee.

Jasper Mountain has the difficult job of supporting youth and families during times of extreme need, while also confronting clients with difficult information to disrupt maladaptive patterns.

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 27 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 27 years have been very positive with some years reflecting slightly higher scores than others. For the most part, each year several patterns emerge when looking at the data provided, including employees consistently indicating that they enjoy their jobs, want to provide meaningful work that helps children, and feel supported in the work environment. In terms of negative feedback, the categories of issues with communication, feeling supported by management and not being paid enough, are consistently reported each year. Given that this past year was filled with many unprecedented stressors because of the global pandemic, it was anticipated by management that the questionnaires would reveal people feeling very unsatisfied with their work, but overall, the scores were only down slightly in most categories and more positive in areas that had to do with teamwork and feeling valued by coworkers.

The questions asked remained the same for the past several years. This year, the annual Staff Questionnaire was completed by 72 employees. This number is down significantly from last year, when 110 employees filled it out, but looking back at historical data, between the years of 2016 - 2019 the average amount of employees that completed the survey was 82.5. The 110 responses that were received in 2020 seems to be the anomaly, with the likely reason for the very high rate that year being tied to the first year the survey was available electronically.

Many of the narrative responses throughout the entire agency spoke about people continuing to work at Jasper Mountain to help children. This is always the case when employees report about the positives of the job, but this year the comments and themes about helping children came through even more strongly. Another positive theme this year was people recognizing the agency offers a great deal of flexibility. This is likely due to the way the agency supported employees through the pandemic, recognizing how people's lives were being impacted outside of work and attempting to help them while also ensuring the agency was able to function. For the second year in a row, more people used the terms "essential/vital/important" than "replaceable" when describing their role at Jasper Mountain. The managers and supervisors continue to acknowledge and support employees in understanding that it takes everyone to help the children.

In terms of areas of feedback or change that were commonly brought up across the agency, higher pay was the most common theme. However, there were multiple responses that also acknowledged that there have been changes made to the current wage status system that is greatly appreciated by employees, but unfortunately the current economy continues to accelerate the cost of living. Employees also commented on the need to hire more people, as being short staffed has made work difficult for many people. Most of the comments about being short

staffed also acknowledged that the agency is doing the best they can during this time, but it is still important to note how big of an impact this is having.

Comparing the ratings from last year to this year, there was an overall decrease in many of the scores, but none of them were significantly lower. For example, overall job satisfaction scored 4.2 out of 5 in 2020 and dropped to a 4.0 in 2021. The question of feeling valued by the agency was scored 7.8 in 2020 and then scored 7.7 in 2021. The biggest drop from 2020 to 2021 was in the category of seeing the philosophy represented day to day, with a change of 7.5 to 6.8. It is very likely the drop in that score is due to the agency at times this past year working in a “survival mode” when dealing with some of the issues around COVID. There were also three categories that showed increases this year, which were feeling valued by coworkers, understanding the management structure and comparable salaries.

Child Input: Each year the children are asked to give an opinion on a subject relevant to their experience at Jasper Mountain. This year the children were asked two questions, with one of them being more serious regarding their treatment and the other being more lighthearted to allow them some creative expression. The two questions asked this year were “How has Jasper Mountain helped you?” and “If you were the boss for a day, what would you do?”

In response to the question of “How has Jasper Mountain helped you?” the children replied:

- I learned to open up and to be a child.
- I learned how to be a kid and manage my anger appropriately.
- I know how to be more nicer to my mom.
- Teach me about appropriate boundaries.
- It helped with treatment and to make good relationships.
- In therapy, I didn’t trust people before but here I can talk to people.
- Get through my treatment.
- I’ve learned a lot and try new food.
- I’m improving with how I act with my sisters.
- I’m not violent anymore and more safe.
- This place lets me do my coping skills.
- Learned coping skills to deal with my anger.
- I get a lot of support now.
- Being nicer.

In response to being asked, “If you were the boss for a day, what would you do,” the children stated the following:

- I’d build a pool and a hot tub and make school seven days a week.
- I’d make everyone run and exercise all day long.
- I’d let everyone see their parents.
- I’d have junk food for every meal and screens all the time.
- Kids could eat junk food and do whatever they want.

- I'd turn this place into a music studio and have the kids play music all day.
- Party all day basically and eat junk food.
- We would have better food and cancel school.
- We could have snacks on the weekends and watch TV and build a new playground.
- I'd do anything and everything.
- We would have a big pizza party.
- I would boss the other kids around all day.
- I would take the kids offsite and eat ice cream.
- We would eat donuts all day.

The input from children each year usually reflects a positive feeling about their time at Jasper Mountain. As usual, the answers this year reflected that they feel safe, thankful, and can reflect on treatment issues as a reason they are at Jasper Mountain. This year, when asked about being the boss and making changes, many of them talked about wanting junk food and sweets. This could be due to Jasper Mountain following a Wellness Policy that avoids extra sweets and junk food, which is something that is different compared to many family settings in America currently. The feedback received from one of the children regarding more playground equipment is something that has been discussed in the past and will continue to be looked at moving forward.

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 2021:

- Jasper Mountain:
 - Average Intake Score: 146
 - Average Discharge Score: 78
- SAFE Center:
 - Average Intake Score: 123
 - Average Discharge Score: 63

These numbers were used during the Board Retreat this past year as one way to help determine if the appropriate types and levels of children were still being admitted to the programs. The pre and post scores remained relatively similar for the programs compared to last year and more importantly both campuses continued to show a significant improvement in children from the pretest to the posttest.

Comments on Feedback: The context of gathering and analyzing feedback from outside consumers, employees and children in the programs is a time-consuming process but one that reveals important information. 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.

This year, like most years, the feedback gathered pointed to the agency continuing to meet its mission of providing treatment to children and families that helps to make positive changes. There were difficult challenges the agency faced this past year, and while that had an impact, it did not totally hinder the work. The data did reveal areas of improvement that need to be addressed throughout the next year as the agency is constantly striving to improve, and plans will be made to address those.

Step 6: Combining Consumer Input with Action Plans

Action: By looking at the current statistics on a Federal, State, and local level and then taking into consideration the feedback that was received throughout the year by various consumers, it becomes clear that there is still a need for the services that Jasper Mountain offers. Also, the past several years of the global pandemic has likely led to a large increase in people throughout the world struggling more with mental health issues. The need to provide intensive mental and behavioral supports for children and families moving into the future will be extremely important. 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.
- When staffing levels allow it in the future, 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.
- The SAFE Center is focused on providing assessments for children while starting the process of meeting those needs and providing stabilization. This past year the leadership team at SAFE Center worked to refocus the program back to evaluating and assessing.
- The Crisis Response Program helps children and their families 24 hours a day, 7 days a week. This program has been a frontline intervention for many children and families and for some it is their first interactions with mental health services. This past year forced

changes in this program because of the pandemic, but over the last several months of 2021, respite stays were beginning to happen again at SAFE Center.

- The Treatment Foster Care program has been at its lowest census numbers the past several years, and currently does not have any children placed in the program. Recently the Board of Directors and Management Team at Jasper Mountain discussed the historical significance of this program and the goal to build the census back, but also examined some of the current factors that are impacting the ability to do so at this time. Although the program is currently small, the treatment that it offers for children is considered very important to help children generalize the gains they have made in the more restrictive programs to a family setting.
- 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 has continued to be greatly impacted by COVID, resulting in fewer numbers of community-based school children served in the classes, as well as ongoing restrictions and disruptions based on community guidelines. This program, much like the TFC program, is something that the Board of Directors and Management Team would like to see grow in the future when possible.

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. Reviewing current data and examining the programs that are offered leads us to consider that overall, the agency is effective in meeting both our mission statement and short and long-term goals.

Step 7: Employee Utilization

The Management Team conducts an Employee Utilization review every year, and this year it was completed in December 2021. This review takes into consideration both structural elements of the staff as well as maximizing the strengths of individuals.

When looking at the Employee Utilization review process this past year, the Management Team was faced with a situation that seemed to be evolving in terms of employees leaving the agency (and overall workforce) at a very high rate, with little to no applications coming in. This problem was not just unique to Jasper Mountain, but instead many industries across the country were faced with major labor shortages that impacted business.

The most significant changes in the Employee Utilization this year focused on several new members on the Management Team. While those changes took place throughout the year, they were still discussed in the Employee Utilization review, while other changes will be planned for the upcoming fiscal year and implemented in July of 2022. Because this review involves personnel decisions made by the Management Team specific details of the proposed changes will not be disclosed in this document.

Action: We will continue to implement and adjust to the personnel changes that have already taken place and the others that will be implemented throughout 2022/2023. 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 in order to build census in the programs and provide more therapeutic services to children and families.

Step 8: Risk Assessment Annual Review

Risk is unavoidable in the type of work that Jasper Mountain provides. When working in a helping profession with clients that are seeking out supports to manage their own lives, risk is inherent in the daily operations of the agency. Given all the potential risk, 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.

When thinking about how risk can impact the agency, most situations can fall into one of two categories. The first category of risk can be classified as internal, which would include areas that are part of the daily, weekly, and yearly running of the agency. 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, how well the overall economy is performing, and again this year, dealing with 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 does ongoing internal risk assessments in many ways throughout the fiscal year. We review internal risks informally on a continual basis as they arise and formally monthly during the Quality Assurance meetings. The Quality Assurance Committee, made of program managers, administrators, medical staff and members of the community, review risks monthly. This past year, the amount of data that the committee reviews monthly expanded for the second year in a row to maintain compliance and ensure more safety throughout the agency. The main area that was expanded was in response to the passing of a law in Oregon that focused

on the use of physical intervention for acting out children. The Quality Assurance data regarding physical interventions is now required to be made public by posting to the agency website and guardians need to be reminded of how to access this information twice a year. 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 again reflected a strong financial picture, which was further bolstered at the end of the fiscal year by the agency receiving emergency funds in response to being able to bill for capacity payments. This situation arose across the state for all childcaring agencies in response to the unprecedented staffing shortage which impacted the ability to serve youth. Overall, the auditors shared that the financial health of the agency remains very strong for a non-profit organization of this size. Although the 2020/2021 fiscal year was strong for the agency, it is anticipated that the next fiscal year will be a struggle based on the ongoing staffing shortage and inability to serve the full census in the programs.
- **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.
- **Investment Monitoring:** Throughout the past year, the agency has been working with investment advisors Roehl and Yi to manage the agency investments. After liquidating most of the investments the previous year in response to finishing the capital building project as well as the uncertainty of the markets because of COVID, the agency continues to have a small portion of savings invested.
- **Grievances both internal and external:** This past year, the agency dealt with two situations in which former employees resigned from the company in public ways, prompting the Board of Directors to become involved in the handling of those situations. In both cases the Management Team and Board of Directors investigated any possible issues related to the departure of the employees and conducted thorough investigations, with the findings at the end that the agency was not at fault.
- **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 OSHA to minimize risks leading to a very strong safety record over the last year. A longstanding project was completed this past year on both campuses, leading to more usage in the covered structures for children playing.
- **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 2021 showed:

- Jasper Mountain Center administered 32,588 doses of medication with nine errors, resulting in a correctly administered dosage rate of 99.97%.
- Crystal Creek administered 2,260 doses with zero errors.
- The SAFE Center administered 22,043 doses of medication with nine errors, resulting in a correctly administered dosage rate of 99.96%.
- **Behavior Management Review:** Two types of risk arise from behavior management. The first is the risk of injury if violent children are not protected from self-harm or harming others. The second risk is if staff do not prevent violence by following agency policy. All staff are annually trained by in-house Crisis Prevention Institute trainers conducting trainings throughout the year. Beginning in the Spring of 2021, all staff now receive two trainings a year to provide more exposure and knowledge for this intervention.
- **Transportation:** Another ongoing risk to our clients is when they are in vehicles on the roads and highways. We continue to monitor offsite activities closely to ensure as little exposure as possible to children in vehicles. The agency also works to ensure 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. This past year it was extremely rare for children to be in cars and traveling off the properties because of ongoing COVID restrictions.

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. Jasper Mountain also maintains relationships with legislators and lawmakers to both gather information and provide advocacy regarding political actions and is often sought out for an opinion regarding the mental health of children in the state.

Over the course of the past year, Jasper Mountain has been dealing with an ongoing major external risk factor that has greatly impacted the functioning of the agency and was brought about by the effects of COVID-19. That risk factor is the ongoing workforce crisis that is impacting many companies across the country.

At Jasper Mountain there was a period of time this past year in which there were open positions across all levels of the company, with almost no applications coming in. Currently the company

has been able to fill many open positions, except for the direct care staff positions (Treatment Team Members), which has meant reducing the census in all programs. Without the Treatment Team members to work with the children, there is no way to grow and at times even maintain the census in the programs.

This external risk has resulted in the agency not being able to serve as many youth and families as we would like. It has caused many employees with the company to work extra hours, go back to working in positions and roles they had not worked in many years and had a domino effect of people needing to put priorities on taking care of the children and then not having a chance to focus on other areas of their jobs. Not being able to serve as many children in the programs has had an impact on the agency budget, resulting in the Management Team and Board of Directors to be monitoring the fiscal health of the agency even more closely than usual.

As difficult as it has been to deal with months and months of an ongoing staffing crisis, Jasper Mountain is not alone in this struggle. Agencies across Oregon have been dealing with a lack of employees and applicants in key positions to serve clients. The Oregon Health Authority (OHA) obtained federal money to deploy FEMA level workers to assist in the various treatment centers and hospitals in Oregon for them to continue to operate. Without this help from OHA, several agencies would have had to close all together, and others would have needed to scale back the number of clients they serve even more.

Jasper Mountain is fighting to recruit and retain workers to continue to serve clients, and a great deal of energy has gone into this for the past year. It is hoped that moving into the future more people will enter the workforce and seek out this meaningful work so that the company can continue.

Action: All throughout the year, risk assessments and recommended actions occur in a variety of formats and are being constantly monitored. Additionally, these are compiled annually in the Strategic Planning process to provide the opportunity for any further strategy, budget issues or other considerations. 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 same time the previous year's plan is still guiding the agency. Therefore, planning must occur simultaneously while still tracking and measuring the current plan. 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 2021/2022 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 2021/202

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

Goal 1: Services

- A2 (N) - The family handbook given to parents will be updated to meet usage needs.
- A4 (N) - The program (Castle and Crystal Creek) will be fully utilized.
- B4 (I) - Implement recommendations from the Internal Review process.
- C1 (I) - Maximize the census at both Jasper Mountain Center and SAFE Center.
- C4 (I) - A system will be in place to track and purchase curriculum as needed for the schools.
- D2 (Y) - Grow the pool of community visiting resources for Crystal Creek youth.
- D3 (Y) - Update research/knowledge on BRS TFC model requirements and how we would meet each requirement.
- D5 (N) - Recruit or renew four new TFC families.
- E1 (I) - Ensure the daily rate is sufficient to cover rising expenses.
- E3 (Y) - Maintain Accounts Receivable levels to not exceed \$1 million total monthly; of that total, the goal is to have 85% of the funds in the 30-60-90-day categories.
- F1 (N) - Be able to offer agency documents in Spanish when needed.
- G1 (N) - Continue refining the treatment model in Crystal Creek, including incorporation of the "Brain Belts."
- G2 (Y) - The focus of treatment at SAFE Center will be more well-defined and monitored.
- G3 (I) - All of the treatment programs the agency offers will have the ability to serve children at different levels of need along a treatment continuum.
- G4 (I) - Documentation regarding treatment will be unified amongst the programs.

Goal 2: Facilities

- A3 (I) - The onsite apartment will be cleaned and updated to make for a more enjoyable stay.
- A5 (N) - The Jasper campus's ability to function during an extreme weather event will be assessed.
- B2 (I) - Update the entry way into the kitchen.

- E2 (I) - The deck on the outside of the Learning Center will be replaced to ensure safety.
- F4 (I) - Remodel elements of the Ranch House to increase office space and efficiency.

Goal 3: Staff Support

- A1 (I) - The support services clothing and storage area will be modified and updated.
- B1 (I) - Transition to a Clinical Supervisor at SAFE Center campus.
- B3 (I) - Assess the current need for maintenance tools and purchase equipment that is needed.
- C2 (Y) - Maintain full instructional staff at both sites.
- C3 (I) - A system will be in place to measure the performance and expectations of teaching staff.
- D1 (Y) - Ensure compliance with training requirements for each TFC family.
- D4 (N) - Hire a permanent TFC Coordinator.
- F2 (Y) - Improve donor relations.
- F3 (I) - Implement the 2021 Employee Utilization Review.
- F5 (I) - Maintain focus on effective supervision of staff toward enhancing support, performance, and retention.

Goal 4: Outreach

- F6 (N) - Host guests for our Training Institute for international guests.
- F7 (N) - Provide consulting internationally to organizations requesting help.
- F8 (I)- Ensure that new website is a resource for families, agencies, employees, and professionals to access resources (books, trainings, consultations).
- F9 (I)- Review, develop and update as needed PR and marketing materials to ensure that current agency sites (SAFE, JMC, Crystal Creek), and service goals highlight our treatment focus and target populations at each site, usable for communicating with referral sources as well as the public.

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 34 goals established, 21% of the goals are completed, 53% are in progress and 26% have made no progress.

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. The creation of these goals has followed the same process as previous years, but also added a Board Retreat in which many goals and visions were discussed among the Management Team and Board members over a two-day process. 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 2022/2023. 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 Food Service Program will be tracked and monitored based on the updated Wellness Policy. If additional equipment is needed to help the program, it will be purchased.			
Long Term Goal	Services	Budget Impact	Yes
Responsible Pers.	Residential Director/Food Services Coordinator	Completion Goal	6/30/23
Perform. Indicator	The Wellness Policy will be tracked and discussed quarterly by several employees. If additional equipment is needed, it will be purchased.		
Eval. Measure	Updates will be provided to the Board regarding data tracked.		

2. The Equestrian Program will provide consistent services to children.			
Long Term Goal	Services	Budget Impact	No
Responsible Pers.	Residential Director/Equestrian Coordinator	Completion Goal	3/15/23
Perform. Indicator	Literature will be updated for lessons; equipment will be appropriate for children and several performances will be scheduled throughout the year.		
Eval. Measure	Updates will be provided to the Board regarding ongoing services to children.		

3. The cost of a generator to power areas of Jasper Mountain (The Castle and Ranch House) will be assessed and potentially purchased prior to winter 2022.			
Long Term Goal	Facilities	Budget Impact	Yes
Responsible Pers.	Executive Director	Completion Goal	10/15/22
Perform. Indicator	A team will determine if it is possible for a generator to be installed at the Jasper Mountain campus.		
Eval. Measure	If it is possible to install a generator, one will be purchased and functional to supply the Castle and Ranch House with power.		

4. A path will be installed between the Castle and Crystal Creek to allow easier access between the buildings.			
Long Term Goal	Facilities	Budget Impact	Yes
Responsible Pers.	Executive Director	Completion Goal	10/15/22
Perform. Indicator	A team will be established to develop the best plan and method to create a pathway between the buildings.		
Eval. Measure	The pathway will be constructed and usable.		

5. 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.			
Long Term Goal	Facilities	Budget Impact	No
Responsible Pers.	Executive Director	Completion Goal	3/15/23
Perform. Indicator	A plan will be developed that outlines some of the possible options to make for a better organizational system at the front door of the Castle.		
Eval. Measure	A new system will be built that can help organize the children's shoes and coats.		

6. The Therapeutic Recreation program will be tracked and monitored on a regular basis.			
Long Term Goal	Services	Budget Impact	No
Responsible Pers.	Residential Director	Completion Goal	6/30/23
Perform. Indicator	The Therapeutic Recreation program will be tracked and discussed quarterly by several employees. If additional equipment is needed, it will be purchased.		
Eval. Measure	Updates will be provided to the Board regarding data tracked.		

B. SAFE Center

1. 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. The focus of the plan will include updating signs, lights and basic equipment (flashlights, emergency shoes for kids, etc.) that will be needed during emergency situations.			
Long Term Goal	Facilities	Budget Impact	Yes
Responsible Pers.	SAFE Director/Executive Director	Completion Goal	12/1/22
Perform. Indicator	The current emergency plan will be examined and updated to enhance any weaknesses.		
Eval. Measure	A plan will be developed, and a system will be in place to ensure emergencies can be handled.		

2. New chairs for the Board Room will be purchased.			
Long Term Goal	Facilities	Budget Impact	Yes
Responsible Pers.	SAFE Director	Completion Goal	11/15/22
Perform. Indicator	New chairs will be researched that will be the most appropriate for that space.		
Eval. Measure	Chairs will be purchased and in place in the Board Room.		

3. The leadership team at SAFE Center will continue to ensure tasks are completed (intake, clinical supervision, outcome study, etc.).			
Long Term Goal	Services	Budget Impact	No
Responsible Pers.	SAFE Director/Executive Director	Completion Goal	11/15/22
Perform. Indicator	The team continues to adjust and take on new roles and tasks.		
Eval. Measure	Ensure all tasks and roles are being done and completed.		

4. A water softener filtration system will be researched and installed at SAFE Center.			
Long Term Goal	Facilities	Budget Impact	Yes
Responsible Pers.	SAFE Director/Executive Director	Completion Goal	10/1/22
Perform. Indicator	The appropriate model and installation will be identified for the water softener system.		

Eval. Measure	The system will be fully installed and functional.
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C. Jasper Mountain School

1. Maximize the census at both Jasper Mountain Center and SAFE Center.			
Long Term Goal	Services	Budget Impact	No
Responsible Pers.	SAFE Dir./Resident Dir/Day Tx Liaison	Completion Goal	12/1/22
Perform. Indicator	Continuously assess the number of children that can be served based on various factors.		
Eval. Measure	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.			
Long Term Goal	Staff Support	Budget Impact	No
Responsible Pers.	HR Manager/Executive Dir.	Completion Goal	9/1/22
Perform. Indicator	Instructional positions, including the principal and all teachers will be established.		
Eval. Measure	Teachers and principal will be trained and ready to work.		

3. A system will be in place to establish clear roles within the school setting based on the program needs.			
Long Term Goal	Staff Support	Budget Impact	No
Responsible Pers.	Executive Director/HR Manager	Completion Goal	10/1/22
Perform. Indicator	All school roles (teachers, principal, consultants, liaison, IEP specialist) will be clearly outlined.		
Eval. Measure	All school roles will be defined and fulfilled.		

4. A system will be in place to track data (academic, behavioral, therapeutic, compliance).			
Long Term Goal	Services	Budget Impact	No
Responsible Pers.	Executive Director/Principal	Completion Goal	10/1/22
Perform. Indicator	An organized system to track data from various areas will be established.		
Eval. Measure	The data will be organized and available for review.		

D. Community Based Services

1. Review TFC program for overall viability and realistic timeline.			
Long Term Goal	Services	Budget Impact	No
Responsible Pers.	Management/Board	Completion Goal	10/1/22
Perform. Indicator	The Management Team and Board of Directors will review the TFC program, examining such things as Crystal Creek impact, using a BRS model, impact of SB 710, and how much FTE will it take to start the program.		
Eval. Measure	An overall direction and timeline will be established regarding this program.		

2. Grow the pool of community visiting resources.			
Long Term Goal	Services	Budget Impact	No
Responsible Pers.	TFC Coordinator/Executive Dir.	Completion Goal	12/1/22

Perform. Indicator	Recruit and train at least four community visit resources.		
Eval. Measure	Youth in the residential programs will have the opportunity to spend time in the homes of community visit resource families.		

E. Fiscal Office

1. Ensure the daily rate is sufficient to cover rising expenses, including the ability to receive different rates from different payors.			
Long Term Goal	Services	Budget Impact	No
Responsible Pers.	Controller/Exec. Director	Completion Goal	9/1/22
Perform. Indicator	Outside counsel will be sought to answer the question regarding receiving different rates from different payors.		
Eval. Measure	The maximum daily rate will be received for each service offered.		

2. Ongoing financial information will be made available in a timely manner.			
Long Term Goal	Services	Budget Impact	No
Responsible Pers.	Controller/Exec. Director	Completion Goal	7/1/22
Perform. Indicator	A system will be in place to ensure monthly financial information is readily available in a timely manner.		
Eval. Measure	On a monthly basis, financial information will be shared with the Board of Directors.		

3. The possibility of utilizing a Grant Writer will be explored and if feasible, will begin to be utilized.			
Long Term Goal	Services	Budget Impact	Yes
Responsible Pers.	HR Manager/Executive Director	Completion Goal	9/1/22
Perform. Indicator	The use of Grant Writer will be examined and various models of utilizing this service will be explored.		
Eval. Measure	After research, if possible, the agency will utilize Grant money to help with the mission.		

4. Fundraising opportunities will be established.			
Long Term Goal	Services	Budget Impact	No
Responsible Pers.	Management Team	Completion Goal	9/1/22
Perform. Indicator	Types and models of fundraising will be explored.		
Eval. Measure	If possible, steps to establish fundraising opportunities for the agency mission will be utilized.		

F. Administration

1. Enhance Wellness for employees.			
Long Term Goal	Staff Support	Budget Impact	Yes
Responsible Pers.	Business Manager/Controller	Completion Goal	7/1/22
Perform. Indicator	Develop a plan that includes resources that are a benefit to employees (gym membership, outside trainings, internal and external supports, etc.).		
Eval. Measure	A system will be in place that employees understand and can take advantage of.		

2. Implement the 2022 Employee Utilization Review.			
Long Term Goal	Staff Support	Budget Impact	No
Responsible Pers.	Management Team	Completion Goal	7/1/22
Perform. Indicator	Positions needed to be filled are discussed and documented.		
Eval. Measure	Staff members are in appropriate positions and roles.		

3. Revise and update the Policy and Procedure Manual.			
Long Term Goal	Services	Budget Impact	No
Responsible Pers.	Management Team	Completion Goal	3/15/23
Perform. Indicator	The current Policy and Procedure Manual will be reviewed, and suggested edits will be made.		
Eval. Measure	A revised Policy and Procedure Manual will be produced.		

4. Maintain focus on effective supervision and training of employees.			
Long Term Goal	Staff Support	Budget Impact	No
Responsible Pers.	Management Team	Completion Goal	12/01/22
Perform. Indicator	Provide training opportunities for employees that enhance their work abilities.		
Eval. Measure	Consistent supervision will be provided to employees and trainings will be identified and suggested or provided to enhance employees' skills and wellbeing.		

5. Host guests for our Training Institute for international guests. (Dependent on Pandemic)			
Long Term Goal	Outreach	Budget Impact	No
Responsible Pers.	Management Team/Consultant	Completion Goal	Ongoing
Perform. Indicator	Onsite training is provided upon request.		
Eval. Measure	Reports on institute guests is provided to the quality assurance committee.		

6. Provide consulting internationally to organizations requesting help. (Dependent on Pandemic)			
Long Term Goal	Outreach	Budget Impact	No
Responsible Pers.	Management Team/Consultant	Completion Goal	Ongoing
Perform. Indicator	Consulting is provided and information is shared.		
Eval. Measure	Reports of consulting is provided to the quality assurance committee.		

7. Improve Internet capacity and speed for the agency.			
Long Term Goal	Services	Budget Impact	Yes
Responsible Pers.	Executive Director	Completion Goal	10/1/22
Perform. Indicator	Research options to increase speed and capacity for internet upgrade.		
Eval. Measure	Once a system has been identified, it will be purchased and implemented.		

8. Engage with a payroll company.			
Long Term Goal	Services	Budget Impact	Yes
Responsible Pers.	HR Manager/Executive Dir.	Completion Goal	7/1/22
Perform. Indicator	Research options for a payroll company to provide that service.		
Eval. Measure	Once a system has been identified, it will be purchased and implemented.		

G. Treatment

1. Continue refining the treatment model in Crystal Creek.			
Long Term Goal	Services	Budget Impact	No
Responsible Pers.	Clinical Director/Residential Dir.	Completion Goal	12/1/22
Perform. Indicator	Examine what was learned when children were living in that building and continue to refine the treatment expectations of the model.		
Eval. Measure	When children are placed in the building again, a solid treatment model will be in place that explains the purpose and approach to the program.		

2. Decide on the type of Electronic Health Record system works best for the agency. If one is found, begin to implement and utilize it.			
Long Term Goal	Services	Budget Impact	Yes
Responsible Pers.	Management Team	Completion Goal	3/15/23
Perform. Indicator	Research in detail a system that will work for the scope and type of work performed at the agency.		
Eval. Measure	If a system is identified, purchase and then begin to implement.		

3. Documentation regarding treatment will be unified amongst the programs and based on current reviews and policy.			
Long Term Goal	Services	Budget Impact	No
Responsible Pers.	Residential Dir./Clinical Dir./E.D.	Completion Goal	12/1/22
Perform. Indicator	Information gained this past year regarding the types of clinical documentation utilized between sites will continue to be unified and if possible integrated into an Electronic Health Record.		
Eval. Measure	Prior to an Electronic Health Record being used, the clinical documentation in the programs will be reviewed and ensured to meet the agency and outside standards. If an Electronic Health Record is found and utilized, the documentation will be imported into the new system.		

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

- Total number of goals created - 31
- Total goals related to Services - 18
- Total goals related to Facilities - 6
- Total goals related to Staff Support - 5
- Total goals related to Outreach - 2
- Total goals that will impact budget (listed below) - 12
 - A1 - The Food Service Program will be tracked and monitored based on the updated Wellness Policy. If additional equipment is needed to help the program, it will be purchased.

- A3 - The cost of a generator to power areas of Jasper Mountain (The Castle and Ranch House) will be assessed and potentially purchased prior to winter 2022.
- A4 - A path will be installed between the Castle and Crystal Creek to allow easier access between the buildings.
- A5 - 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 - 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 - New chairs for the Board Room will be purchased.
- B4 - A water softener filtration system will be researched and installed at SAFE Center.
- E3 - The possibility of utilizing a Grant Writer will be explored and if feasible, will begin to be utilized.
- F1 - Enhance Wellness for employees.
- F7 - Improve Internet capacity and speed for the agency.
- F8 - Engage with a payroll company.
- G2 - Decide on the type of Electronic Health Record system works best for the agency. If one is found, begin to implement, and utilize it.

Step 11: Integrate all data into a proposed budget for 2022/2023

The Strategic Planning Process at Jasper Mountain is very extensive and considers the historical, current, and future goals of the agency. 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.