

| Strategic Priority 1: Promote and implement equitable high impact behavioral health systems and practices |   |                |   | 2021         | 2022        | 2023        |
|---|---|----------------|---|--------------|-------------|-------------|
| Milestones  | Complete a Roadmap to Change to guide investments focused on critical needs.  | Key Activities | Develop and adopt a Roadmap to Change that guides MHB's investment and quantifies its community impact.   | Complete     |             |             |
|   | Develop early childhood program allocation process for new CCSF funds.  |                | Identify and address critical high priority service needs and gaps.   |              | Complete    |             |
|   | Synchronize the CCSF and CMHF allocation funds to allow for comprehensive approaches and reduce unnecessary barriers.                                       |                | Support responsive systems that expand access and availability to behavioral health and children's services, especially to those most in need.  |              | Abandoned   |             |
|   | Adopt an equity framework and best practice milestones based on selected priorities.  |                | Invest in health equity and racial justice initiatives.   |              | In Progress |             |
| Strategic Priority 2: Champion community knowledge and field building                                     |   |                |   | 2021         | 2022        | 2023        |
| Milestones  | Develop and implement a strategy for integrating community and family voice along with professional input.  | Key Activities | Promote lessons learned, both internal and external to MHB, that highlight community voice, evidence-based and promising practices (e.g., racial equity, intergenerational service delivery, trauma-informed practice, etc.). |              | In Progress | In Progress |
|   | Develop a list of community, state, and national initiatives and select those from which MHB should learn or participate in and MHB's role in each.         |                | Identify and select initiatives and collaborations from which MHB will learn and/or participate and define the level of participation.  | Not Started  |             |             |
|   |   |                | Provide leadership in guiding the broader community's investment in adult and children's behavioral health.   |              |             |             |
| Strategic Priority 3: Maximize all resources for greatest impact  |   |                |   | 2021         | 2022        | 2023        |
| Milestones  | Verify advisability of establishing an affiliated 501c(3) entity and implement next steps based on recommendations.   | Key Activities |   | Undetermined |             |             |
|   | Design and maintain data system that captures MHB's Roadmap to Change and reports on grantee data, including outcomes and indicators for each program area. |                | Design and maintain systems needed to track, measure, report, and assess our impact.  | In Progress  | In Progress | In Progress |
|   | Develop fund allocation that support key MHB equity and best practice priorities.   |                | Continue to maintain a high quality fund allocation process, balancing our commitment to equity, impact, responsiveness, and flexibility.   | In Progress  | In Progress | In Progress |
|   | Train and engage Trustees and staff to advance key Strategic Plan goals.  |                | Develop knowledge and make most effective use of Trustee and staff expertise.   |              | In Progress | In Progress |
|   | Identify opportunities to access unused/underspent funds from all available resources.  |                | Maximize financial capital - Increase and leverage diverse funding to expand behavioral health services and system building.  | In Progress  | In Progress | In Progress |
| Strategic Priority 4: Tailor communications and messaging for meaningful engagement                       |   |                |   | 2021         | 2022        | 2023        |
| Milestones  | Establish framework and methods for shared decision-making including staff, Trustees, and community representatives.  | Key Activities | Develop a strategy to gather and utilize community feedback to inform MHB internal and external practices.  |              | Complete    |             |
|   | Implement both internal and external communications plans.  |                | Develop an internal communications strategy.  | In Progress  | In Progress | In Progress |
|   | Make improvements to grantee review and engagement processes based on assessments and grantee feedback.   |                | Cultivate and nurture connections among and across MHB's funded partners  |              | In Progress | In Progress |

Key: Complete, In Progress, Not Started, Abandoned, Undetermined