



**Community Partners
Strategic Plan
August 1, 2019-July 31, 2024**

Approved by the Board of Directors: July 23, 2019

Introduction

Community Partners is a 501(c)(3) non-profit organization designated by the State of New Hampshire as one of the ten Community Mental Health Centers and one of the ten Area Agencies for Developmental Services in New Hampshire. We are one of only two centers where services of both types can be received. We hold several contracts with the state to serve clients with mental health concerns, developmental disabilities and/or long term health issues.

We hold the following contracts with the New Hampshire Department of Health and Human Services:

- Division of Behavioral Health-Community Mental Health Services including Youth and Family Therapy, Adult Behavioral Health, and Assertive Community Treatment (ACT) Team;
- Division of Long Term Supports and Services' contracts include the following:
 - Bureau of Elderly and Adult Services-ServiceLink long term information and referral program for Strafford and Rockingham counties;
 - Bureau of Developmental Services-Acquired Brain Disorder, Area Agencies for Developmental Disabilities;
 - Bureau of Special Medical Services-Partners in Health program to support children with chronic health care needs;
- Division of Medicaid Services-Choices for Independence care management for Strafford and Rockingham counties.

In 2018 we served over 9,820 individuals and families providing a wide range of services that included: emergency services, community supports and services, residential care, case management, vocational supports, individual, group and family therapy, early supports and services for infants and young children with developmental disabilities, and information and referral for long term care services.

Our mission is to connect our clients and their families to the opportunities and possibilities for full participation in their communities. We accomplish this through promoting respect, wellness, full inclusion, and empowerment of individuals and their families. By identifying and creating opportunities for people, in close collaboration with a network of local agencies, we promote independence and interdependence, and help the people we serve to realize their maximum potential. We are committed to educating the community at large about our mission.

As we set out to design and implement a new strategic plan we reflected on the gains and progress Community Partners has made over the last five years. Our goal in 2014 was to target three major areas including our workforce, our programming, and our community connections.

Our second initiative focused on the programming needs of our clients and their families. We have expanded and created new innovative programming including:

- Spectrum Connection-an autism clinic;
- Milton Vocational Office-a fourth community day program site;

- Job Club-a membership club for those interested in preparing and looking for employment;
- Rochester Community Counseling- short term counseling in partnership with Frisbie Memorial Hospital.
- And transitional housing to support the needs of clients with mental health conditions and developmental disabilities at our Bunker Lane (Durham) and County Farm Cross Road (Dover) residences.

Within our first initiative we focused on clear job descriptions, increasing our retention efforts, developing a strong middle management team, integrating our Quality Improvement departments, and investing in our technology and infrastructure. We have streamlined and enhanced the onboarding process and orientation of new hires; increased middle management knowledge in supervisory skills and fiscal responsibility; and merged the Development Disabilities and Behavioral Health Quality Improvement departments.

In September of 2018 we established the Judy Mettee Institute with a donation and funds raised in memory of a former staff member. This institute in partnership with Great Bay Community College provides management skills and professional development for employees. The agency will continue to provide staff with opportunities for professional growth so they may contribute to the overall achievement of the agency's mission.

We have refocused on work safety with an all staff presentation on Environmental Safety Awareness and establishment of an ongoing Workplace Safety Committee. We have restructured our Behavioral Health staff leadership to include a Chief Clinical Officer and a dedicated Behavioral Health Director of Training and Professional Development. Other leadership changes include a Chief Operations Officer of Developmental Services and a Clinical Director of Adult Developmental Services.

Our multiple facility improvements have included new carpeting and painting in our offices; re-pavement of our parking lot at the Crosby location; and upgrades in our Somersworth residences. The technology upgrades include the Helpdesk IT troubleshooting system, secure servers, dial-by-name directory, and a main number call flow system.

Our third initiative looked toward the greater community and our connections. We continued to connect with the communities through school based therapy services, Mental Health First Aid, and advocacy and education programs including our mental health awareness series in the Dover schools. We have responded to the growing needs of our local community and beyond with our expansion of the ServiceLink long term service information and referral programs, as well as the opening of our Choices for Independence, a Medicaid-funded care management program to assist senior or disabled adults for Strafford and Rockingham Counties.

We are confident that we have created a solid framework upon which to plan our next initiatives. Across the board we have made improvements and continue to meet the needs of our clients, staff and the community.

Strategic Planning Process

Knowing that the Strategic Plan, adopted in 2014, would soon expire, the Strategic Planning Committee began the process of developing a new plan. The first step in this process was to produce a summary document, Community Partners Strategic Plan 2014-2019 Summary Report (July, 2018). This report was put together after a thorough review of our accomplishments and efforts made during the first four years of the current Plan. Once complete, it was distributed to staff, the Board of Directors, and interested members of the public.

The Executive team, Board of Directors, and Program Directors evaluated the current strengths and weaknesses of the current Plan's structure. The consensus was that it provided a broad framework that allowed us to creatively focus our efforts. It was also determined that the new plan should retain the general framework while also attempting to introduce increased specificity and more targeted initiatives. This new framework would increase accountability and reduce any vagaries in interpretation relative to our accomplishments.

Throughout the late fall and winter of 2018/19 department-level information sessions were held. During these sessions the Community Partners Strategic Plan 2014-2019 Summary Report was reviewed and a Strength, Weakness, Opportunity and Threat (SWOT) analysis was conducted. Staff members were engaged and responsive to this approach. They were quite vocal in their concerns and needs for the clients, themselves, and the community. Their input was recorded and presented to the Directors and the Strategic Planning Committee for review. This information was then categorized by area of focus and timeframe to achieve a better guide for decision-making.

The three initiatives of the 2014 Strategic Plan included the following:

Initiative One:

Become an organization that has the staff, culture, internal communications and organizational structure needed to consistently deliver outstanding supports and services that are: mission-driven; consumer-focused; and single-mindedly dedicated to full participation.

- Significant progress made in the areas of work satisfaction, wellness, benefits and compensation;
- A majority of employees on the 2018 survey agreed or strongly agreed that they are inspired to reach their goals, are excited about going to work, and feel they have good workplace relationships with management and other employees;
- There were strong positive responses to the benefits offered including wellness programs and professional development;

- Human Resource reports indicate that hiring is up, retention is up, and there is an overall feeling of confidence in the future of Community Partners;
- We have increased staff compensation to better compete in the marketplace;
- Our staffs are feeling that their voices are heard and there are increased opportunities for communication with senior leadership.
- Workforce development and retention continue to be an issue across the state of NH. With the low unemployment rate staffs have options in their career paths. Therefore, we must continue to be creative in finding ways to create an environment that keeps employees satisfied.

Initiative Two:

Enhance, integrate and expand our services –We will enhance and integrate existing services and develop new services so that consumers and their families have the array of coordinated supports they need to improve their well-being and fully participate in their communities.

- Spectrum Connection, an autism clinic, opened in Rochester to provide Applied Behavior Analysis to children with Autism up to age 6.
- Open Access-An exciting new effort to reduce our Behavioral Health waiting list and create a far more efficient process for seeing clients and moving them through a continuum-of-care.
- As we grow, change and evolve, we continue to develop technology tools required to facilitate the work, enhance record keeping, and ensure the communication necessary to serve our clients.

Initiative Three:

Strengthen our external community connections –We will take a leadership role in advocating for communities that embrace and support full participation.

- Youth and Family Therapy Services in 23 county schools
- Over 300 trained in Mental Health First Aid
- Director of Advocacy and Education promotes programs for parents and clients

The Strategic Planning Committee did a thorough evaluation of the current events and needs of the agency and the upcoming demands in the spring of 2019. In response to this evaluation, initiatives and goals for the next five years were outlined and reviewed by Program Directors. Responsibility for these projects will be assigned and action plans will be discussed and documented. A separate detailed report will be updated with goals, objectives, action plans and accomplishments as a historical record.

The Board of Directors reviewed and approved the 2019-2024 Community Partners Strategic Plan at their annual retreat on July 23, 2019.

This document summarizes the key findings from the Strategic Planning Process and lays out the organization's priorities for the next five years.

Vision for Those We Serve

We are committed to empowering consumers to reach their potential, have strong interdependent relationships, and live full and independent lives. We envision a day when every community recognizes the value, gifts and potential of every member of the community, including those with behavioral health and/or developmental challenges, and actively encourages and supports their full participation in community life. We strive to eliminate stigma and other forms of discrimination our consumers face each day.

Considerations for the next five years

We are living in a period of time with unprecedented opportunity for our clients to have rewarding lives fully integrated into their communities. As an agency we have taken on the responsibility to advocate for and provide the services our clients and their families need to achieve their goals. In New Hampshire we have a unique local pride and perspective to our government and the administration of our support services. We need to take advantage of this spirit, any available technology, and other innovations to continue to lead.

Given this reality, we must be prepared to integrate new regulations, initiatives, and/or events into our operations such that our services remain uninterrupted and client focused. While there are many unknowns, below are some of the known factors that have a high probability of impacting us over the next five years.

- New Hampshire's 10-Year Mental Health Plan (TYP): In January of 2019 the NH Department of Health and Human Services published the New Hampshire 10-Year Mental Health Plan. This plan served to assess the state of mental health in NH and propose solutions to the areas of need. It examined the number of days emergency departments were holding people in need of mental health treatment, the number of available beds in the state, the community options for those needing treatment, the Medicaid reimbursement rates and how they impact the system, the need for integrated care, and the social determinants of health that exacerbate symptoms of those needing mental health treatment. While the plan is, in some respect, conceptual, it does lay out specific recommendations for SFY 2020 & SFY 2021.

In the TYP, access and education are common themes. Community Partners has long been aware of these needs and started work under the 2014 Strategic Plan to address them. For example, to address access issues, we engaged a consultant, MTM Services, in the latter part of 2018 to assist us in launching a program called Open Access. When fully implemented, we expect to eliminate the wait to access services in our mental health program. Another example of our initiatives, this one on education, we partnered with the Dover School District to provide

a mental health awareness and stigma reduction campaign. As we move forward with this new strategic plan both of these initiatives will continue.

- Integrated Care: In 2016, New Hampshire was awarded a Section 1115(a) demonstration waiver titled, “Building Capacity for Transformation.” Under this waiver, the State developed seven regional Integrated Delivery Networks (IDNs). Among the goals associated with this program was to move New Hampshire’s behavioral healthcare system towards a care model integrated with primary care. Care integration has been, and will continue to be, a major policy initiative from the Centers for Medicare & Medicaid Services (CMS). Knowing this, we contracted with Genoa, a specialty pharmacy, three years ago to open and manage a pharmacy onsite in our Rochester office. Our Assertive Care Treatment (ACT) Team, therapists, psychiatrists, and others work seamlessly with the pharmacist to coordinate the care for our patients. In addition, we are participating in a Substance Abuse and Mental Health Services Administration (SAMHSA) Grant through the state that has allowed us to build two exam rooms and bring primary care into our Rochester office. The primary care services are provided through a partnership with Greater Seacoast Community Health (f.k.a. Goodwin Community Health).
- Transitional Housing: As a result of limited options to treat and manage clients with mental health and developmental disability diagnoses we have developed a specialty transitional housing program. Historically, this population has been housed at New Hampshire Hospital longer than was medically indicated due to a lack of community-based options. Working with the State we have established a residence that will allow for continued care in the community to assist in transitioning back into the community. In FY20, we will add additional residences to support this program and we will begin to service the Bridge Subsidy Program through a contract with New Hampshire Division of Mental Health. This program assists consumers diagnosed with serious mental illness (SMI) or SMI with co-occurring substance abuse disorders secure affordable housing.
- Conflict-free Case Management: CMS has informed the state of New Hampshire that the way it has been administering the waived Medicaid benefit relative to case management services is not compliant with their rule requiring case management be free from conflicts of interest. Because the State has historically allowed informed choice with regard to case management, clients and families have had the freedom to receive both their case management as well as other programmatic services (i.e., day program) from the same agency. CMS views this as conflicted because the case manager could potentially direct clients and families to services that benefit their agency. Locally, the Family Support Advisory Committee (FSAC) views the imposition of this rule on the New Hampshire system as taking away their fundamental freedom of choice. Therefore, they have been very vocal and are working to either have the rule changed or get a waiver for New Hampshire in order to protect their right to choose to have services delivered by their agency (agencies) of choice.

The deadline given by CMS to the State to comply with the rule is July 1, 2021. Therefore, Community Partners will engage in a planning process to come into compliance by the deadline specified. Given the strong opposition to the CMS rule, by the FSAC, Community Partners will need to be cautious in planning so as to not overreact and place the agency at undue risk should CMS change the rule or otherwise allow the New Hampshire model to persist.

- Substance Use Disorders (SUD): Community Partners offers a robust selection of services to the community. We also appreciate the workforce challenges currently facing all social service organizations. Therefore, as we look forward with this strategic plan we are mindful of our strengths and those of our partners. We recognize that we are not thought of as leaders in the area of SUD treatment. However, many of our partners do specialize in this area. Therefore, we will focus on strengthening our collaborative partnerships with SUD treatment providers, such as Southeastern New Hampshire Alcohol and Drug Services, The Doorway, and SOS Recovery, such that we create a system in which the *whole is greater than the sum of its parts*.
- Medicaid Care Management: The initial managed care organization (MCO) contracts have ended and the second round has begun. Due to concerns that the MCOs did not deliver on their promises to improve health and questions regarding whether or not they save the state any money the new contracts have ramped up expectations. For example, each MCO is required to have staff that are able to go into every hospital's emergency department to assist with moving patients out; they will be required to have a local community presence, either directly staffed or by contracting with a "designated care management entity" to provide care coordination to high risk individuals; they are to develop programs to address social determinants that impact health (i.e., stable housing, food insecurity, transportation, safety, and employment support); and they are to work with local IDNs.

Because many of the requirements have not yet been defined it is not exactly clear how they may impact our operations. However, we perceive them as opportunities to build upon our existing programs of ServiceLink and Choices for Independence (CFI) in support of our mutual goals.

- Division of Long Term Supports and Services: The state recently extended a contract with a healthcare consulting company to assist with developing a plan related to Long Term Supports and Services. The scope of this plan includes our ServiceLink and CFI programmatic offerings. This will be an extension of the work the state created in the development of the proposed State Plan on Aging (SPOA). There is a keen awareness at the state that New Hampshire's population is the second-oldest in the nation with the population of those aged 65 and older expected to more than double between 2010 and 2040. This is another area in which the State has worked to develop a plan that builds on the work already in place as a result of the IDNs.

- Workforce: In 2018, Richard Ober, President and CEO of the New Hampshire Charitable Foundation, gave a speech at the *What's Ahead for New Hampshire in 2018* forum. In his speech he notes the following numbers:
 - 44,000: The number of New Hampshire kids who qualify for free and reduced-price lunch (to qualify, a family of four must have an income of \$45,510 or less). This is more than the entire population of Concord. This number has doubled since 2000.
 - Minus 29%: Decline in the number of students who will graduate from New Hampshire high schools between now and 2032.
 - 60: Percentage of high school graduates who go to college out of state, making New Hampshire the leading exporter of college-bound kids in the country.

Given these projections it is easy to see why New Hampshire is experiencing a workforce shortage. Despite these numbers and the limited amount of workforce housing in the state, we have experienced an upswing in hiring and retention in recent months due to our diligence in paying attention to staff needs. The investments we have made in training, professional development, wage adjustments, and other retention efforts are paying off. Our number one asset, our staff, is incredibly dedicated and we could not do our work without their commitment. Our clients and families are pleased with the service they receive and throughout this planning process we have heard that Community Partners is a good place to work.

Decision Making Criteria

We used four criteria to determine our strategic priorities and set goals for the next five years:

1. **Mission-Impact.** The extent to which the proposed action would advance our mission.
2. **Fiscal-Impact.** An assessment of the cost of the proposed action, the likelihood of identifying a funding stream, the extent to which the action would strengthen or weaken the overall financial sustainability of the organization, and the degree of financial risk involved. We recognized that some areas might involve financial risk and/or a significant investment of funds, but be worth doing because the potential return aligns with our other goals and agency mission.
3. **Constituent Feedback.** The degree to which the proposed actions addressed the needs, challenges, and opportunities identified as critical by staff, Board, consumers and partner organizations.
4. **Sequencing.** An analysis of which actions need to occur first in order to lay the foundation for further work and/or address an immediate and critical need.

It will be essential that these criteria be referred to throughout the implementation of the Strategic Plan in order to stay on track and move the following initiatives forward.

Strategic Priorities

These are the overarching initiatives that will guide us through the next five years. The goals and objectives are written as statements of fact that we plan to have accomplished by the end of this five year period. A more detailed work plan will be kept updated and reviewed regularly with the progress made for each goal and objective.

Initiative One-Create and promote our ability to integrate and develop programming that is nimble and responsive to changes in client needs and changing fiscal environment.

Goal 1.1: Community Partners pursues integration of programs and programming to best serve the needs and interests of our clients and families.

- Integrated programming is evidenced by:
 - Trauma informed care awareness is embedded throughout programs and agency;
 - Programs demonstrate client/family focused quality standards in the areas of family centeredness and strengthening, embracing diversity, community building and evaluation;
 - Programs demonstrate emerging best practices;
 - And clients are able to seamlessly flow between programs.

Goal 1.2: Community Partners' programs fully support the health and wellness of the clients across the lifespan.

- Evidenced by programs that support:
 - Healthy activity and nutrition;
 - Sexuality education, empowerment and safety;
 - Client independence which develops life skills (public transportation, cooking, and employment) as appropriate;
 - Integrated mental health and physical health;
 - Increased collaboration with multidisciplinary client-focused teams;
 - Clients, parents, and home providers throughout the aging processes;
 - Recreational activities/opportunities of interest to the clients.

Goal 1.3: Community Partners' programs are effective and working at full capacity

- Evidenced by:
 - Program capacity is continually evaluated for efficiency, effectiveness and fiscal health;
 - Maintenance of efficient intake process for all programs;
 - And trends in population growth are examined regularly and program impact is anticipated.

Goal 1.4: Community Partners' full array of supports and programs promote clients' pursuit of employment and continued education opportunities.

- Evidenced by:
 - Opportunities to volunteer or work (part-time or full-time) are available;
 - Job developers and job coaches support clients in obtaining and retaining a position;
 - Job Club continues to offer prevocational job skills training;
 - Project Search Program provides continuing education and job skills training in partnership with Portsmouth Regional Hospital, Great Bay Community College, and NH Vocational Rehabilitation;
 - Case Management supports referrals and exploration of educational opportunities at Dover Adult Learning Center and other educational settings;
 - NH Vocational Rehabilitation, job developers, and all program staff work collaboratively to assess and provide opportunities.

Goal 1.5: Community Partners' residential living options meet the needs of all clients.

- Options could include:
 - Temporary respite housing;
 - Transitional housing for clients to prepare to live independently;
 - Clients living with their families, roommates, or home providers;
 - Staffed small group homes for Developmental Services or Behavioral Health;
 - And transitional housing for clients stepping down from intensive levels of care with or without dual diagnoses.

Initiative Two-Perpetuate an environment that promotes the hiring and retention of quality staff through supporting professional development, wellness, open communication and effective leadership that supports the consistent delivery of outstanding programs and services.

Goal 2.1: Community Partners' hiring process supports accurate and efficient tracking of applicants, provides support to hiring staff, and includes successful orientation and on-boarding.

- Accurate and efficient hiring process is evidenced by an applicant tracking system which manages specific deadlines for screening, notifications and follow up for all applicants;
- Hiring staff (i.e. Managers and Directors) is supported throughout the process with the use of online reference checking, integrated background checks, and Human Resources follow up;
- Successful orientation and onboarding process, including those within each program, will contribute to reduced turnover rates and an increase in overall job satisfaction in annual employee survey;
- Each program has a developed curriculum of orientation/training that will be implemented during the first 90 days of employment;
- And a clear methodology of data collection and analysis is implemented.

Goal 2.2: Community Partners' comprehensive retention plan includes efforts focused on benefits, wellness, and education.

- Retention needs are fully understood and evidenced by:
 - Known retention rates of all position types;
 - Acceptable turnover rates and ideal retention rates are defined;
 - In addition to following up on results of exit interviews, the return rate of former employees will be monitored;
 - Diversified and competitive retention efforts including: benefits, perks, compensation, education, and work conditions.

Goal 2.3: Community Partners' comprehensive succession plan anticipates long term needs and unexpected changes.

- Comprehensive holistic plan is evidenced by:
 - Critical positions are identified and potential vacancies are highlighted
 - Focus on development of individuals to meet future needs
 - Preservation of knowledge by engaging departing staff in mentoring roles to future staff
 - Positions have the flexibility to grow and change as agencies' needs change

Goal 2.4: All staff members have a career/professional development plan that is directed toward fulfilling the mission of Community Partners.

- Career/professional development is evidenced by:
 - Each employee has a plan based on their position, goals, and objectives;
 - Career/professional development will contribute to effective leadership across all levels of the agency;
 - Ongoing focus groups held to determine needs of employees- by department and cross departments.

Goal 2.5: Community Partners' atmosphere embraces, promotes, and values a culture of communication.

- Culture of communication is evidenced by:
 - Effective use of current technology to convey accurate information;
 - Variety of methods used to communicate in consideration of diverse cultures and learning styles;
 - Policy of transparency in sharing information consistently, accurately, and honestly throughout the agency;
 - Communication includes listening and asking questions;
 - Ongoing formal and informal opportunities for client focused networking events and collaboration occur across departments and agency;
 - An increase in workforce efficiency and satisfaction with decrease in absenteeism.

Goal 2.6: Community Partners incorporates available technology to support our growth, effectiveness, and service delivery.

- Evidenced by:
 - Maximized use of available tools for trainings and meetings is encouraged and expected;
 - Key personnel have access and knowledge to use the tools;
 - Technology in place to support staff working in multiple settings with appropriate policies in place;
 - Periodic review of available technology, their possible uses, and compliance with HIPAA (Health Information Portability and Accountability Act) and PCI (Payment Card Industry Data) policies.

Initiative Three-Strengthen and expand connections and interactions with the local, county and statewide communities. Resolve to partner with other community agencies to work toward solutions to current social service issues. Create opportunities for education and learning within the communities.

Goal 3.1: Community Partners defines and demonstrates their functions and purposes to the greater community.

- Evidenced by:
 - Staff continues to provide input and leadership in various community committees and organizations (i.e., Strafford County Prevention Board, Integrated Delivery Network Region 6, Somersworth Early Childhood Coalition, Strafford County Public Health Network, Public Health Advisory Committee);
 - Use of staff knowledge and expertise as leaders to support the community in social services;
 - Demonstrated readiness to respond to community incidents requiring our expertise.

Goal 3.2: Community Partners' comprehensive external communication strategy supports our leadership role in the community.

- Evidenced by:
 - Development and maintenance of communication tools such as Facebook, Twitter, email, and newsletters, and Editorials;
 - Attendance at and hosting of community engagement events;
 - Surveys are crafted and administered on a scheduled basis to staff, clients/families, and the greater community to assess needs and agency impact; data are analyzed and thoughtful feedback for those surveyed is delivered in a timely manner;
 - A thorough review of data from surveys in use statewide is completed to fully understand the needs of the community.

Goal 3.3: Community Partners' development program is comprehensive and progressive.

- Evidenced by:
 - Relationships with corporate donors are pursued and developed;
 - One additional fundraising event is established to benefit Community Partners' recognizable program brands with clear missions (i.e., Spectrum Connection, MindsEye Designs and Gallery, ServiceLink, Choices for Independence, Rochester Community Counseling, Judy Mettee Institute)
 - Ongoing education of Board of Directors and Executive team with respect to development and donor stewardship
 - Active participants as Community Partners' ambassadors
 - Increase in revenue through development activities

Operationalizing the Strategic Plan

Establish a Planning Committee that includes the Senior Leadership Team, and at least two representatives of the Board of Directors to oversee the implementation of the Strategic Plan.

How We Will Use the Strategic Plan

Community Partners views the Strategic Plan as a dynamic, working document that informs our decision making throughout the years. We attribute our successes over the last five years in becoming proactive leaders rather than reactive followers to the use of this strategic planning process.

With that in mind the following process will be used to keep the Strategic Plan current and fresh in our decision making.

1. Each month our Directors will review one or more sections of the plan, report out on progress, identify any problems/barriers that have arisen, and set a course for the coming month.
2. Each month the Planning Committee will review progress on the plan, identify obstacles that have arisen, make any necessary adjustments and report out to the Board of Directors the status of the plan to date.
3. Twice a year a review of the progress achieved will be showcased in a publication for staff entitled Strategic Plan in Action. Directors and Managers will use this publication to keep their staff informed about the status of the plan and it will be used to orient new staff to our current initiatives.
4. Once a year the Planning Committee, with input from the Directors and the Board of Directors, will review the plan as a whole, update it to include any additional adjustments, and develop a detailed work plan for the coming year.
5. Throughout the five year process a companion document (Strategic Plan Action Plan) containing specific project planning details and recording of accomplishments will be maintained and routinely shared with staff, the Strategic Planning Committee, and the Board of Directors.