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*** MEETING MINUTES ***

Minutes of the October 14, 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	Zoom
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. **Welcome**

The virtual meeting was called to order at 2:03 PM by Executive Director Cassandra Kaufman.

2. **Approve minutes of September 9, 2025 Committee Meeting**

Rob Poirier moved and Andi Blaylock seconded the motion to approve the minutes of the September 9, 2025 committee meeting. The minutes were approved.

3. **Review Draft October 18 Strategic Planning Retreat Agenda**

EMD Consultant Kari McAvoy led the committee through a review of the annotated retreat agenda. Rob Poirier requested that a graph be added to the retreat PowerPoint showing MHB’s community investments over a 10-year period. This would supplement the portion led by Cassandra Kaufman focused on MHB’s evolution.

Additional questions raised included how the board can increase their understanding of behavioral health issues and stay abreast of changes; discussion should include a focus on what we can control/can’t control/may want to control (importance of remaining nimble); and the current climate is daunting and the board needs to decide the best use of funds. The suggestion was also made to provide a primer for the board on systems change (SOC grant could be used for that purpose).

The section that addresses threats and opportunities will focus on only three items, as the board is familiar with all three. Trustees discussed that there would be no “wordsmithing” at the retreat but a focus on high-level ideas. It was decided to move the Values section higher in the agenda. It was shared that there was already consensus among the staff that health

equity and racial justice were in the existing strategic plan and did not need to be added to the core values. A question was raised whether MHB has looked at who we've served over the years from the perspective of equity/racial justice at a high level and whether this should be amplified.

4. Retreat Planning Discussion

Kari McAvoy re-affirmed that the board would receive the refreshed strategic plan at the November 20 board meeting and that she would re-order the agenda base on today's meeting. The goal will be to keep the conversation at a high-level and avoid getting into the weeds Saturday.

5. Adjourn

There being no further business before the committee Rob Poirier moved and Ronald Griffin seconded the motion to adjourn the meeting. The motion passed unanimously and the meeting was adjourned at 2:58 p.m.

1. 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

6. 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