

DHS Strategic Plan

TREND: Public Awareness

Trend Statement: Complexity of Department requires ongoing communication with stakeholders

Strategic Initiative: Communication and Public Relations

Goal Statement: The Department of Human Services will educate various audiences and gather stakeholder input on the Department's efforts and desired outcomes.

ACTION STEPS:	PERSON(S) RESPONSIBLE	TIME LINE	BUDGET REQUIREMENT	OUTCOME and DOCUMENTATION
Schedule statewide DHS Employee meetings for communication of strategic plan.	DHS Cabinet	Fall 2009		Annual employee meetings summarized and utilized for department planning.
Convene regional stakeholder meetings each biennium prior to budget planning	DHS Cabinet	Fall 2009		Stakeholder meeting input documented and placed on DHS website.
CFS will hold a minimum of three CFSRs, which include case reviews, stakeholder meetings, and a post-CFSR on stakeholder comments.	Paul R.	Ongoing		<ul style="list-style-type: none"> - A final report to Cabinet of the CFSR is completed within 30 days of the review. - A followup Post-CFSR is held within 90 days. - A plan submitted to Cabinet to address stakeholder comments is completed within 30 days.
Develop a plan to disseminate positive DHS information and human interest stories.	Heather & workgroup	9/2008		Proposal submitted to Cabinet for approval.

Person(s) Responsible: Tove Mandigo

Date: 1/28/08

TREND: Human Resource Development

Trend Statement: A more competitive, external environment is requiring a flexible, dynamic, competent Department work force.

Strategic Initiative: Human Resource Development

Goal Statement: To ensure that the Department of Human Services is prepared for external influences and retirements.

ACTION STEPS:	PERSON(S) RESPONSIBLE	TIME LINE	BUDGET REQUIREMENT	OUTCOME and DOCUMENTATION
Succession Planning New employee will work individually with each division to address the unique needs	Marcie Wuitschick	Ongoing		Succession plan document with annual updates to Cabinet.
Implement identified Workforce Development initiatives	Marcie Wuitschick	Ongoing		Workforce issues are addressed.
Comprehensive wage/salary/benefit administration program 1. Competitive Salary and Benefits 2. Monitor current environment. 3. Research as requested. 4. Develop policy & incentives to facilitate recruitment & retention.	Marcie Wuitschick	Ongoing		Data and proposals reported to Cabinet.
Continue with leadership development program to strengthen departmental succession planning	Nancy M.	Biennial		Program designed and approved by DHS Cabinet.
Develop annual training plan to assure staff and services demonstrate cultural competency.	DHS Cabinet	Annually		Report results to Cabinet and develop training needs.

Person(s) Responsible: Brenda Weisz

Date: 1/28/08

TREND: Accountability for Results

Trend Statement: Public, Lawmakers, and other funders expect a demonstrated return on investment creating a need for increased data and reporting.

Strategic Initiative: Self Sufficiency for Clients

Goal Statement: The Department of Human Services will ensure formal continuous quality improvement initiatives.

ACTION STEPS:	PERSON(S) RESPONSIBLE	TIME LINE	BUDGET REQUIREMENT	OUTCOME and DOCUMENTATION
Development of the Master Client Index (MCI)	Jenny Witham	Ongoing		MCI is in place and departmental data bases are linked.
Develop and complete a longitudinal study of TANF clients.	Mariah T.	2008-2018		Programs are developed based on study data.
Child Support Division will develop initiatives to increase child support collections.	Mike S.	Ongoing		<i>Percentage</i> of eligible families receiving child support will increase.
CFS will provide input regarding the development of a comprehensive child welfare data system.	Paul	Ongoing		CFS will develop a roadmap incorporating Executive Office and Cabinet recommendations.
CFS will monitor North Dakota's performance against national child welfare standards.	Paul	2008		CFS will develop program improvement plans in accordance with Federal review results and report to Cabinet.
Partner with Child Welfare system and pursue appropriate response to abuse and neglect and mortality review.	Vicci P.	Dec 2008		

Person(s) Responsible: JoAnne Hoesel, Brenda Weisz, Tove Mandigo

Date: 5/16/08

TREND: Accountability for Results

Trend Statement: Public, Lawmakers, and other funders expect a demonstrated return on investment creating a need for increased data and reporting.

Strategic Initiative: Technology Solutions

Goal Statement: The Department of Human Services will explore options for new, improved, and cost effective technology solutions.

ACTION STEPS:	PERSON(S) RESPONSIBLE	TIME LINE	BUDGET REQUIREMENT	OUTCOME and DOCUMENTATION
Develop OAR for 09-11 budget for one eligibility system utilized by the counties	Jenny Witham	July 2008		OAR included in budget proposal.
Complete implementation of MMIS	Executive Steering Committee	July 2009		System is operational.
Complete implementation of CFS front end system.	CFS Executive Committee	June 2009		System is operational.
Identify technology options for expanded use of telemedicine	Sr. Mgmt.	Ongoing		Documentation shows increased use of telemedicine.
Department will pursue technology solutions for staff training.	Sr. Mgmt.	Ongoing		Increased use of technology for staff training.

Person(s) Responsible: Brenda Weisz

Date: 1/28/08

TREND: Accountability for Results

Trend Statement: Public, lawmakers, and other funders expect a demonstrated return on investment creating a need for increased data and reporting.

Strategic Initiative: Self Sufficiency for Clients

Goal Statement: The Department of Human Services will increase the implementation of evidence-based practices

ACTION STEPS:	PERSON(S) RESPONSIBLE	TIME LINE	BUDGET REQUIREMENT	OUTCOME and DOCUMENTATION
Mental Health and Substance Abuse system transformation plan	MH/SA	Ongoing		Specific transformation initiatives are implemented statewide.
Child Welfare system transformation plan	CFS	Ongoing		Evidence-based practices for child welfare have been identified and implemented.

Person(s) Responsible: JoAnne Hoesel

Date: 1/28/08

TREND: Accountability for Results

Trend Statement: Public, lawmakers, and other funders expect a demonstrated return on investment creating a need for increased data and reporting

Strategic Initiative: Self Sufficiency for Clients

Goal Statement: The Department of Human Services will see an increase in work participation rates in TANF. (NEED UPDATED GOAL STATEMENT)

ACTION STEPS:	PERSON(S) RESPONSIBLE	TIME LINE	BUDGET REQUIREMENT	OUTCOME and DOCUMENTATION
Develop and implement TANF statewide goals and develop the research methodology to measure outcomes.	TANF Program staff	January 2009	Existing	Plan is developed for the Governor and legislative approval.

Person(s) Responsible: Tove Mandigo

Date: 1/28/08

TREND: Accountability for Results

Trend Statement: Public, Lawmakers, and other funders expect a demonstrated return on investment creating a need for increased data and reporting.

Strategic Initiative: Modernize the Medicaid Program

Goal Statement: Modify Medicaid program to meet the needs of the changing recipient population within expected funding reductions

ACTION STEPS:	PERSON(S) RESPONSIBLE	TIME LINE	BUDGET REQUIREMENT	OUTCOME and DOCUMENTATION
Amend state Medicaid plan to include state and federal law changes and recommendations adopted by the Medical Advisory Committee.	Maggie A.	Ongoing		CMS approval and continued documentation of meeting requirements.
Prioritize program service coverage and payment	Maggie A.	Ongoing		Quarterly Medical Advisory Committee meetings

Person(s) Responsible: Maggie Anderson, Brenda Weisz

Date: 1/28/08

TREND: Service System Capacity

Trend Statement: Increased community needs and institutional occupancy

Strategic Initiative: Treatment Services

Goal Statement: Department of Human Services to increase service capacity for drug and alcohol services

ACTION STEPS:	PERSON(S) RESPONSIBLE	TIME LINE	BUDGET REQUIREMENT	OUTCOME and DOCUMENTATION
Include adolescent substance abuse treatment beds at the State Hospital	Alex S.	May 2008		Included in 09-11 budget proposal.
Increase long term residential services for persons with chronic addiction	JoAnne H. Nancy M. Alex S.	May 2008		Included in 09-11 budget proposal.
Pursue Medicaid payment options for residential substance abuse services	Maggie A. JoAnne H.	May 2008		Payment options are identified.

Person(s) Responsible: JoAnne Hoesel, Alex Schweitzer, Nancy McKenzie

Date: 1/28/08

TREND: Service System Capacity

Trend Statement: Increased community needs and institutional occupancy

Strategic Initiative: Treatment Services

Goal Statement: DHS will determine statewide options to address the need for provision of in-home treatment.

ACTION STEPS:	PERSON(S) RESPONSIBLE	TIME LINE	BUDGET REQUIREMENT	OUTCOME and DOCUMENTATION
Increase provision of in-home treatment for children and families.	JoAnne H. Nancy M.	May 2008		Included in 09-11 budget proposal.
CFS will assess post-placement service needs of kinship and adoptive parents.	Paul R.	March 2008		Post-placement needs have been assessed.
CFS will assess the needs and resources required for providing a mentoring program for foster parents to mentor biological parents.	Paul R.	March 2008		A white paper is developed which outlines the key elements of a mentoring program and report to Cabinet.

Person(s) Responsible: JoAnne Hoesel

Date: 1/28/08

TREND: Service System Capacity

Trend Statement: Increased community needs and institutional capacity

Strategic Initiative: Treatment Services

Goal Statement: Determine the Department of Human Services role in outpatient sex offender treatment services

ACTION STEPS:	PERSON(S) RESPONSIBLE	TIME LINE	BUDGET REQUIREMENT	OUTCOME and DOCUMENTATION
Develop staff training plan to meet specialized service needs including both offenders and victims.	Nancy M. JoAnne H.	Ongoing		Written plan for specialized training developed.

Person(s) Responsible: JoAnne Hoesel

Date: 1/28/08

TREND: Service System Capacity**Trend Statement: Increased community needs and institutional capacity****Strategic Initiative: Treatment Services****Goal Statement: Manage the growth of inpatient sex offender treatment services at the State Hospital**

ACTION STEPS:	PERSON(S) RESPONSIBLE	TIME LINE	BUDGET REQUIREMENT	OUTCOME and DOCUMENTATION
Expand to fourth unit	Alex S. and Kerry W.	July 2008		Fourth unit opened.
Construct and open building addition to GM.	Alex S. and Kerry W.	2009	\$3.1 million	Building addition opened.
Implement safety, security, risk assessment, and program changes as recommended by FMEA and Root Cause Analysis.	Alex S. and Kerry W.	7/1/07 – 7/1/08	\$1,669,883 – (architect estimate)	Approval received from OMB, Governor’s Office and DHS Executive Director. Safety and Security upgrades in process as of 1/1/08.
Develop plan to transition individuals from inpatient to outpatient sex offender treatment.	Alex S. JoAnne H.	Ongoing		Seamless transition process developed to ensure public safety.
Prepare proposal for growth to a fifth unit and a maximum of 110 beds or develop a least restrictive alternative program for stage four plus sex offenders to include transitional housing on the State Hospital campus.	Alex S.	May 2008		Included in 09-11 budget proposal.

Person(s) Responsible: Alex C. SchweitzerDate: 1/28/08

TREND: Service System Capacity

Trend Statement: Increased community needs and institutional occupancy

Strategic Initiative: Housing and Residential – DD

Goal Statement: The transition of appropriate DD individuals from the Developmental Center to the community.

ACTION STEPS:	PERSON(S) RESPONSIBLE	TIME LINE	BUDGET REQUIREMENT	OUTCOME and DOCUMENTATION
<p>See attached transition task force report and recommended action steps.</p> <p>Develop Recommendations and OAR request for 09-11 biennium.</p>	<p>Alex S. and DC task force</p>	<p>2005 - 2011</p>	<p>\$1,110,495 total funds (\$400,000 in GF and \$710,495 in FF)</p>	<ol style="list-style-type: none"> 1. Report to the interim BCHS on 5/31/06 – endorsed plan. 2. Developed community transition budget request for 07-09. (OAR) 3. 2007 legislature approved \$400,000 of general funds for community transition. 4. 2007-2009 plan approved by Cabinet on July 12, 2007. 5. Task Force meeting scheduled for 2/27/08 to develop recommendations for DHS Cabinet. (09-11 budget and session)

Person(s) Responsible: Alex Schweitzer

Date: 1/28/08

**Transition to the Community Task Force
North Dakota Developmental Center
November 30, 2007 (updated)**

Summary:

The Department of Human Services convened a task force of stakeholders in 2005 to prepare a plan in response to the mandate from House Bill 1012 – Section 16, to transfer appropriate Developmental Center residents to communities. The Superintendent of the Developmental Center chairs the task force and task force members include Department of Human Services staff, providers, advocates and a family member.

The task force met on June 28th, 2007 to continue the planning process for the transition of appropriate individuals from the Developmental Center to community settings. The task force updated the action steps from the May 31st, 2006 report to the Interim Budget Committee on Human Services. The Task Force met again on November 16, 2007. At that meeting, the task force received reports on the Money Follows the Person Grant, the data collection subcommittee, the SCDD Grant and Stakeholders initiative and the most recent Developmental Center admission and discharge report. (See revised action steps starting on Page Two).

The population of the Developmental Center in 2001 was 149 individuals. It is important from a historical perspective to note, that even prior to the legislative mandate of 2005, that the Developmental Center, Division and Human Service Center staff were discharging individuals to the community. The Center's statistics indicate that 36 individuals were discharged, 37 admitted and there were 13 deaths since July of 2005. The current developmental disabilities population at the Developmental Center is 126 individuals.

A review of community activities by the Division of Developmental Disabilities Services indicates that their 2007 – 2009 budget has capacity for 31 new residential beds. In addition, the Division's 07 –09 budget has capacity for 44 ISLA individuals in the community. The 2007 legislature appropriated \$1,110,495 in total funds (\$400,000 in general funds and \$710,495 in federal funds) for transition purposes. The funding is separately identified in the DD grant budget under the Long Term Care Continuum of the Department of Human Services budget. The "Money Follows the Person" grant has funding for the transition of 13 individuals during the 07 – 09 biennial period and 17 individuals during the 09 – 11 biennial period from the Developmental Center. These are the current funding resources available to continue the transition process.

In order to effectively transition these individuals to the community we need to continue to build community capacity. These resources need to be in place to meet the current and projected needs of individuals in the community.

The following are the revised action steps developed by the Developmental Center Transition Task Force at their November 16, 2007 meeting to accomplish the goal of transitioning people to the community;

Page Two: Transition to Community Plan

Recommended Action Steps:

- 1) Every individual with developmental disabilities residing at the Developmental Center and State Hospital will have a placement plan developed in order to place them in an **appropriate** community placement.
- 2) The task force recommends that each resident or guardian have meaningful involvement in the decision regarding his or her future living arrangement or placement.
- 3) The Task Force approved a standardized data sheet containing admission/discharge profile information and support plan information for each consumer at the Developmental Center proposed for community placement.

The Task Force established three subcommittees to prepare recommendations for the February meeting of the Task Force. These subcommittees which will focus on specific action steps are; The Sub Committee on Young Adults, the Sub Committee on Crisis Intervention and the Sub Committee on Capacity, Funding and Staffing.

Sub Committee on Young Adults: (Carol Brakel – Lead):

- 4) Increase capability and capacity for the community to serve the young adults with developmental disabilities who are aging out of settings such as residential treatment centers, foster homes, the Anne Carlsen Center, and the juvenile justice system. As evidenced by the fact that 40% of the admissions to the Developmental Center in the past three years have been age 25 and under, a number of these young people present challenges that exceed the community's ability to serve. Develop a plan to address the needs of young adults with developmental disabilities that have sex offending, criminal and extreme behavioral issues.

Sub Committee on Crisis Intervention: (Tom Newberger – Lead):

- 5) The task force recommends we put special emphasis on building crisis capacity during this next biennial period and beyond;
 - a) A statewide crisis prevention and response system that is based on a “zero reject” model.
 - b) Increased need for crisis intervention services, to include;
 - Crisis Beds.

Page Three: Transition to Community Plan

- Out-of-Home Crisis Residential Services.
- In-Home Technical Assistance.
- Follow-Along Services after Out-of-Home Crisis Residential Services placement.
- Training for community professional and direct care staff.

Sub Committee on Capacity, Funding and Staffing (Alex C. Schweitzer – Lead):

- 6) Increased need for consultation;
 - a) Behavioral plan consultation and oversight
 - b) Consultation for individuals with sexual health issues.
 - c) Psychiatric and psychological consultation and services.
 - d) Ongoing education for behavioral analyst's.
 - e) The Regional Directors and Statewide Director of Human Service Centers are providing the Task Force with an inventory of consultation and behavioral services in each Human Service region.
 - f) Task Force to recommend a model for standardization of consultation/behavioral intervention services. To specify the role of CARES team, Human Service Centers and Private Providers.
- 7) Changes in funding and staffing, to include;
 - a) Review and amend where appropriate administrative rules that are a disincentive for Independent Supported Living Arrangement placements.
 - b) Increase funding for ISLA placements, including increased administrative reimbursement for existing and new ISLA placements.
 - c) Recruitment and retention of staff, particularly for direct service staff positions, since it is difficult to compete with other service industries as well as the retail sector.

Page Four: Transition to Community Plan

- Salary funding increases to get ahead of turnover.
 - Funding for appropriate staff enhancements to serve increased medical and behavioral needs.
- 8) The transition goal for July 1, 2009 is for a maximum population of 97 individuals residing at the Center.
 - a) Use the residential decision profile for determining who would be appropriate for community placement.
 - b) Utilize the statewide referral system and Developmental Center crisis response team to assure management of individuals in community settings.
 - 9) The transition goal for July 1, 2011 is for a maximum of 67 individuals residing at the Center.
 - 10) The Task Force to hold stakeholder meetings in Bismarck (1/9/08) and Fargo (1/25/08) specific to people with developmental disabilities. Also, to hold a training conference in the summer of 2008.
 - 11) Develop a transition budget for inclusion in the Department of Human Services 09 – 11-budget request, to cover the costs of transitioning people from the Developmental Center to the community and for enhanced community supports.
 - 12) Determine the long-term future of the Developmental Center service system including clinical, healthcare, and residential/vocational components. Possible options;
 - a) Smaller, campus-based ICF/MR facility and identify alternative uses for parts of the facility not utilized for DD services. (Non-DD related).
 - b) Full-spectrum state-operated service provider – ICF/MR and Waivered funding sources. Creation of small independent living settings (MSLA, TCLF, ISLA) on or near the campus for high profile and difficult to manage individuals. Utilize current staff at the Center for staffing and professional services. In addition identify alternative uses for parts of the facility not utilized for DD services. (Non-DD related).
 - c) Cease state-operated direct service provision and identify alternative uses of the facility.
 - 13) Determine who will provide safety net services – Public or Private entity.

TREND: Service System Capacity

Trend Statement: Increased community needs and institutional occupancy

Strategic Initiative: Housing and Residential – DD

Goal Statement: Increase Individual Supported Living Arrangements (ISLA) capacity and address disincentives.

ACTION STEPS:	PERSON(S) RESPONSIBLE	TIME LINE	BUDGET REQUIREMENT	OUTCOME and DOCUMENTATION
Determine funding options to address ISLA and FCO III fiscal disincentive.	JoAnne H.	May 2008		Overall funding and 24-hour contract reimbursement methods are addressed.

Person(s) Responsible: JoAnne Hoesel

Date: 5/16/08

TREND: Service System Capacity

Trend Statement: Increased community needs and institutional capacity

Strategic Initiative: Housing and Residential

Goal Statement: DHS will expand the number of living environment options.

ACTION STEPS:	PERSON(S) RESPONSIBLE	TIME LINE	BUDGET REQUIREMENT	OUTCOME and DOCUMENTATION
The number of children going into Kinship Care is increased, thus reducing the number of children in family foster care.	Paul R.	Ongoing		Number of children in family foster care is reduced.
Determine funding options for supervised living arrangements (SED Transition Youth, SMI Adult, DD Transition Youth, Foster Care Transition Youth, SMI/CD Adult)	Sr. Mgmt.	May 2008		Included in 09-11 budget proposal.

Person(s) Responsible: JoAnne Hoesel

Date: 1/28/08

TREND: Service System Capacity

Trend Statement: Increased community needs and institutional occupancy

Strategic Initiative: Housing and Residential programming and services for chronic adult populations.

Goal Statement: Develop a plan to provide services and housing for individuals with mental illness or chemical dependency needing structured living either in the community or at the State Hospital.

ACTION STEPS:	PERSON(S) RESPONSIBLE	TIME LINE	BUDGET REQUIREMENT	OUTCOME and DOCUMENTATION
Identify need for crisis beds in each region (MI and DD).	Nancy M. /HSC Directors Alex S. & Transition Task Force	09-11 budget		Included in 09-11 budget proposal.
Identify options to deal with capacity issues at the State Hospital.	Clinical Directors & Alex S.	09-11 Budget		Included in 09-11 budget proposal.
Work with long term care facilities for the expansion of gero psychiatric services, as services are needed.	Alex S.	2/2008 – 8/2008		Request for Services developed in 1/08 – Sheyenne Care Center is the successful bidder and expect expansion to 16 beds by 8/1/08

Person(s) Responsible: Alex Schweitzer, Nancy McKenzie

Date: 2/25/08

TREND: Service System Capacity

Trend Statement: Increased community needs and institutional occupancy

Strategic Initiative: Service Delivery for Long Term Care Continuum

Goal Statement: The Department of Human Services develop a plan to balance long term care services.

ACTION STEPS:	PERSON(S) RESPONSIBLE	TIME LINE	BUDGET REQUIREMENT	OUTCOME and DOCUMENTATION
Review and develop Autism Spectrum Disorder options.	Maggie A. JoAnne H.	August 2008		Options presented to Cabinet.
Determine service delivery gaps through Money Follows the Person Demonstration Grant.	Maggie A.	2010 – 2011		Reports to the Cabinet on home and community service gaps semi-annually.
Identify the gaps in DD provider enhancement funding.	JoAnne H. Maggie A.	May 2008		Included in 09-11 budget proposal.
Add Medicaid hospice plan for children.	Maggie A.	May 2008		Included in 09-11 budget proposal.

Person(s) Responsible: Maggie Anderson

Date: 1/28/08

TREND: Service System Capacity

Trend Statement: Increased community needs and institutional capacity

Strategic Initiative: Service Delivery for Long Term Care Continuum

Goal Statement: The Department of Human Services will continue to meet the federal mandate of the Olmstead Decision.

ACTION STEPS:	PERSON(S) RESPONSIBLE	TIME LINE	BUDGET REQUIREMENT	OUTCOME and DOCUMENTATION
Continue to review and update the Olmstead Plan	Olmstead Commission and Tove M.	Ongoing		Demonstrated compliance with federal regulations.

Person(s) Responsible: Tove Mandigo

Date: 1/28/08

TREND: Service System Capacity

Trend Statement: Increased community needs and institutional capacity

Strategic Initiative: Mental Health Promotion and Substance Abuse Prevention

Goal Statement: The Department of Human Services to enhance and increase mental health promotion and substance abuse prevention efforts.

ACTION STEPS:	PERSON(S) RESPONSIBLE	TIME LINE	BUDGET REQUIREMENT	OUTCOME and DOCUMENTATION
Participate in the Governor's Prevention Advisory Council	Carol O. and JoAnne H.	Ongoing		A statewide prevention plan is developed.
State Epidemiological Outcome Workgroup (SEOW)	JoAnne & workgroup	Ongoing		The information is used to direct prevention initiatives.

Person(s) Responsible: JoAnne Hoesel

Date: 1/28/08

TREND: Service System Capacity

Trend Statement: Increased community needs and institutional capacity

Strategic Initiative: Provider Payments and Services

Goal Statement: Ensure stakeholder input is considered during budget preparation.

ACTION STEPS:	PERSON(S) RESPONSIBLE	TIME LINE	BUDGET REQUIREMENT	OUTCOME and DOCUMENTATION
Review and prioritize program service coverage and payment for 09-11 budget.	Cabinet	May 2008		Include priorities in 09-11 budget proposal.

Person(s) Responsible: Brenda Weisz

Date: 1/28/08

TREND: Access to Services

Trend Statement: Urban/rural shift and demographic changes results in service delivery challenges

Strategic Initiative: Urban/Rural shift of services

Goal Statement: The Department of Human Services to study the needs of rural communities and develop a service provision system.

ACTION STEPS:	PERSON(S) RESPONSIBLE	TIME LINE	BUDGET REQUIREMENT	OUTCOME and DOCUMENTATION
Transportation Services: DHS develop a plan to meet client transportation challenges.	Cabinet	May 2008		Plan included in DHS budget proposal.

Person(s) Responsible: Nancy McKenzie

Date: 1/28/08

TREND: Access to Services

Trend Statement: Urban/Rural shift and demographic changes results in service delivery challenges

Strategic Initiative: Urban/Rural shift of services

Goal Statement: The DHS allocates fiscal and human resources to the areas most challenged by demographic changes.

ACTION STEPS:	PERSON(S) RESPONSIBLE	TIME LINE	BUDGET REQUIREMENT	OUTCOME and DOCUMENTATION
Develop an Aging 2020 plan.	Caroline & Mariah	July 2008		Plan identifies service delivery impact and resource needs.

Person(s) Responsible: JoAnne Hoesel

Date: 1/28/08