



2025-2028

Community Health Implementation Plan

Carroll, Heard and Haralson Counties, GA



Tanner Medical Center/Carrollton
Tanner Medical Center/Villa Rica
Higgins General Hospital

Perspective/Overview

About Tanner Health

Tanner Health is a nonprofit healthcare organization serving the west Georgia and east Alabama regions. As a community-focused healthcare provider, Tanner Health is committed to understanding and addressing the health needs of the communities it serves through comprehensive healthcare services and community wellness initiatives.

About this report

The Community Health Implementation Plan (CHIP) is developed every three years as a companion document to the Community Health Needs Assessment (CHNA), as required by the Patient Protection and Affordable Care Act for nonprofit hospitals. This implementation plan serves as Tanner Health's strategic roadmap for addressing the health priorities identified through comprehensive community assessment and input.

This plan outlines specific, measurable actions that Tanner Medical Center/Carrollton, Tanner Medical Center/Villa Rica and Higgins General Hospital in Bremen will take over the next three years to improve health outcomes and address health disparities in Carroll, Haralson and Heard counties in Georgia. The strategies detailed in this plan are based on evidence-based practices, community input, available resources and Tanner Health's core competencies as a healthcare organization.

By systematically implementing targeted interventions and community partnerships, this plan enables Tanner Health to make meaningful progress toward creating healthier communities and improving the overall well-being of residents in our west Georgia service area.

Tanner Health Georgia Community Health Implementation Plan

This is a system-level implementation plan for:

- Tanner Medical Center/Carrollton in Carroll County, GA – 705 Dixie Street, Carrollton, GA 30117
- Tanner Medical Center/Villa Rica in Carroll County, GA – 601 Dallas Highway, Villa Rica, GA 30180
- Higgins General Hospital in Bremen in Haralson County, GA – 200 Allen Memorial Drive, Bremen, GA 30110

These hospitals share the same service area and will implement health improvement initiatives together.

Making the Implementation Plan Widely Available to the Public

This implementation plan is made widely available to the community via Tanner Health's website at Tanner.org. Paper copies are available free of charge by calling 770-812-9687.

Board Approval

Tanner's board of directors approved this implementation plan on September 8, 2025.

Executive Summary

The Community Health Implementation Plan for Tanner Health's Georgia facilities serves as our roadmap for addressing the most pressing health needs in Carroll, Haralson and Heard counties over the next three years. Based on our comprehensive 2025 Community Health Needs Assessment, this plan outlines specific strategies, activities and measurable outcomes to improve the health and well-being of our west Georgia communities.

Through systematic data collection, community input and careful prioritization, we've identified seven key health priorities that will guide our community benefit investments from 2025 through 2028:

- **Mental Health Services**
- **Access to Affordable Healthcare**
- **Chronic Diseases**
- **Affordable, Healthy Housing**
- **Access to Affordable Health Insurance**
- **Substance Use Disorder**
- **Healthy Eating/Active Living for Healthy Weight**

This implementation plan reflects our commitment to creating healthier communities through evidence-based interventions, community partnerships and sustainable programs that address the root causes of health disparities in our region. By focusing on these priority areas and building on previous successes, Tanner Health demonstrates its dedication to improving health outcomes across Carroll, Haralson and Heard counties.

Priority 1: Mental Health Services

Background and Need

Mental health services emerged as the top priority in our 2025 Community Health Needs Assessment, receiving 14 votes during the community health summit prioritization process. Our assessment revealed significant mental health challenges across all three counties, with higher suicide rates than state and national averages. All three counties had higher poor mental health days on average in the past 30 days, more mental distress, and higher suicide rates than Georgia and the U.S.

Goal

Expand access to comprehensive mental health services for residents of Carroll, Haralson and Heard counties, reducing barriers to care and improving mental health outcomes across all age groups while addressing the stigma surrounding mental health treatment.

Strategy 1: Implementation of Psychiatric Immediate Care Clinic at Willowbrooke in Villa Rica

Recognizing the critical gap in mental health emergency services across the region, Tanner Health has established Willowbrooke Urgent Care for Mental Health and Substance Use as the area's first and only walk-in psychiatric urgent care facility. This community-focused initiative addresses the immediate mental health and substance use needs of residents of all ages without requiring appointments, providing essential care when traditional behavioral health services are unavailable.

Located within Willowbrooke at Tanner in Villa Rica, the facility operates seven days a week with extended hours to ensure community members experiencing mental health crises can access professional care promptly. By offering comprehensive urgent psychiatric services, from anxiety and depression management to substance use intervention, Tanner Health is filling a significant healthcare void and reducing the burden on hospital emergency departments while connecting individuals to appropriate behavioral health resources when they need them most.

Timeline: Launched February 2025

Strategy 2: Expansion of Subspecialty Mental Health Services

As part of its commitment to meeting the evolving mental health needs of the region, Tanner Health has expanded Willowbrooke at Tanner's behavioral health offerings to include a full range of subspecialty psychiatric services. These targeted programs provide focused, expert care for distinct populations across west Georgia — ensuring more personalized, accessible support for those who need it most.

Specialized services include:

- College Student Telepsychiatry Services: Connects young adults to flexible virtual care for students navigating academic and personal stress

- Neuropsychiatric Services: Specialized mental health care for individuals recovering from traumatic brain injuries, spinal cord injuries and other neurological conditions
- Psychiatric Support for Seniors: In-person and telehealth mental health services tailored to the unique needs of aging adults
- Psychiatric Services for Healthcare Workers: Confidential support designed for the unique challenges faced by nurses, physicians and other medical professionals
- Psychiatric Support for Cancer Patients: Integrated support addressing the unique psychological challenges that accompany a cancer journey
- Psychiatric Services Tailored to Women: Gender-specific care for conditions such as postpartum depression, trauma and hormonal transitions

Timeline: Launched 2024 and 2025

Strategy 3: Neuropsychiatric Services

Tanner Health's Neuropsychiatric Services at Willowbrooke provide specialized mental health care for individuals recovering from traumatic brain injuries, spinal cord injuries and other neurological conditions. With a team deeply experienced in neuropsychiatric treatment, the program offers comprehensive support through medication management, individual and family therapy, and psychoeducation. Care is coordinated closely with neurologists, neurosurgeons, rehabilitation specialists and primary care providers to ensure a fully integrated approach.

Timeline: Launched January 2025

Strategy 4: Integration of Behavioral Health and Primary Care

Tanner Health continues the expansion and integration of behavioral health providers within Tanner Medical Group's primary care Patient-centered Medical Home (PCMH) practices. As of 2024, every Tanner Medical Group primary care office now screens for depression and suicide risk. This universal screening protocol represents a significant advancement in early identification of mental health concerns, allowing for timely intervention and appropriate referrals when needed.

Timeline: Ongoing expansion launched 2024

Expected Outcomes

- Reduced wait times for mental health services
- Decreased mental health-related emergency department visits
- Improved access to subspecialty psychiatric care
- Enhanced coordination between medical and behavioral health services
- Increased patient satisfaction with mental health services
- Early identification and intervention for mental health concerns in primary care settings

Priority 2: Access to Affordable Health Care

Background and Need

Access to affordable health care was identified as the second priority, receiving nine votes during the community health summit. Our assessment revealed that 37.9% of survey respondents cited affordable health care as a significant issue. The community consistently identified cost as a major barrier to accessing needed medical care, with many residents delaying or avoiding care due to financial constraints.

Goal

Improve access to affordable, high-quality health care services for residents of Carroll, Haralson and Heard counties, particularly for uninsured and underinsured populations, while reducing overall healthcare costs through innovative delivery models.

Strategy 1: Continued Expansion of Primary Care Through Recruitment and Practice Expansion

Tanner Health remains steadfast in our commitment to ensuring every resident across west Georgia has convenient access to comprehensive primary care services. We recognize that primary care serves as the foundation of a healthy community, providing the essential first point of contact for preventive care, chronic disease management and coordinated specialty referrals that keep families healthy and thriving.

Key components include:

- Strategic recruitment of board-certified family medicine physicians, internal medicine specialists and pediatricians
- Expansion of nurse practitioner and physician assistant services
- Integration of behavioral health screenings into routine primary care visits
- Technology and telemedicine capabilities to extend reach to patients with transportation barriers
- Geographic expansion to underserved areas based on community need assessment

Timeline: Ongoing through 2025-2028

Strategy 2: Expansion of Get Healthy, Live Well Population Health Services

Get Healthy, Live Well has expanded its population health services to proactively address chronic disease, improve care quality and reduce healthcare costs across our communities. Through enhanced chronic care management, medical nutrition therapy, diabetes education and community outreach programs, we are identifying and engaging at-risk populations earlier.

Nurse case managers and care coordinators work closely with patients to manage conditions before complications arise, reducing emergency department visits and hospital readmissions. Additionally, our

partnerships with primary care practices, specialty clinics and community organizations enable consistent preventive screening, education and health promotion.

Timeline: Expanded 2024-2025, ongoing growth through 2028

Strategy 3: Participation in CMS Medicare Shared Savings Program

Tanner Health's participation in the Centers for Medicare & Medicaid Services (CMS) Medicare Shared Savings Program (MSSP) represents our commitment to transforming healthcare delivery through value-based care that prioritizes patient outcomes while managing costs effectively. This innovative program aligns perfectly with our mission to provide exceptional care to the communities we serve.

The program rewards healthcare organizations for improving care quality while reducing unnecessary spending. As participants, Tanner Medical Group practices work collaboratively to coordinate care for Medicare beneficiaries, ensuring they receive the right care at the right time in the most appropriate setting.

Timeline: Ongoing participation

Strategy 4: Investment in Services Supporting Palliative Medicine

Tanner is actively investing in the expansion of palliative care services to better support patients with serious illness and complex care needs. This year, we are onboarding a dedicated palliative care physician to lead the development of a robust, integrated patient palliative medicine program. Additionally, we will evaluate opportunities for development of home-based and outpatient palliative medicine programs and services.

Timeline: Palliative care physician onboarded 2025, expansion ongoing

Expected Outcomes

- Increased access to primary care services across the region
- Reduced healthcare costs for patients and families
- Improved care coordination and health outcomes
- Enhanced patient satisfaction with healthcare access
- Better management of chronic conditions preventing complications
- Reduced emergency department utilization for preventable conditions

Priority 3: Chronic Diseases

Background and Need

Chronic diseases was identified as the third priority (tied with affordable, healthy housing), receiving eight votes during the community health summit. Our assessment revealed that both counties have higher rates of poor or fair health compared to state and national averages. The leading causes of death in all three counties are heart disease and cancer, highlighting the critical need for comprehensive chronic disease management.

Goal

Reduce the burden of chronic diseases through enhanced prevention, early detection and comprehensive management programs that empower patients to take control of their health while reducing costly complications.

Strategy 1: Continued Expansion of Chronic Care Management Program

In 2025, Tanner Medical Group expanded its Get Healthy, Live Well population health initiatives through the strategic growth of the Chronic Care Management (CCM) program. This expansion was supported by a dedicated team of nurse case managers who provide individualized, ongoing support to patients with multiple chronic conditions. Their role is critical in improving care coordination, enhancing access to resources and reducing unnecessary emergency department visits and hospital readmissions.

To date, over 1,000 patients have been enrolled in the CCM program in FY25, demonstrating strong community engagement and provider alignment. The program continues to drive measurable improvements in clinical outcomes for high-impact conditions such as diabetes, hypertension and heart failure.

Timeline: Expanded 2025, ongoing growth through 2028

Strategy 2: Implementation of Remote Patient Monitoring

Tanner Health has implemented remote patient monitoring technology to enhance proactive patient management across our service area. This strategic initiative enables continuous health monitoring between office visits, supporting early intervention and improved outcomes for patients with chronic conditions.

Patients are equipped with clinical-grade Bluetooth devices to record biometric readings including blood pressure monitors, digital scales, glucometers and pulse oximeters. The monitoring devices automatically transmit vital signs data to our clinical teams, eliminating manual recording errors and improving patient compliance.

Providers can review patient biometric data in real time and carry out necessary clinical interventions as they arise. Our clinical staff receive automated alerts when patient readings fall outside predetermined

parameters, enabling immediate outreach for symptom assessment, care plan adjustments or coordination of urgent care when necessary.

Timeline: Implemented 2024, ongoing expansion through 2028

Strategy 3: Expansion of Diabetes Education Programs

We will expand our existing diabetes education programs to reach additional residents across the community. This strategy will build on the foundation of our accredited Diabetes Prevention Program (DPP), Food As Medicine for Diabetes and Diabetes Self-Management Education and Support (DSMES) services, while introducing innovative outreach and delivery models to engage more participants, particularly in high-need neighborhoods.

Key components include:

- Increasing capacity through more frequent classes and additional certified staff
- Geographic and virtual access through community-based sites and online platforms
- Focus on prevention and early intervention for prediabetes
- Peer and family support integration
- Measurement and evaluation of program outcomes

Timeline: Expansion begins 2025, full implementation by 2027

Strategy 4: Health Coaching and Nutrition Education for High-Risk Populations

We will implement a comprehensive strategy that combines individualized health coaching, culturally sensitive nutrition education and our growing Food As Medicine (FAM) program. This multifaceted approach will support high-risk individuals in adopting sustainable lifestyle changes, improving disease management and reducing food insecurity.

Key components include:

- One-on-one and group-based health coaching for patients with CHF, diabetes and hypertension
- Evidence-based nutrition education tailored to specific conditions
- Expansion of Food as Medicine program to include oncology patients and survivors
- Community partnerships with food pantries and farmers markets
- Measurement and impact evaluation

Timeline: Ongoing expansion 2025-2028

Expected Outcomes

- Improved clinical outcomes for patients with chronic conditions
- Reduced emergency department visits and hospital readmissions
- Enhanced patient self-management skills and medication adherence
- Improved care coordination between primary care and specialty services

- Increased patient satisfaction with chronic disease management
- Measurable improvements in key health indicators (A1C, blood pressure, etc.)

Priority 4: Affordable, Healthy Housing

Background and Need

Affordable, healthy housing was identified as the fourth priority (tied with chronic diseases), receiving eight votes during the community health summit. Our assessment revealed that 19.9% of survey respondents cited affordable, quality housing as a significant issue impacting people's health. Safe, affordable housing is a fundamental social determinant of health that affects physical safety, mental health and access to healthcare services.

Goal

While Tanner recognizes the critical importance of affordable, healthy housing as a social determinant of health, housing development and policy falls outside our core healthcare competencies and organizational mission.

Strategic Decision

After careful consideration of our resources, expertise and community impact potential, Tanner Health has made the strategic decision not to directly address affordable, healthy housing through our community benefit activities for the 2025-2028 implementation period. Housing infrastructure solutions require specialized expertise in real estate development, urban planning and government policy coordination that falls outside our core healthcare competencies.

Our resources can achieve greater impact by focusing on health priorities where we have direct expertise and established infrastructure, such as mental health services, chronic disease management and healthcare access.

Indirect Support Strategies

Instead, we will continue supporting housing-related health outcomes indirectly through:

- Providing social services navigation through our community health programs
- Partnering with appropriate community organizations focused on housing when opportunities arise
- Including housing resources in our community resource guides and referral systems
- Advocating with community partners for improved housing policies when appropriate

Priority 5: Access to Affordable Health Insurance

Background and Need

Access to affordable health insurance was identified as the fifth priority (tied with substance misuse), receiving seven votes during the community health summit. Our assessment revealed that 39.4% of survey respondents cited affordable health insurance as the top issue impacting people's health. The percent uninsured in the three counties was 14.0% compared to Georgia at 12.9% and the U.S. at 9.3%.

Goal

Demonstrate innovative approaches to affordable health insurance through employee benefit redesign that can serve as a model for community-wide solutions.

Strategy: Implementation of Centivo Health Plan for Tanner Employees

Beginning Jan. 1, 2026, Tanner Health will implement a new third-party administrator for employer benefit plans, Centivo, designed around improving quality and reducing cost of care. Starting with the Tanner employee health plan, this innovative approach will be offered to employees across all Tanner Health facilities.

Centivo is designed to deliver affordable, high-quality health care by centering care around a primary care provider and prioritizing the use of Tanner's own high-value, coordinated network of physicians and facilities. Through this innovative partnership, we will offer Tanner employees and their families:

- Lower premiums and predictable out-of-pocket costs
- Streamlined care coordination with an emphasis on prevention and chronic condition management
- Expanded access to primary care, behavioral health and specialty services within the Tanner network
- Incentives for staying in-network, helping employees save money while improving health outcomes

This approach not only helps reduce unnecessary spending across the health system — it also empowers our workforce to receive the right care, at the right time, in the right setting. By aligning our health benefits strategy with our mission to improve community health, Centivo positions Tanner Health as both a provider and employer of choice for affordable health care.

Timeline: Launch date Jan. 1, 2026

Expected Outcomes

- Reduced healthcare costs for employees and their families
- Improved care coordination and health outcomes for participants
- Enhanced employee satisfaction with health benefits
- Demonstration of sustainable healthcare delivery model
- Potential expansion to other employer groups in the community
- Data and experience to inform community-wide insurance solutions

Priority 6: Substance Use Disorder

Background and Need

Substance use disorder was identified as the sixth priority (tied with access to affordable health insurance). Focus group participants consistently identified substance misuse as one of the most significant health needs, noting the strong connection between drug use and crime in the community. Our assessment showed drug overdose deaths trending upward in our region.

Goal

Address substance use disorders through comprehensive treatment services and community education initiatives that reduce stigma and improve access to evidence-based treatment.

Strategy 1: Inpatient Detox, Adult Partial Hospitalization Program, and Intensive Outpatient Program

Addressing the need for structured, step-down care in the recovery process, Tanner Health offers a continuum of intensive behavioral health programs at Willowbrooke at Tanner for adults facing mental health or substance use challenges.

The adult Partial Hospitalization Program (PHP) provides full-day therapeutic care for individuals who need more support than traditional outpatient services but do not require inpatient treatment. Operating weekdays in Carrollton and Villa Rica, the program allows participants to return home each evening, offering stability while building essential coping skills.

For those progressing in their recovery, the Intensive Outpatient Program (IOP) offers continued support through flexible, part-day treatment that fits around daily life. Together, these programs provide personalized, community-based care that helps adults gain emotional resilience, maintain sobriety and take meaningful steps toward long-term wellness.

Timeline: Ongoing services, expanded capacity 2024-2025

Strategy 2: Regain Recovery and Renewal Program for Working People

Responding to the growing need for flexible, community-based addiction support, Tanner Health developed Regain at Willowbrooke — a confidential outpatient program tailored for working adults in west Georgia. This specialized service allows individuals to continue meeting daily responsibilities while receiving expert care for drug or alcohol dependency in a discreet, non-residential setting.

To better serve the region's workforce, the program is offered three evenings per week, providing accessible treatment without disrupting daytime obligations. With support from a compassionate team of psychiatrists, counselors, and therapists, and access to amenities like a private entrance and peaceful reflection spaces, Regain offers a safe and personalized path to recovery.

Timeline: Ongoing services with expanded promotion 2024-2025

Strategy 3: Suboxone MAT Program

Acknowledging the need for safe, structured treatment options for opioid addiction, Tanner Health's Suboxone MAT (Medication-Assisted Treatment) program at Willowbrooke offers a compassionate, outpatient approach to recovery. This comprehensive program combines supervised Suboxone therapy with counseling, drug screenings, and 12-step participation helping individuals taper off the medication gradually over six months to two years.

Designed to support long-term stability, the program is available to patients entering or completing addiction treatment, including those transitioning from methadone. By offering effective, community-based care, Willowbrooke at Tanner empowers individuals across west Georgia to reclaim their lives from opioid dependence.

Timeline: Ongoing services

Strategy 4: Willowbrooke Counseling and Psychiatric Services

Understanding that mental health challenges can affect anyone at any stage of life, Tanner Health has integrated comprehensive counseling and psychiatric services into Willowbrooke at Tanner to support the emotional and behavioral well-being of individuals and families across our community. These services address a wide range of concerns — from anxiety, depression and trauma to substance use, grief, family conflict and life transitions — through personalized therapy, psychiatric evaluations and medication management.

Timeline: Ongoing services with continuous expansion

Expected Outcomes

- Increased identification and treatment of substance use disorders
- Improved coordination between medical and addiction treatment services
- Enhanced community awareness of substance use prevention and treatment resources
- Reduced substance use-related emergency department visits and hospitalizations
- Decreased stigma surrounding addiction and mental health treatment
- Improved long-term recovery outcomes for participants

Priority 7: Healthy Eating/Active Living for Healthy Weight

Background and Need

Healthy eating/active living for healthy weight was identified as the seventh priority, receiving 6 votes during the community health summit. Our assessment revealed that all three counties have higher rates of adult obesity (35%, 34%, and 36% respectively) compared to the U.S. average of 34%, and higher rates of physical inactivity (26%, 26%, and 29%) compared to the U.S. average of 23%.

Goal

Promote healthy eating habits and increase physical activity opportunities for residents of all ages in Carroll, Haralson and Heard counties through evidence-based programs and environmental changes that make healthy choices easier and more accessible.

Strategy 1: Evidence-Based Programs and Community Partnerships

Through our Get Healthy, Live Well initiative, we will expand and enhance evidence-based programs and community partnerships that encourage healthy eating and active living. This strategy aims to create sustainable changes in individual behavior and the community environment to improve health outcomes and quality of life for residents of all ages.

Key components include:

- **Nutrition Education & Healthy Food Access:**
 - Free or low-cost healthy cooking classes through our Food As Medicine program
 - Nutrition education workshops in schools, workplaces, faith-based organizations and community centers
 - Partnerships with local farmers markets and food pantries to improve access to fresh, affordable produce
 - Mobile markets and community gardens initiatives
- **School and Youth Programs:**
 - Support healthy eating and physical activity in schools through programs like Kids-in-the-Kitchen
 - Evidence-based programs that increase fruit and vegetable consumption and reduce sugary drinks
 - Incorporation of daily physical activity programming
- **Worksite Wellness & Community Campaigns:**
 - Collaboration with local employers and civic organizations to implement wellness challenges
 - Walking clubs and campaigns that promote healthier choices in everyday life
- **Physical Activity Opportunities:**
 - Increase access to free or low-cost fitness opportunities, including group exercise classes
 - Support for walking trails, bike-friendly environments and community fitness challenges
 - Programs designed for all skill levels and physical abilities

- **Policy and Environmental Change:**

- Advocacy for policies that make healthy choices easier
- Support for improved walkability, healthy vending options and safe, accessible recreational spaces

Timeline: Ongoing expansion 2025-2028

Strategy 2: Programming for The Birches on Maple and The Birches at Villa Rica

Through Get Healthy, Live Well, we are committed to improving the health, well-being, and quality of life of residents at The Birches on Maple and The Birches at Villa Rica, as well as supporting their caregivers. Building on the strong foundation of daily nutrition and physical activity programming already in place, we will launch additional targeted initiatives to address the evolving needs of these communities.

Current and Planned Initiatives:

- Continue providing daily healthy nutrition classes and physical activity classes tailored to older adults
- Launch “The Caregiver Connection — Dementia Support with Get Healthy, Live Well
- Add chronic disease prevention and management programs
- Integrate individualized and group-based health coaching
- Brain health workshops and mindfulness classes
- Advance care planning workshops
- Institute intergenerational activities with University of West Georgia Tanner Health School of Nursing senior nursing students

Timeline: Caregiver Connection launched 2025, additional programming expansion in 2025-2027

Expected Outcomes

- Increased community awareness of healthy eating and physical activity resources
- Improved access to healthy food options across the service area
- Enhanced physical activity opportunities in the community
- Measurable improvements in participant health indicators (weight, BMI, blood pressure)
- Stronger community partnerships supporting healthy lifestyle initiatives
- Reduced rates of obesity and physical inactivity over time
- Improved quality of life for seniors and their caregivers

Conclusion

This Community Health Implementation Plan represents Tanner Health's commitment to improving the health and well-being of residents in Carroll, Haralson and Heard counties. Through focused strategies addressing mental health, healthcare access, chronic diseases, health insurance innovation, substance use and healthy living, we aim to create lasting positive change in our west Georgia communities.

We recognize that creating healthier communities requires sustained effort, community collaboration and adaptation based on ongoing assessment and feedback. This plan will be regularly reviewed and updated to ensure we're meeting the evolving needs of our communities and maximizing our impact on population health.

The priorities addressed in this implementation plan build upon our previous community health improvement efforts and represent areas where Tanner can leverage our expertise, resources and community partnerships to achieve the greatest positive impact. While we acknowledge that some important community health needs — such as affordable housing — fall outside our core competencies, we remain committed to supporting these efforts through appropriate partnerships and advocacy.

For more information about Tanner's community benefit activities or to get involved in our community health initiatives, visit tanner.org or call 770-812-9687.

This Community Health Implementation Plan was developed based on the 2025 Community Health Needs Assessment and approved by the Tanner Health Board of Directors on June 9, 2025. The plan will be reviewed annually and updated as needed to reflect changing community needs and priorities.