

Polk-Norman-Mahnomen
Community Health Services

STRATEGIC PLAN



**Cultivate and
Advance Health
Equity**



**Modernize
Infrastructure**



**Active
Collaboration**



**Optimize and
Enrich Workforce**

**FOR IMPLEMENTATION IN 2025-2029
ADOPTED: DECEMBER 13, 2024**

TOGETHER WE CAN

Prevent. Promote. Protect.

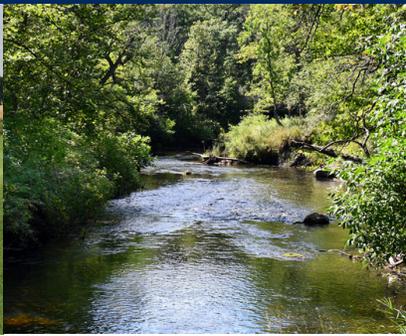


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Introduction

Polk-Norman-Mahnomen Community Health Services

The Polk-Norman-Mahnomen Community Health Board (CHB), a multi-county community health services (CHS) entity, includes seven members: elected county commissioners, local board of health representatives, and appointed community members from diverse geographical and professional backgrounds. This diversity enriches decision-making, fostering a wide range of perspectives to guide public health initiatives tailored to the unique needs of each community.

Through a Delegation Agreement, all Polk-Norman-Mahnomen Community Health Services (PNM) powers and duties are delegated to the two-member health departments, Polk County Public Health (PCPH) and Norman-Mahnomen Public Health (NMPH), who are responsible for providing local governmental public health services across Polk, Norman, and Mahanomen Counties.

A Shared Services Agreement formalizes PNM's collaborative framework, enabling PCPH and NMPH to pool resources and expertise for a flexible, holistic, and unified response to both emerging and ongoing community health needs. Through active engagement across the three counties, PNM staff are building strong relationships and trust with partners and community members, which fosters effective collaboration to address health challenges.

The strategic planning process involved a thorough review of our vision, mission, values, and priorities, incorporating valuable input from staff and board members. Aligned with Public Health Accreditation Board standards, this plan provides a clear roadmap for the next five years. It establishes actionable goals that reflect our shared commitment to equity, modernized infrastructure, collaboration, and workforce development.

This strategic plan not only addresses current priorities but also lays the groundwork for ongoing adaptation, ensuring we can meet future challenges with resilience and purpose. Through measurable objectives and robust evaluation methods, we will continuously assess progress, respond to emerging needs, and work toward a healthier, more connected community for all.



Guiding Statements

The Vision, Mission, and Values are the foundation for any strategic plan. They represent the heart of our work, defining why we exist, where we're headed, and how we aim to serve our community.



Vision

- **Modernization**
- **Coordinated Infrastructure & Workforce Development**
- **Equity in all Policies and Places**
- **Engaged Collaboration**
- **Accessible & Visible Services**

We envision a future where health services are accessible, visible, and equitable for all. Our commitment to modernization drives us to integrate continuous improvement and equity into every policy and place. Through a more coordinated infrastructure and workforce development, we will build a foundation that supports the unique responsibilities of governmental public health. Together, with engaged collaboration, we work towards a healthier and thriving community.

Mission

Prevent. Promote. Protect.

Our mission is simple but powerful. We're committed to preventing health issues, promoting wellness, and protecting our community's well-being. With our shared rally cry, we emphasize a collaborative approach, working hand in hand with community members and partners.

“ TOGETHER WE CAN *Prevent. Promote. Protect.* **”**

Values

- **Respect**
- **Collaboration**
- **Innovation**
- **Compassion**
- **Equity**
- **Integrity**
- **Advocacy**

Our core values guide us in every action and decision. These values shape our culture and set standards for how we serve, communicate, and connect. They inspire a supportive, positive environment, helping us work effectively as a team and build trust with our community.

Process Overview

Strategic planning is an essential process that allows our organization to evaluate current performance, define future goals, and establish a roadmap to achieve them.

The outcome of these efforts is a comprehensive five-year strategic plan designed to guide our agency's mission. Below is a timeline illustrating key steps in our strategic planning journey.

June, 2022

Staff completed the WellBQ Assessment

July 26, 2023

PNM Joint Meeting - Organizational Assessment/SOAR

December, 2023

Consulted and coordinated with the Minnesota Department of Health (MDH) Center for Public Health Practice to facilitate three strategic planning sessions

January - March, 2024

Staff completed the Intercultural Development Continuum (IDI) assessment

March, 2024

Pre-planning electronic employee survey

March 22, 2024

First Strategic Planning Session facilitated by MDH

May 10, 2024

Second Strategic Planning Session facilitated by MDH

July 19, 2024

Discussed organizational assessment, visions, mission, and values at the PNM CHB Meeting

July 30, 2024

Third Strategic Planning Session facilitated by MDH

November, 2024

Staff reviewed the draft Strategic Plan and provided feedback

December 13, 2024

2025-2029 Strategic Plan adopted by PNM CHB

Strategic Plan Timeline

June, 2022 | WellBQ Assessment

PCPH and NMPH completed the WellBQ assessment, a comprehensive tool designed to evaluate employee work well-being. This assessment provides insights into quality of working life, external life circumstances, and overall physical and mental health status, offering a holistic view of workforce well-being.

Fall, 2022 | Cost and Capacity Assessment

At the direction of the Joint Leadership Team for Public Health System Transformation, the University of Minnesota Center for Public Health Systems conducted the Cost and Capacity Assessment with all Minnesota local and state governmental health departments agencies. This assessment helped us set a baseline against which we can measure future progress toward achieving our shared vision of a seamless, responsive, and publicly-supported public health system. The data shows that health departments serving more than 100,000 people were more able to carry out foundational responsibilities. Findings indicate the system can partially carry out foundational responsibilities, with wide variation in capacity – such as policy development, data and epidemiology, health equity, and role clarification.

December, 2022 | Legislative Report

The *Transforming Minnesota's Public Health System for the 21st Century* report was submitted to the Legislature, marking a significant step in public health transformation. Following the 2021 legislative session, resources were allocated to the Minnesota Department of Health (MDH) to assess the public health system, support community health boards in piloting new service delivery models, and recommend long-term system improvements. Developed collaboratively by the Joint Leadership Team (MDH, the State Community Health Services Advisory Committee (SCHSAC), and the Local Public Health Association (LPHA), including Sarah Reese, PNM CHS Administrator).

July 26, 2023 | PNM Joint Meeting - Fertile, MN

During this session, a SOAR analysis—Strengths, Opportunities, Aspirations, and Results—was conducted and analyzed for themes to refine our future goals and direction. As part of this process, we reviewed our action plan, discussed our role in the MDH Infrastructure Fund projects, and highlighted Infrastructure Pilot Projects aimed at cross-jurisdictional sharing and data integration to strengthen public health infrastructure and collaborative efforts. Small group discussions, guided by prompted questions, focused on identifying external trends, events, or other factors that could impact community health or the health department, ensuring our strategic plan remains responsive to the evolving public health landscape.



○ **December, 2023 | Planning**

PNM Administration consulted and coordinated with the MDH Center for Public Health Practice to facilitate three strategic planning sessions. PNM's Health Navigation Team, who focuses on Diversity, Equity, and Inclusion (DEI) and Health Equity, contributed valuable insights using the Ottawa Equity and Inclusion Lens questions to guide planning.

○ **January - March, 2024 | Intercultural Development Continuum**

PCPH and NMPH staff completed the Intercultural Development Continuum (IDI) assessment to understand and strengthen intercultural competence, enhancing their ability to shift perspectives and adapt behaviors in response to cultural differences and commonalities.

○ **March, 2024 | Employee Survey**

An electronic employee survey was conducted to gather input on the current and future mission statement and organizational core values.

○ **March 22, 2024 | PNM Joint Meeting #1 - Fertile, MN**

All staff participated in the three Strategic Planning Sessions facilitated by MDH Public Health System Consultants. The first session featured foundational activities for the planning process. Participants reviewed organizational assessment, survey results, submitted permission slips, and took part in a Values World Café discussion to explore and refine core values. A mission review followed, ensuring our mission aligns closely with organizational goals and purpose.

○ **May 10, 2024 | PNM Joint Meeting #2 - Fertile, MN**

The second Strategic Planning session centered on affirming our mission, prioritizing core values, and defining a clear vision. Participants collaborated to develop key strategies aligned with our mission and vision, establishing a solid foundation for achieving strategic goals and setting priorities for impactful action.

○ **July 19, 2024 | PNM CHB Meeting - Fertile, MN**

During the PNM Community Health Board meeting, members reviewed and offered insights on the organizational assessment, vision, mission, values, and strategic priorities with consideration for internal and external factors (summarized in Appendix F). This discussion ensured alignment across governance and operational goals, supporting unified direction as we move forward.



July 22 & 29, 2024 | Planning

Optional virtual Strategic Planning Preparation Meetings took place with staff, where participants reviewed the SOAR analysis, focusing on aspirations and results that would shape upcoming strategies. Feedback was also gathered on vision statements defining the organization's ideal future state.

July 30, 2024 | PNM Joint Meeting #3 - Fertile, MN

During the third strategic planning session, the mission, values, and vision were reaffirmed to ground the process in shared purpose. Participants responded to the prompt, "What needs to happen in the next 1–2 years to begin to make the vision a reality?" Strategies were brainstormed collaboratively, and the group employed prioritization methods, including a "dot-ocracy" and an interrelationship digraph, to identify key strategic priorities. The prioritized strategies included: cultivate and advance health equity, modernize infrastructure, active collaboration, and optimize and enrich workforce. The session concluded with outlining next steps to guide action planning and implementation to ensure alignment with these strategic priorities.



**Cultivate and
Advance Health
Equity**



**Modernize
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**Active
Collaboration**



**Optimize and
Enrich
Workforce**

Strategic Priorities

October - December, 2024 | Action Plan

PNM Administration Team deliberated on the recommendations from the strategic planning sessions and drafted the action plan.

November 22 & 25, 2024 | Action Plan Review

PNM staff reviewed the action plan and provided feedback.

December 13, 2024 | PNM CHB Meeting - Fertile, MN

The 2025-2029 PNM Strategic Plan was presented to the PNM Community Health Board for final adoption, setting a clear direction for the next five years.



Strategic Priorities



Priority #1: Cultivate and Advance Health Equity

- Goal: Foster a culture of Health Equity throughout Polk-Norman-Mahnommen Community Health Services (PNM) health departments.



Priority # 2: Modernize Infrastructure

- Goal #1: Optimize subject matter expertise and organizational efficiency and effectiveness through shared services.
- Goal #2: Improve data systems, technology and staff capability.
- Goal # 3: A Performance Management (PM)/Continuous Quality Improvement (CQI) framework to monitor, evaluate, and improve public health services and outcomes.
- Goal #4: Achieve Public Health Accreditation



Priority #3: Active Collaboration

- Goal #1: Cultivate and strengthen cross-sector partnerships for collective action to improve community health and well-being.
- Goal #2: Inform and educate clients, community members and interest holders about the role of governmental public health, how to access public health services and current/emerging public health information.



Priority #4: Optimize and Enrich Workforce

- Goal: Maintain a diverse, skilled and engaged public health workforce.



Plan Alignment

A Unified Approach to Public Health Excellence

A strong and effective public health system requires intentional alignment across all levels, from strategic planning to individual goals. Recognizing that our work is interconnected, we strive to ensure that every initiative supports our shared mission.

The Joint Leadership Team for System Transformation (JLT)—comprising members from SCHSAC (State Community Health Services Advisory Committee), LPHA (Local Public Health Association of Minnesota), and the Minnesota Department of Health (MDH)—is guiding efforts to transform Minnesota's public health system. Together, they aim to define an equitable, well-resourced system that is seamless, responsive, and publicly supported. This vision prioritizes close collaboration with communities to promote health, safety, and vibrancy.

Minnesota has adopted the Public Health Accreditation Board (PHAB) National Framework for Foundational Public Health Services (National)/Responsibilities (MN). This framework outlines a baseline set of public health capabilities and programs that every jurisdiction must have. These foundational responsibilities focus on population-level activities unique to governmental public health and are categorized into five topic areas and eight capabilities, all grounded in equity. For public health to function anywhere in Minnesota, these responsibilities must be present everywhere.

PNM began engaging in this modernization work before and during the development of its strategic plan. The plan sharpens the focus on modernization, equity, collaboration, and workforce development as strategic priorities. Foundational public health responsibilities—such as assessment and community partnerships—are critical components of both the strategic plan and the Community Health Improvement Plan (CHIP). Aligning these plans fosters collaboration, shared responsibility, and system-wide improvements. This alignment also ensures efforts are focused on addressing health disparities and promoting well-being for all.

Planning Requirements

Minnesota Community Health Boards are statutorily required to participate in assessment and planning, including developing a CHIP and a Strategic Plan. Additionally, the Public Health Accreditation Board mandates that local health departments create strategic plans that include:

- Strategic priorities, goals, and measurable, time-framed objectives.
- Consideration of infrastructure and capacity requirements for efficiency and effectiveness.
- Identification of emerging trends impacting strategies and effectiveness.
- Integration with agency plans, such as the CHIP and Performance Management Plan.
- Mechanisms to track and monitor strategic priorities.

Our commitment to Public Health Accreditation demonstrates our dedication to maintaining high standards, achieving quality performance, and fostering accountability to interest holders and the communities we serve.

Strategic and Community Health Planning

The CHIP addresses local health priorities identified by the community in partnership with interest holders, while the Strategic Plan operationalizes capacity-building strategies. These strategies include workforce development, data systems enhancement, fostering collaboration, and advancing health equity. CHIP priorities inform the Strategic Plan and are reflected in the organization’s Action Plan, ensuring alignment between capacity and community needs.

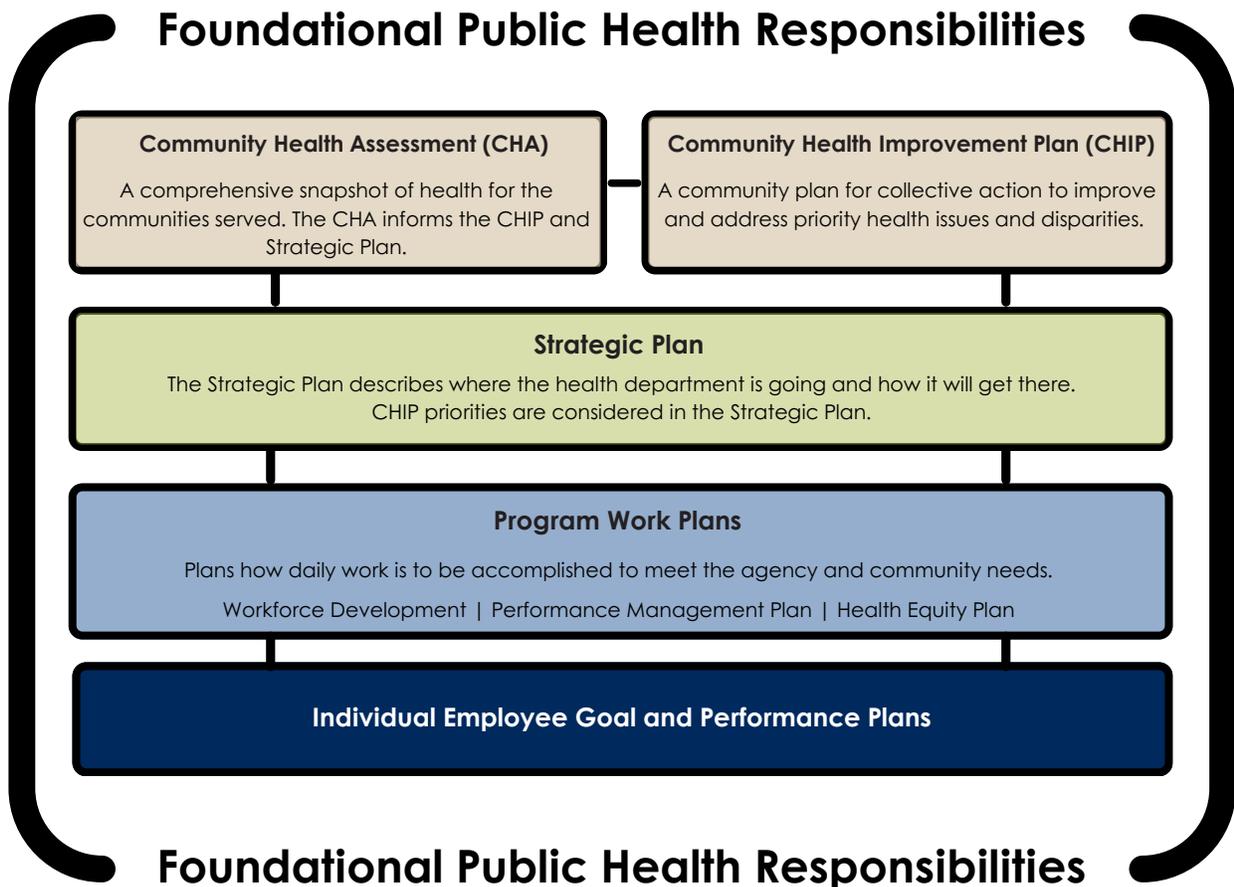
Acknowledging the ever-changing landscape of public health, this Strategic Plan is designed to be flexible and adaptive. It is interconnected with key documents such as the PM/QI Plan, Workforce Development Plan, Equity Plan, and CHIP, ensuring that as these plans evolve, the Strategic Plan remains relevant and effective. Through this aligned and integrated approach, PNM ensures that all levels of the organization work in concert toward a shared goal: improving the health and well-being of our communities.

Performance Management and Quality Improvement

Moving toward a more formalized performance management (PM) approach, PNM is committed to developing a comprehensive system to track progress and ensure accountability. A continuous feedback loop will enable real-time monitoring and adjustment of initiatives. For instance, quality improvement methods will guide the systematic review of programs and reimbursements outlined in the Action Plan. This integration ensures that data-driven insights inform decision-making and that progress toward strategic goals remains transparent and measurable.

Employee Alignment and Development

This interconnected framework extends to individual employee goal setting and development plans. Each employee’s objectives align with the agency’s strategic priorities, creating a clear pathway for contributing to the collective mission. This alignment fosters a culture of shared responsibility and ensures that individual performance directly supports the agency’s overall direction.



Polk-Norman-Mahnomen
Community Health Services

IMPLEMENTATION & ACTION PLAN



**Cultivate and
Advance Health
Equity**



**Modernize
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Collaboration**



**Optimize and
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** Indicates the Action Step aligns with the Community Health Improvement Plan (CHIP)*

Strategic Priority #1: Cultivate and Advance Health Equity (HE)



Goal: Foster a culture of Health Equity throughout Polk-Norman-Mahnommen Community Health Services (PNM) health departments.

Cultivate and Advance Health Equity: Building capacity through cultural awareness, reflection and learning to guide health equity policies, practices and strategies to provide the best possible care to our clients and community.

Outcome Objective: By 2028, move the developmental orientation of the IDI from 96.94 to 102.

Baseline Data/Source: PNM Intercultural Developmental Inventory (IDI).

Action Steps:	By When:	Responsible:
Establish PNM Health Equity Team: Establish a health equity team for PNM.	Qtr 2 2025	Administration
Health Equity Team Charge/Formation: Define and establish health equity charge, roles, responsibilities and goals.	Qtr 3 2025	PNM HE Team
Create PNM Health Equity Plan: Create PNM Health Equity Plan: Based on IDI results, and Public Health Accreditation Board (PHAB) standards, create a PNM HE plan to address areas for improvement. Plan to include definitions, policy review tool/rubric, orientation, training, etc. Throughout the process, seek guidance and support from administration to assure plan aligns with organizational goals. Review annually.	Qtr 2 2026	PNM HE Team
Implementation of Health Equity Plan: After approval from Community Health Board, provide training to staff and implement.	Qtr 3 2026	Administration PNM HE Team
Conduct a systematic review of policies and programs: With leadership, establish a quarterly timeline to meet with each program area to provide education and review the program/policy for opportunities to ensure health equity is woven within and develop a plan to implement a plan to address gaps.*	Qtr 3 2026 - Qtr 3 2027, ongoing	PNM HE Team Administration
Work with interest holders/policy makers: Advocating for equitable access to resources and services.*	Ongoing	All
Establish HE metrics/indicators: Measure the impact of health equity indicators.*	Qtr 2 2027	PNM HE Team PNM PM/CQI Team

Strategic Priority #2: Modernize Infrastructure



Goal #1: Optimize subject matter expertise and organizational efficiency and effectiveness through shared services.

Modernize Infrastructure: A strategic approach to continuously assess, plan and implement initiatives that align and enhance performance and quality.

Outcome Objective: By 2028, review, analyze and leverage shared services to meet the public health foundational responsibilities.

Baseline Data/Source: PNM Community Health Services (PNM) Foundational Public Health Responsibilities (FPHR). Cost and Capacity Assessment - baseline. Going forward - Minnesota Department of Health Annual Reporting and/or Cost and Capacity Assessment.

Action Steps:

By When:

Responsible:

Review PNM Shared Service Agreement: Present results to PNM Community Health Board (CHB).

Qtr 3 2025

CHB Administrator
Directors

Systematic Review of Programs: Assess/review PNM/Polk and Norman-Mahnomen Health Departments' organizational needs to meet the foundational responsibilities/capabilities. Including new/ongoing positions responsibilities to best align knowledge, skills and abilities to meet organizational needs.

Ongoing

Administration

Systematic Review of Regional local public health departments (LPHDs): Assess/review regional needs/assets to meet the Public Health foundational responsibilities/capabilities. Including but not limited to dental coordination, suicide prevention, communications, regional prevention coordinator, epidemiology, data analysis/informatics, and regional health strategist.

Quarterly, starting
Qtr 3 2026

CHB Administrator
Directors

Develop/update and implement Shared Services Agreements: With results from the systematic review, feedback from LPHD and boards, develop and implement shared services agreements to meet the needs foundational public health responsibilities and capabilities.

Ongoing

Directors

Establish metrics and feedback loops for shared service agreements.

Qtr 3 2026

Administration
Data Analyst

Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP): Explore shared CHA/Community Health Needs Assessment process with healthcare partners and neighboring counties.*

Ongoing,
starting 2026

PNM/NW8 -
Health Strategist
Directors

Strategic Priority #2: Modernize Infrastructure



Goal # 2: Improve data systems, technology and staff capability.

Modernize Infrastructure: A strategic approach to continuously assess, plan and implement initiatives that align and enhance performance and quality.

Outcome Objective: By 2026, establish and enhance data systems and capabilities to analyze workflow and financial stability.

Baseline Data/Source: Current reimbursement/cost per program.

Action Steps:

By When:

Responsible:

Establish Ph-Doc Super Users: Across programs and health departments, specifically billing/coding, train 1-3 people to be PH-Doc Superusers.

Qtr 1 2025,
ongoing

PH-Doc Lead
Administration

Ascertain server or web based applications. To improve and enhance end user experience and utilization for documentation/file storage.

Qtr 1 2025,
ongoing

Administration
PHAB Coordinator

Systematic Review of Programs and Reimbursement: To maximize financial reimbursement, review each program workflow and create quarterly reports for supervisors/teams to review using performance management (PM)/continuous quality improvement (CQI) framework.

Qtr 3 2025 -
Qtr 3 2026,
ongoing

PH-Doc Lead
Administration
Financial Supervisor

Systematic Review of Programs/Needs Assessment: To maximize data system usage/needs, review each program workflow and needs across PNM Community Health Services.

Qtr 3 2025 -
Qtr 3 2026,

PH-Doc Lead
Administration
Financial Supervisor

Training and Support: Employees receive initial and ongoing training and support of current technology as well as newly implemented systems so staff are equipped with the necessary skills and knowledge to maximize the benefits of data systems.

Minimum
2x/year,
as needed

PH-Doc Lead
PH-Doc Superusers

Strategic Priority #2: Modernize Infrastructure



Goal # 3: A Performance Management (PM)/Continuous Quality Improvement (CQI) framework to monitor, evaluate, and improve public health services and outcomes.

Modernize Infrastructure: A strategic approach to continuously assess, plan and implement initiatives that align and enhance performance and quality.

Outcome Objective: By 2028, integrate performance management/quality improvement across all Polk-Norman-Mahnomen (PNM) programs utilizing a tool to monitor progress.

Baseline Data/Source: n/a

Action Steps:

By When:

Responsible:

Establish PM/QI Team: Establish a PM/QI for PNM.

Qtr 2 2025

PM/QI Supervisor
Directors

Establish PNM Team Charge/Formation: Define and establish PM/QI charge, roles, responsibilities and goals.

Qtr 3 2025

PM/QI Supervisor
PM/QI Team

Launch Clear Impact Performance Management Software: Participate in Clear Impact Training. Using the Community Health Improvement Plan (CHIP) and a few current PM/QI program projects to establish and learn about the system.*

Qtr 2-3 2025

PM/QI Supervisor
Informatics
PHAB Coordinator

Review/update PNM PM/QI Plan: Using Public Health Accreditation (PHAB) standards, update PM/CQI plan to implement and sustain PM/QI throughout the organization. Plan to include definitions, PM/CQI framework, PHAB standards, use of subject matter expertise, training, data collection reporting mechanism, etc. Throughout the process, seek guidance and support from administration to assure plan aligns with organizational goals. Review annually.

Qtr 1 2026

PM/QI Supervisor
Informatics
PHAB Coordinator
PM/QI Team

PM/CQI Training/Integration: With leadership, establish a timeline to provide education and to establish/integrate PM/CQI across the agency and programs.

Qtr 4 2025 -
Qtr 4 2026

PM/QI Supervisor
Informatics
PHAB Coordinator
PM/QI Team

Strategic Priority #2: Modernize Infrastructure



Goal #4: Achieve Public Health Accreditation

Modernize Infrastructure: A strategic approach to continuously assess, plan and implement initiatives that align and enhance performance and quality.

Outcome Objective: By 2028, PNM will achieve Public Health Accreditation.

Baseline Data/Source: n/a

Action Steps:

By When:

Responsible:

PNM Public Health Accreditation Board (PHAB) Introduction: Staff training on the purpose, overview, domains, scope, and structural framework.

Qtr 2 2025

PHAB Coordinator
Directors

Establish PHAB Accreditation Domain Teams: Charter of responsibilities, goals and scope.

Qtr 2 2025

PHAB Coordinator
Directors

Conduct Readiness Assessment: Complete readiness assessment through PHAB.

Qtr 4 2025

PHAB Coordinator
Administration

Establish PHAB plan and timeline: Domain teams to gather/create required documentation and authenticate.

Qtr 1 - Qtr 4 2026

PHAB Coordinator
Domain Teams

Submission: Submit required documentation to PHAB for public health accreditation.

Qtr 1 2027

PHAB Coordinator
Directors

Strategic Priority #3: Active Collaboration



Goal #1: Cultivate and strengthen cross-sector partnerships for collective action to improve community health and well-being.

Active Collaboration: Trust and engagement are essential for the overall health and well-being of our counties. By collaborating, we can better use resources and include diverse perspectives and experiences to reach our goals and achieve greater health outcomes. Collaboration involves strategic communication, active listening, being present, open-minded, and creating sense of belonging.

Outcome Objective: By 2029, strengthen relationships and partnerships.

Baseline Data/Source: Interest Holder Map Analysis

Action Steps:

By When:

Responsible:

Complete an Interest Holder Map/Database: Conduct an assessment of current partners and interest holders, and evaluate for gaps/opportunities to build relationships across all populations, with intentionality around those underserved.*

Qtr 2 2025 -
Qtr 1 2027

Health Strategist
Directors

Establish outreach/engagement strategies: Evaluate current organizational processes and opportunities to collaborate, convene and participate in informal, and formal networking opportunities with community members, interest holders, elected officials, regional, state and national partners.*

Qtr 4 2025,
ongoing

Health Strategist
Communications
Directors

Create PH Message Frames (utilizing the Minnesota Department of Health Message Toolkit - Inspiring Partners to Strengthen Public Health in MN): To increase public and community partners knowledge, understanding and role of Public Health, public health employees need to increase ability to communicate how we are part of each other's work to build/support healthy communities.*

Qtr 4 2025,
ongoing

Health Strategist
Communications
Directors

Strategic Priority #3: Active Collaboration



Goal #2: Inform and educate clients, community members and interest holders about the role of governmental public health, how to access public health services and current/emerging public health information.

Active Collaboration: Trust and engagement are essential for the overall health and well-being of our counties. By collaborating, we can better use resources and include diverse perspectives and experiences to reach our goals and achieve greater health outcomes. Collaboration involves strategic communication, active listening, being present, open-minded, and creating sense of belonging.

Outcome Objective: By 2029, strengthen relationships and partnerships.

Baseline Data/Source: Community Health Assessment Survey Results, Social Media Analytics/Qtrly Communications Report

Action Steps:	By When:	Responsible:
<p>Enhance and continuously improve marketing of public health: <i>To be inclusive and stay current, it requires dedicated time to monitor, test and improve marketing messages, strategies and modes. PNM will look for opportunities to test and work collaboratively to improve PH visibility. Utilizing clients, youth (such as the Youth Advisory Board), youth serving organizations, community partners (such as the Impact Coalition/County Collaboratives) and data analytic tools.*</i></p>	<p>Ongoing</p>	<p>Communications Directors</p>

Strategic Priority #4: Optimize and Enrich Workforce



Goal: Maintain a diverse, skilled and engaged public health workforce.

Optimize and Enrich Workforce: A thriving, adaptable and resilient public health workforce that is diverse, skilled, passionate and equipped with the resources, training, and support needed to effectively meet current and future public health challenges but are also actively invested in their work, motivated to contribute to the organization's success, and committed to continuous improvement.

Outcome Objective: Increase reported job satisfaction from rate of 3.46 to 3.75 of 4. (Somewhat satisfied = 3, Fully satisfied =4)

Baseline Data/Source: WellBQ Survey/PHWins (and/or Gallup Q12 Employee Engagement Survey in the future)

Action Steps:

By When:

Responsible:

Wellness Needs Assessment: Wellness committees will evaluate how to measure and provide strategies to enhance and support a culture of employee connection, health and well-being.

Qtr 1 2025,
Annually

Wellness Committee
Directors

Review and update Workforce Development & Training Plan: Workforce plan to include tools to assess workforce needs (diversity, generational, subject matter expertise, etc.), training needs, retention and recruitment strategies, new staff orientation, training - emergency preparedness & response, leadership and advocacy and cultural awareness, succession planning, & ongoing evaluation (checking in, reflection, customized professional plans). Align with public health accreditation board standards.

Qtr 2 2026

Administration

Establish Individualized Training Plans: Using the workforce development and training plan tool, establish personalized training plans with all staff. Foster employee development strategies that encourage leadership and/or career growth.

Qtr 3 2027

Administration
Directors

Identify opportunities with educational systems and AmeriCorps. To offer experiences and promote public health as a career field.

Ongoing

All



Monitoring and Reporting

This plan is a "living document" that provides a clear strategic direction while remaining flexible to adapt as new opportunities or health challenges emerge. Guided by our mission—Prevent. Promote. Protect.—we are united in our efforts to create a healthier, more equitable future for all. To ensure continued progress and adaptability, our approach to monitoring and revising the strategic plan involves regular evaluation, data analysis, active engagement, and clear communication with interest holders.

Monitoring Action Plan Progress

Twice a year, during Q1 (January-March) and Q3 (July-September), our Public Health Directors will review the action plan, assessing progress and collaborating with the PNM Administrative Team to confirm accomplishments and set actionable next steps. Insights from these reviews will drive necessary adjustments to action items, ensuring that any goals off-target are promptly addressed or restated.

Data Collection, Analysis, and Reporting

Performance data will be collected through quarterly programmatic and communications reports, PH-Doc reports, Strategic Plan action feedback, and future Performance Management software. Data analysis will occur at regular meetings, including quarterly PNM programmatic staff meetings, PCPH and NMPH staff meetings, Performance Management Team meetings, and PNM Administrative meetings, ensuring a consistent, data-informed approach to achieving strategic goals.

As we adopt a new Performance Management software, we will implement a phased integration plan to streamline data tracking and reporting. This will allow us to monitor metrics and make adjustments to action items based on trends and findings.

Interest Holder Engagement and Communication

All staff are actively involved in monitoring progress, fostering agency-wide awareness and accountability. Public Health Directors will provide annual updates to the local Boards of Health, Community Health Board, and partnering entities or county collaboratives, keeping all interest holders informed and engaged.

Strategic Plan Revision

The Action Plan will undergo a formal review and update at least annually in Q4 (October-December), ensuring that our strategic priorities remain responsive to evolving public health needs and emerging opportunities. To enhance responsiveness, the plan may also be revised outside of this timeline if pressing events or health issues/trends arise, such as disease outbreaks, community health crises, changes in population's health or socioeconomic status.

Acknowledgements

Polk-Norman-Mahnomen Community Health Services would like to thank these people for participating in the strategic planning process that led to this plan.

Staff Contributors

- Sarah Reese, PNM CHS Administrator and PCPH Director
- Sarah Kjono, NMPH Director
- Angel Korynta, PCPH Assistant Director
- Codi Lehmann, Accreditation Coordinator

All PCPH and NMPH staff participated in the planning discussions, electronic employee survey, and the three Strategic Planning Sessions facilitated by MDH Public Health System Consultants.

PNM Community Health Board Members

- Joan Lee, Polk County Commissioner
- Gary Willhite, Polk County Commissioner
- John Darco, Mahnomen County Commissioner
- Darvin Schoenborn, Mahnomen County Commissioner
- Lee Ann Hall, Norman County Commissioner
- Angie Nelson, Norman County Community Member
- Suraya Driscoll, Polk County Community Member

MDH Public Health System Consultants

- Johanna Christensen
- Janelle Lambert



Thank you

Appendixes

Appendix A: Organizational Assessment

Appendix B: Employee Survey | Mission Statement and Values

Appendix C: PNM Joint Meeting # 1 | Agenda

Appendix D: PNM Joint Meeting #2 | Agenda

Appendix E: PNM CHB Meeting | Agenda

Appendix F: PNM CHB Strategic Plan Board Discussion

Appendix G: PNM Optional Virtual Planning Preparation Meetings

Appendix H: PNM Joint Meeting #3 | Agenda

Appendix I: PNM Strategic Plan Meeting Photos

Appendix A: Organizational Assessment

PNM Joint Meeting – July 26, 2023, AELC - Fertile, MN

Agenda

1. 9:30 Welcome
2. **Strategic Plan - Facilitated Discussion**
 - a. Where have we been? Work plan review.
 - b. Where are we going? Strengths, Opportunities, Aspirations and Results (SOAR) / Questions
3. Infrastructure Fund Infrastructure Fund innovation projects - MN Dept. of Health
 - a. Systems activity
 - b. Infrastructure Fund overview
 - c. Infrastructure Pilot Project – Cross Jurisdictional Sharing, Data + Environmental Health
4. Guided Pilates- Amanda (20 mins)
5. Health Equity Activity
6. 5-4-3-2-1 Stress Grounding Tool
7. PNM Communications
 - a. Communications Guideline, Appendix I, PNM Communications Plan
 - b. Group Photo

Strategic Plan - Organizational Assessment: Review current Strategic Plan Action Plan, conduct SOAR and Discussion Questions

PCPH and NMPH Staff split into 7 small groups.

1. Reviewed Action Plan
 - What has been completed? What still needs to be done?
 - Recommended changes/additions?
2. SOAR – Strengths, Opportunities, Aspirations and Results (*included in 2025-2029 Strategic Plan*)
 - Last Strategic Planning process we utilized the SWOT. With feedback, it was recommended to use the SOAR this during this SP process.
3. Small Group Discussion questions:
 - Changes across 3 counties over the next 5 years?
 - How roles at PNM/PCPH/NMPH might shift?
 - What will need to start, stop or continue to address its role in 5 years?
 - How we might describe PNM/PCPH/NMPH in 5 years, if asked by a reporter?

Changes across 3 counties over the next 5 years?

- Increase in serving “baby boomers” – staffing, waived services, nursing homes
- Generational changes – people having children at older ages
- Mental health – provider shortage, illicit drug use
- Possible influx from changes in marijuana legalization and free college
- Shortage of EMS & healthcare
- CHW – community health workers
- PNM roles in comms/health equity
- More accessible to schools
- Increase communications – amongst CHB within 3

Appendix A: Organizational Assessment

- Changes to age & diversity of population
- Workforce changes
- Affordable housing – childcare access
- Dental collaboration
- Elderly Population will expand & LTC needs
- Reframing elder/older population ages – 70 is now retirement

How roles at PNM/PCPH/NMPH might shift?

- Serving more diverse populations
- Jobs overlapping – being flexible
- Resource shortages
- Funding changes
- Shortage of help
- More telehealth services
- More need for services due to inflation
- People leaving their positions (resigning or retiring)
- More collaboration between programs and less siloed
- Focus on aging increase population
- Culture sensitive care
- Policy work (local) – increase knowledge & work around policy
- Post COVID – learning the new
- Community health workers

What PNM/PCPH/NMPH will need to start, stop, or continue to address its role in 5 years?

- Increase in prices – insurance coverage, retirement age
- Transportation
- Possible increase in recreational drug use
- Increased gas prices due to travel
- Direct community programs/events
- Improved communication w/ social services
- Increase aging population – plan
- Mental health and mental well-being to continue
- Increase comm health education for an aging population
- Continue to be a trusted resource in our communities
- Continue to increase (KASA)

How we might describe PNM/PCPH/NMPH in 5 years, if asked by a reporter?

- Adaptable / flexible
- Diverse and ever expanding
- Collaborative agency working to improve overall health for our communities.
- Growing as public health
- Innovative

Appendix B: Employee Survey | Mission Statement and Values

Polk-Norman-Mahnomen Strategic Plan - Mission Statement and Values

34
Responses

07:31
Average time to complete

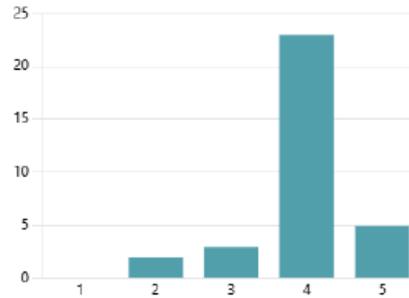
Active
Status

1. Mission Statement - A mission statement defines the organization's ongoing role and purpose, why we exist. The mission is usually stable over time.

Current PNM CHB Mission: *Prevents. Promotes. Protects.*

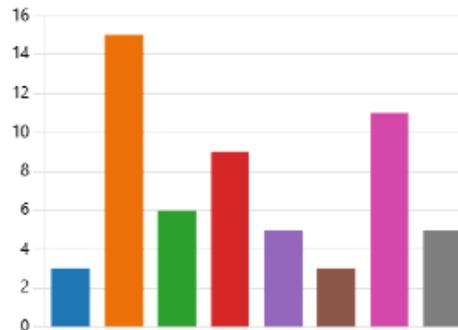
Using a Likert Scale, does our current Mission Statement still capture the definition?
Likert scale of 1-5, where (1) Strongly Disagree; (2) Disagree; (3) Neutral; (4) Agree; (5) Strongly Agree.

3.94
Average Rating



2. Do any of these Mission Statements resonate with you better? Check all that apply.

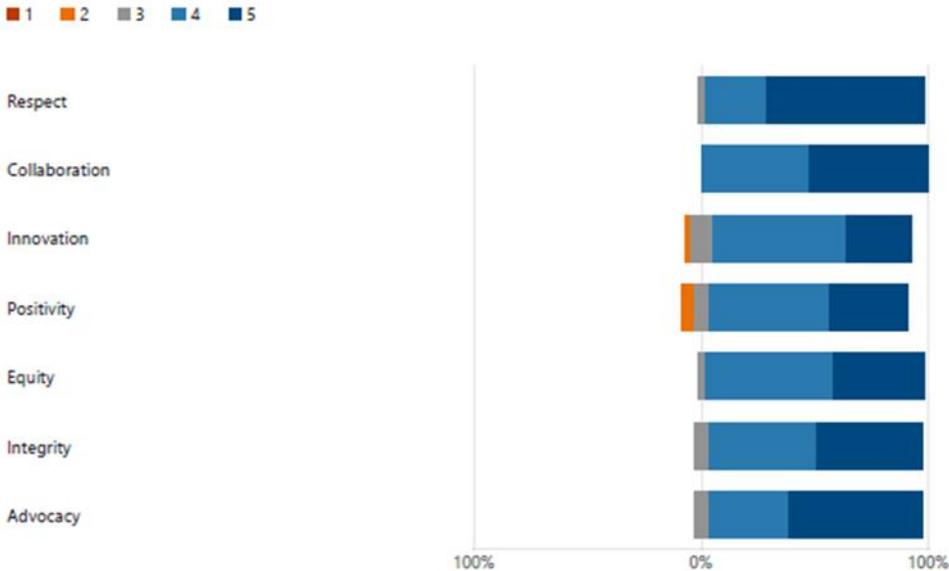
- Protect, promote, and improve t... 3
- Promote, protect, and improve t... 15
- Engage the community in prom... 6
- Promote a healthy and safe com... 9
- Protecting and promoting com... 5
- County of excellence working wi... 3
- I like our current mission statem... 11
- Other 5



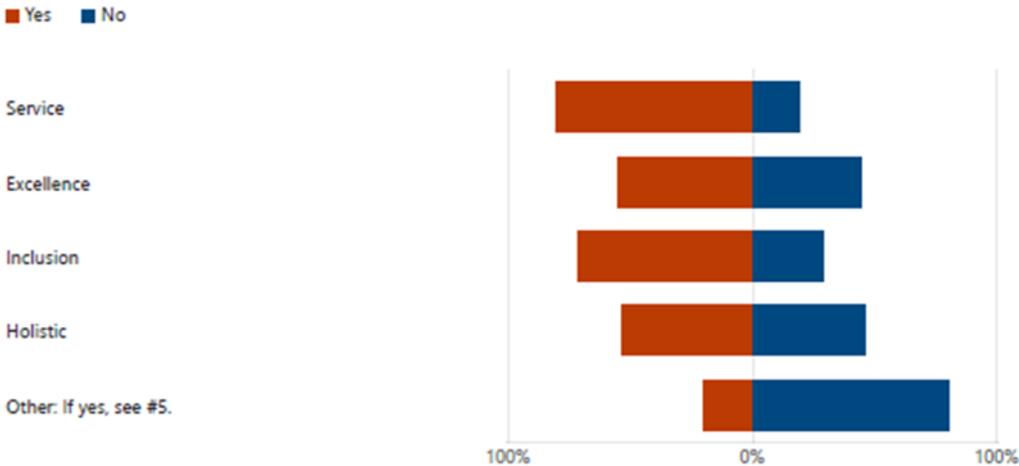
Appendix B: Employee Survey | Mission Statement and Values

3. Values: Principles, beliefs and underlying assumptions that guide the organization. Our values define our culture. They guide who we are as a CHB, our individual behaviors and operational decision making. Values are unique to each organization and the staff that are part of the organization, making it important to revisit our shared values periodically.

Below are our current PNM CHB Values. Rate your degree of alignment with these work values on a Likert scale of 1-5, with (1) Strongly Disagree; (2) Disagree; (3) Neutral; (4) Agree; (5) Strongly Agree.



4. Here are some examples of Values included in other Public Health Strategic Plans. Do you think any of these should be included in our Strategic Plan? (Yes = This Value should be considered for inclusion in our new/updated Strategic Plan.)



Appendix B: Employee Survey | Mission Statement and Values

5. Other Values - What other Value(s) do you recommend adding to our Strategic Plan?

6
Responses

Latest Responses

6. What agency do you work for?

- Polk County Public Health 25
- Norman-Mahnomen Public Hea... 9



Appendix B: Employee Survey | Mission Statement and Values

Do any of these Mission Statements resonate with you better? Check all that apply.

Promote, protect, and improve the health and well-being of all people in our communities. ;Engage the community in promoting, protecting, and improving the health of all.;Promote a healthy and safe community, prevent illness/disease and injury, and protect and enhance the health of those who live, work, learn and play in the county.;Protecting and promoting community health, self-sufficiency and well-being through prevention efforts, early intervention, and provision of services.;County of excellence working with you to enhance our quality of life. ;

Promote a healthy and safe community, prevent illness/disease and injury, and protect and enhance the health of those who live, work, learn and play in the county.;Protect, promote, and improve the health of all people in X County's.;Promote, protect, and improve the health and well-being of all people in our communities. ;

I like our current mission statement best. ;

County of excellence working with you to enhance our quality of life. ;

Protecting and promoting community health, self-sufficiency and well-being through prevention efforts, early intervention, and provision of services.;Promote, protect, and improve the health and well-being of all people in our communities. ;

Promote, protect, and improve the health and well-being of all people in our communities. ;Engage the community in promoting, protecting, and improving the health of all.;

I like our current mission statement best. ;

Promote, protect, and improve the health and well-being of all people in our communities. ;Protect, promote, and improve the health of all people in X County's.; Protect, promote, and improve the health of all people in X County's.;I like our current mission statement best. ;

Promote, protect, and improve the health and well-being of all people in our communities. ;Protecting and promoting community health, self-sufficiency and well-being through prevention efforts, early intervention, and provision of services.;Promote a healthy and safe community, prevent illness/disease and injury, and protect and enhance the health of those who live, work, learn and play in the county.;Educate, Enlighten, and Encourage all individuals to achieve their best health and wellness.;

Promote, protect, and improve the health and well-being of all people in PNM counties.;I like our current mission statement best. ;Engage the community in promoting, protecting, and improving the health of all.;

Protecting and promoting community health, self-sufficiency and well-being through prevention efforts, early intervention, and provision of services.;

Promote a healthy and safe community, prevent illness/disease and injury, and protect and enhance the health of those who live, work, learn and play in the county.;Promote, protect, and improve the health and well-being of all people in our communities. ;

Promote a healthy and safe community, prevent illness/disease and injury, and protect and enhance the health of those who live, work, learn and play in the county.;Engage the community in promoting, protecting, and improving the health of all.;

Promote, protect, and improve the health and well-being of all people in our communities. ;Promote, protect, and improve the health and well-being of those who live, work, learn, and play in our communities. ;

Appendix C: PNM Joint Meeting # 1 | Agenda



Agenda: Strategic Planning Facilitated Sessions

SESSION 1, Friday, March 22nd

Welcome and Introductions, Johanna

Context and Agenda Overview, Janelle (alt Johanna)

Permission Slips, Janelle (alt Johanna)

Organizational Assessment Review, Sarah

Break

Values World Cafe, Johanna

Values guide how decisions are made, how work is done, how people communicate with each other, customers, and partners.

Mission Review, Janelle (alt Johanna)

A mission statement defines the organization's ongoing role and purpose, why you exist.

It should include 1) a clear description of what the organization does and 2) a clear explanation of why the organization exists or the value it provides.

- Who are our customers?
- What are our primary products and services?
- Are we committed to any specific values? Are our values embedded in our mission?
- Do you see yourself in the mission statement?

Next Steps, Sarah

Reflection, Johanna

What were the most surprising things for you today?

Appendix D: PNM Joint Meeting # 2 | Agenda



Agenda: Strategic Planning Facilitated Sessions

SESSION 2, Friday, May 10th

Welcome (5 min)

Mission Confirmation (15 min), Johanna

Did you get any input from partners or have conversations about the mission since we last met?

Values Prioritization Activity (10 min), Johanna

Which value word most resonates with you for your public health agency?

Vision (45 min), Janelle

The vision is really about outcomes – your desired future.

Remembering everything we've discussed so far, what do you hope to see in place in your organization and the community in the next 3-5 years as a result of the work of your organization? -or- If you woke up 3-5 years from now and found the ideal future state, what would it look like?

Break (10 min)

Develop Strategies (50 min), Johanna

Strategies are about how you will achieve the vision; they are broad approaches, things you can do.

What needs to happen in the next 1 – 2 years to begin to make the vision a reality?

Prioritize Strategies (40 min)

Dot-ocracy, Johanna

Inter-relationship Diagraph, Janelle

Reflection (5 min)

What were the most surprising things for you today?

Appendix E: PNM CHB Meeting | Agenda

Polk-Norman-Mahnomen Community Health Board
AGENDA - Revised

Friday, July 19, 2024, 9:00 a.m. | Fertile Community Center

Vision Statement: Communities where all people achieve their optimum health potential.

Mission Statement: PNM CHB prevents illness, promotes wellness and protects health within our communities.

<p>1. Welcome</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Chairperson Polk County Commissioner Joan Lee <input type="checkbox"/> Vice Chairperson Polk County Commissioner Gary Willhite <input type="checkbox"/> Recording Secretary Mahnomen County Commissioner John Darco <input type="checkbox"/> Mahnomen County Commissioner Darvin Schoenborn <input type="checkbox"/> Norman County Commissioner LeeAnn Hall <input type="checkbox"/> Polk County Community Representative Suraya Driscoll <input type="checkbox"/> Norman County Community Representative Angie Nelson <input type="checkbox"/> NMPH Director Sarah Kjono <input type="checkbox"/> CHS Administrator/PCPH Director Sarah Reese <input type="checkbox"/> Guests:
<p>2. Approval of Agenda</p>	<p><i>Action Item</i></p>
<p>3. Approval of May 10, 2024 Minutes</p>	<p><i>Action Item</i></p>
<p>4. Recurring Contract/Agreement - PH Emergency Preparedness 7/1/24-6/30-29; BP1 \$63,414 (7/1/24-6/30/25) -WIC Breastfeeding Peer Support Amendments – 10/01/24 – 09/30/26 30, 2026 - Emily Stynsberg \$10,378, Tiffany Jager \$8,576, Leah Herberg \$7,772 annually (Oct to Sept) -WIC – FFY 2024 Supplemental Funding \$1500 (Fall WIC Training – Hotel, Mileage, Meals) -WIC – FFY 2024 Supplemental Funding \$2,400 (WIC Promotion/Outreach)</p>	<p><i>Action Item</i></p>
<p>5. Recommend Contract/Agreement -Minnesota Pollution Control Agency Grant Contract \$140,000 - Funds to be used for community engagement and to implement project(s) that benefit the residents. The community health board may recover reasonable costs it incurs to administer. Meeting Guests – MPCA, MDH, City of East Grand Forks, and American Crystal Sugar. (20 mins)</p>	<p><i>Action Item</i></p>

Appendix E: PNM CHB Meeting | Agenda

-MDH Infrastructure Funds – <i>Minnesota Public Health Infrastructure Fund Innovation Projects #250734 \$308,576 (7/1/24-6/30/26)</i> Partnership4Health/Polk-Norman-Mahnomen Rural Local Public Health Communications – Fiscal Host	
6. Memorandum of Understanding Partnership4Health CHB (Rural Local Public Health Communications)	<i>Action Item</i>
7. Financial Review of Grant Recipient Principals Declaration	<i>Information</i>
8. Audit – in progress	<i>Information</i>
9. SCHSAC Update	<i>Information</i>
10. PNM Communications Report Q2	<i>Information</i>
11. Community Health Assessment – Top health concerns	<i>Board Discussion</i>
12. Strategic Plan	<i>Board Discussion</i>
13. Local Public Health Department Updates -Public Health Staffing	<i>Information</i>
14. Open Forum	<i>Information</i>
15. Adjourn	<i>Adjourn</i>

**Future meeting date: Dec 6 or 13, 1pm*

If you need any type of accommodation to participate in this meeting, please contact Sarah Reese (218)281-3385 at least 1 working day before the meeting. This board agenda is subject to change without notice.

Public participation instructions: Upon entering the meeting, please refrain from generating any noise that may interfere with the meeting proceedings. For item on the agenda, the Board Chair will open discussion. When Board Members and staff discussion nears conclusion, the Chair will ask for any questions or comments from the public. Please state your name and address to address the Chair and your question or comment. When the Board moves a motion, the Commissioner will identify themselves.

Appendix F: PNM CHB Strategic Plan Board Discussion

Polk-Norman-Mahnomen Community Health Board Meeting

July 19, 2024

Board Discussion

1. Review - Organizational Assessment/SOAR, Mission, Values, and Vision
2. Strategies - Strategies are about how you achieve the vision; they are broad approaches, things you can do.
 - Upcoming Strategic Planning Facilitated Session #3: "What needs to happen in the next 1 – 2 years to begin to make the vision a reality?"
3. Board discussion – Strategies? Internal and external factors?

Summary – Strategies / Internal and External Factors

- Generational workforce expectations
- State policies impacting workforce (ESST, family leave, cannabis, etc)
- Government and healthcare workforce shortage now and in the future
- Shared public health roles for needed subject matter expertise- ex. NW8 Hub
- Economic pendulum swings
- Upcoming elections/political environment
- Mental health and wellbeing - isolation/social connections
- Rural – people helping people/neighbors, collaboration
- Aging population – age in place, aging close to home, long term care – expensive and worker shortage
- Availability of rural clinic/hospital services (such as delivering babies, specialty care, lab services)

Appendix G: PNM Optional Virtual Planning Preparation Meeting

PNM Strategic Planning Prep Mtg

Optional COFFEE/TEA CHAT, 9-9:45a, TEAMS

Organizational Assessment

Participants discussed key trends and existing documents. They reflected on these as well as their own experience to identify strengths, challenges, external influences, and capacity for workforce development, communication, financial stability, and information management. A summary of this conversation is included in the table below. The SOAR was completed in July 2023

SOAR Summary

Strengths	<ul style="list-style-type: none"> Communication Teamwork Collaboration Education Commitment Adaptability Flexibility Health equity Variety of services Innovation
Opportunities	<ul style="list-style-type: none"> Flexibility Adaptability Growth DEIA (Diversity, Equity, Inclusion, and Accessibility) Technology improvement Conference attendance Cultural learning opportunities Funding increase for programs Resource augmentation Community-minded approach Performance Management
Aspirations	<ul style="list-style-type: none"> Meeting needs Collaboration Communication Functional operations Storytelling of programs/public health Strategic thinking Bottom-up leadership Community health improvement Funding diversification Continued education and training for staff
Results	<ul style="list-style-type: none"> Serving growing/changing populations Leadership in programs Effective resource utilization Substance abuse reduction initiatives Setting the gold standard of excellence Establishing personal connections with clients Rebuilding and adapting services Client-centric approach to service accessibility

Table highlights key trends from the SOAR summary.

Appendix G: PNM Optional Virtual Planning Preparation Meeting

Agreed upon Values (PNM SP#2 Mtg - May 10, 2024):

- Respect
- Collaboration
- Innovation
- Compassion
- Equity
- Integrity
- Advocacy

Vision

A vision describes an organization's ideal future state. Vision statements are beyond what you can currently see. They make you stretch in order to achieve them.

The participants responded to the question, "What do you hope to see in place in your organization and the community in the 3-5 years as a result of your work?" They identified and named the major elements of their vision. The lists below include the vision statements.

Vision statement: **Equitable and accessible services:** Adaptable and accessible services- availability of accessible services that are adaptable to community needs to foster equitable and supportive environments.

Vision statement: **Modernization:** Forward thinking- adapting and being fluid in our ideas. Not stopping once something is accomplished, rather asking "yes and....?"

Vision statement: **Engaged Collaboration:** Engaged partnerships and collaboration- cultural responsiveness, cultural training and competence, improve Tribal-LPH relationship (mutual involvement), adaptability, continued modernization & growth (based on community needs). Together we can engage and strengthen partnerships.

Vision statement: **Adaptive/nimble workforce policies:** Adaptive workforce policies- create an adaptive and flexible workplace to support employee retention and broaden diversity in recruiting new staff.

Vision statement: **Visible Services:** Community and partner engagement- engage our community and partners to create and increase awareness of public health services that reach across the lifespan/generation

Vision statement: **Coordinated Infrastructure:** People and systems in place to support public health organizational needs which is informed and withstands change.

Vision statement: **Equity in all policies and places:** Our vision is to foster equity in public health by actively eliminating disparities and ensuring equity is embedded in all policies and practices across all communities.

Strategies (PNM SP #3 Mtg, July 30th)

Strategies are about how you achieve the vision; they are broad approaches, things you can do.

Appendix H: PNM Joint Meeting # 3 | Agenda



Agenda: Strategic Planning Facilitated Sessions

SESSION 3, Tuesday, July 30

9:00 **Welcome, Sarah**

9:05 **Recap Mission, Values, and Vision, Janelle**

9:20 **Develop Strategies, Johanna**

Strategies are about how you will achieve the vision; they are broad approaches, things you can do.

What needs to happen in the next 1 – 2 years to begin to make the vision a reality?

10:30 **Break**

10:45 **Prioritize Strategies**

Dot-ocracy, Johanna

Inter-relationship digraph, Janelle

11:05 **Action Step Development, Janelle**

What actions might you take, or activities might you do to accomplish this prioritized strategy?

11:45 **Next Steps, Johanna & Sarah**

What were the most surprising things for you today?

Appendix I: PNM Strategic Plan Meeting Photos

