



701 Market Street, Suite 200, St. Louis, MO 63103, (314) 535-6964

*** MEETING MINUTES ***

Minutes of the September 9, 2025 Ad Hoc Strategic Planning Committee Meeting
Note: This meeting was conducted in place of the monthly Executive Committee Meeting.

Trustee	Attendance
Donna Schmitt, Board Chair	Absent
Rob Poirier, Vice Chair	Absent
Julia López, Secretary/Treasurer	Zoom
Andi Blaylock	Zoom
Ronald Griffin	Zoom

Others Attending:
 Cassandra Kaufman, Executive Director
 Kari McAvoy, EMD Consulting
 Eulonda Nevels, EMD Consulting

1. **Call to Order & Introductions**

The virtual meeting was called to order at 2:00 PM by Executive Director Cassandra Kaufman. One of the purposes of the meeting was to introduce the EMD Consultants to committee members.

2. **EMD's Strategic Planning Philosophy**

Consultant Kari McAvoy provided an overview of EMD's philosophical approach to develop strategic plans. EMD works only with nonprofit organizations and is based in St. Louis. Their primary areas of consultancy include leadership, strategy, fund raising, talent optimization, organizational chart development, and expansion/contraction of nonprofits. The firm uses a strategic planning model developed by LaPiana Consulting.

3. **Strategic Planning Refresh Process & Timeline**

Kari McAvoy explained that a "refresh" is an abbreviated strategic planning process that does not require, "going back to the beginning and starting over." One of the goals of the process will be to align the board and senior staff on the organization's strategic priorities. Based upon EMD's meeting with the MHB Leadership Team (Executive Director, Deputy Director, Controller) they do not believe that the organizational vision statement is in question. Andi Blaylock, Ronald Griffin, and Julia López shared their perspectives on the vision.

Kari McAvoy indicated that MHB's process will be comprised of three major components: 1) Pre-retreat work; 2) Board and Senior Leadership Strategic Planning Retreat; and 3) Post-

retreat work. A timeline with planning process activities was sent to the committee in advance of the meeting. A Values Survey will be conducted with all MHB staff. Eulonda Nevels will conduct two separate staff focus groups on September 10 and 17. EMD consultants are meeting regularly with the MHB Leadership Team as they continue planning and work to draft the retreat agenda. Conducting a single-day retreat was identified as the best use of Trustees' time. EMD will conduct post-retreat meetings with the Leadership Team.

Following the October 18 retreat, the Leadership Team and EMD together will create a draft refreshed strategic plan for the Ad Hoc Committee's review. Time is built in in the event post-plan activities need to be rethought. A final plan, reviewed and approved by the Ad Hoc Committee will be presented by the committee to the full board for approval at the November 20 meeting. Following plan approval, the MHB Team will develop a detailed workplan with action steps to guide implementation and measure progress toward achieving the plan's goals.

Kari McAvoy used a portion of the meeting to gather input from participating committee members regarding the current strategic plan and MHB's future direction:

1. How long have you been involved with MHB and how has the organization changed/evolved in that time?
 - Continued/more focus on systems development and development of a system of care (SAMHSA grant). Increase in number of staff.
 - More focus on trauma-informed care, racial equity, and providing technical assistance to grantees/applicants
 - Our grant processes used to be totally different. We have improved systems and focus on innovation.
2. What do they see as MHB's unique strengths and qualities?
 - Technical assistance
 - Innovation
 - Staff is community embedded
 - Legal counsel on Board is helpful. We are good at following the statutes.
3. What do you believe are the greatest challenges facing MHB?
 - The political landscape, particularly the threat to property taxes
 - Board education – not sure all members know their roles and responsibilities
 - We have to be creative about how we create value. Should we diversify funding, get revenue outside of taxes and government grants?
4. What are your thoughts about the current strategic plan (its priority areas, what's been achieved and what hasn't, what you think should roll forward into the new plan)?
 - Our current plan works; it is a good one and, while we may make some micro-changes, it is still very relevant.

5. What else should EMD be thinking about as we jump into this strategic plan refresh?
 - Potential changes to our revenue, changes in legislation (property taxes)
 - Our role – should we diversify revenue, do more/less of fiscal agent

4. **Adjournment**

There being no further business before the committee the meeting was adjourned at 3:00 PM.

Current Strategic Plan Calendar Year 2021-2023

Strategic Priority 1: Promote and implement equitable high impact BH systems and practices

Strategic Priority 2: Maximize all resources for greatest impact

Strategic Priority 3: Champion community knowledge and field building

Strategic Priority 4: Tailor communications and messaging for meaningful impact