



MEMORANDUM

TO: Trustees

FROM: Donna Schmitt, Board Chair **BOARD ACTION REQUIRED**

DATE: November 14, 2025

SUBJECT: Approve FY 2026 – 2028 Strategic Plan

BACKGROUND

MHB partnered with EMD Consulting to refresh its mission, vision, and values, and to define strategic priorities that will guide our next phase of impact. The strategic planning process was deliberately inclusive, data-informed, and action-oriented, and designed to engage Board and staff members in thoughtful dialogue about MHB’s purpose, direction, and aspirations.

Planning Approach

MHB’s strategic planning process followed a practical and collaborative methodology that emphasized meaningful participation, reflection, and alignment. Conducted between August and November 2025, the process unfolded through several key stages:

- **Preparation and Discovery:** Assessed progress on the current strategic goals and identified challenges and emerging opportunities by reviewing background materials and interviewing Board and staff leaders.
- **Staff Participation:** Gathered input from staff members through a values survey and focus groups to understand organizational culture, achievements, and objectives.
- **Board Participation:** Board members participated in a full-day planning retreat to discuss strategic topics, clarify values, review achievements, and identify future strategic priorities.
- **Synthesis:** Collaborated with all staff members to analyze findings, revise the mission and vision, and frame strategic priorities.
- **Direction Setting:** Integrated insights from the Strategic Planning Committee and staff leaders to finalize a renewed mission, vision, and values; articulate a new statement of strategic direction; and establish the strategic priorities and key strategies that will guide MHB through 2028.

Outcome

Through this intentional and highly collaborative process, MHB achieved a shared understanding of its mission and vision, established clear strategic priorities, and strengthened engagement among Board and staff members. The resulting FY 2026-2028 strategic plan positions MHB to deepen its impact on behavioral health and well-being across the City of St. Louis, advancing its mission with clarity, purpose, and collective commitment.

CITY OF ST. LOUIS MENTAL HEALTH BOARD OF TRUSTEES

APPROVE FISCAL YEAR 2026 – 2028 STRATEGIC PLAN

RESOLUTION

WHEREAS, the City of St. Louis, Missouri has levied taxes pursuant to the laws of the State of Missouri Sections 205.975 – 205.990 RSMo. to fund the Community Mental Health Fund (CMHF) and Sections 210.860 – 210.861 RSMo. (2005 and 2020) to fund the Community Children’s Services Fund (CCSF) and the Board is entrusted with administering these funds; and

WHEREAS, this Board is desirous to implement its responsibilities to ensure high quality-behavioral health services for adults ages 18 and older and children and youth from birth to age 18 residing in the City of St. Louis; and

WHEREAS, per MHB by-laws, the Board of Trustees shall be the policy making body of the St. Louis Mental Health Board and shall be responsible for overseeing its operations; and

WHEREAS, as part of board governance best practices the board is charged to periodically undertake a process to develop and adopt a strategic plan; and

WHEREAS, the board engaged EMD Consulting to refresh MHB’s mission, vision, values, and to define strategic priorities that will guide the organization’s next phase of impact;

NOW THEREFORE BE IT RESOLVED:

The Board of Trustees hereby adopts the FY 2026 – 2028 strategic plan included as an attachment to this resolution and directs MHB staff to implement the strategic priorities and key activities listed in the plan. Furthermore, the Board approves the updated, mission statement, vision statement and values to guide organizational operations.

APPROVED THIS 20th DAY OF NOVEMBER 2025:

Board Chair/Officer Name (printed):	Signature:
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ATTEST:

Board Officer Name (printed):	Signature:
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strategic plan FY 2026-2028



Mission

MHB strategically invests in effective, equitable systems that improve behavioral health and expand opportunity for St. Louis City residents.

Vision

We envision a future St. Louis built with community voice, shared investment, and collective action to create lasting well-being for all.

Statement of Strategic Direction

As the behavioral health landscape evolves, MHB will strengthen an interdisciplinary, integrated continuum of behavioral health care that addresses social determinants of health and advances equitable access for St. Louis City residents.

MHB will continue to serve as a trusted local leader and steward that balances stability for core services with the flexibility to respond to emerging needs while ensuring that community resources remain responsive, coordinated, and sustainable.

Values

Person-Centered ●

We honor the inherent worth of every individual, valuing the dignity, perspectives, and needs of those we serve and those we work alongside.

Integrity ●

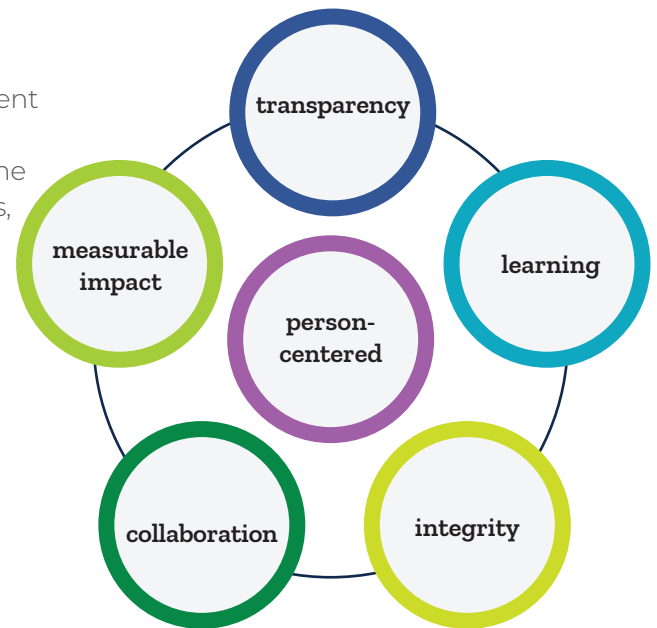
We are guided by honesty and accountability in our decisions and relationships.

Learning ●

We embrace curiosity, reflection, and continuous improvement to strengthen our impact and drive innovation.

Collaboration ●

We achieve more together by building trust, sharing knowledge, and working across boundaries to tap into our collective strength to achieve common goals.



Measurable Impact ●

We commit to make a difference that can be seen, felt, and measured, ensuring our work creates lasting and meaningful change.

Transparency ●

We communicate openly and clearly, ensuring that our actions, decisions, and results are visible and accessible.



strategic priorities

1

Strengthen systems and advance community well-being

MHB will invest in people, partnerships, and practices that build a more equitable, connected, and resilient behavioral health ecosystem.

Key strategies:

- Invest strategically in effective, evidence-based, and community-informed approaches that integrate behavioral health with other systems.
- Foster innovation and agility by creating flexible funding pathways for community-generated ideas and emerging needs.
- Fund wrap-around and family-centered services that address youth and family wellness across systems.
- Engage in systems change by maintaining MHB's presence at key coordination tables.
- Support the behavioral health workforce, including initiatives that address provider shortages and enhance capacity for culturally responsive care.
- Build ecosystem stability through shared infrastructure and responsive funding to minimize disruption in behavioral health pathways and sustain essential care as needs evolve.

Intended outcome:

A coordinated, equitable, and adaptable behavioral health system that strengthens individual and community well-being.

2

Strengthen MHB's organizational capacity and sustainability

MHB will safeguard its long-term sustainability, invest in its people, and enhance its internal systems to support learning, transparency, and effectiveness.

Key strategies:

- Build a learning culture informed by community voice, reflective practices, and data-driven decision making.
- Invest in staff and leadership development, ensuring opportunities for professional growth at all levels.
- Improve internal communication to strengthen collaboration, alignment, and organizational culture.
- Advance operational effectiveness through systems that increase transparency, accountability, and adaptability.

Intended outcome:

A resilient, high-performing organization with the capacity to sustain and amplify MHB's impact in the community.

