

# CALIFORNIA ASSOCIATION OF LOCAL BEHAVIORAL HEALTH BOARDS/COMMISSIONS

## STRATEGIC PLAN 2016-2018

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The California Association of Local Behavioral Health Boards and Commissions (CALBHB/C) is a 501(c) (3) non-profit public benefit corporation. The Association exists to provide coordination, consultation/technical assistance/training, and advocacy to 60 (58 Counties, the City of Berkeley and Tri City Mental Health Center.) Local Behavioral Health Boards and Commissions (also called Mental Health Boards) in California. First incorporated in 1993, the Association has evolved with changes in California mental health service delivery models. In 2016, the Association elected to modify its name by substituting “Behavioral Health” in place of “Mental Health” (e.g., CALBHB/C). This reflects a statewide trend toward integrating mental health services with services for alcohol and other drug abuse-addiction problems.

The mission of the Association is to assist with collaboration, coordination, training and advocacy to ensure informed community engagement in the development of local behavioral/mental health policy; and ensure that stakeholders on Behavioral Health/Mental Health Boards/Commissions have a voice in local decision making.

The following Strategic Plan has been developed to provide structure and guidance in the Association’s efforts to attain its current goals and objectives. The Plan received final approval at the Association’s Annual Meeting convened June 16-17, 2016.

Officers and Committee Chairs and the Board of Directors at large are responsible to accomplish these goals and objectives. Officers elected for FY 2017 include:

President: Cary Martin

First Vice President: Leslie Wilson

Second Vice President: Julie Crouch

Secretary: Mae Sherman

Treasurer: Beryl Nielsen

Bylaws Committee: Janet O’Meara

Legislative Committee: Terezia Bohrer

Ethics Committee: Mohamed Asiad

Policy and Procedures Committee: Julie Crouch

Training Committee: Carole Marasovic

Communication Committee: Julie Crouch

Recognition Committee: Mohamed Asiad

Regional Coordinators: Carole Marasovic, Bay Area; Janet O’Meara, Central; Herman DeBose, Los Angeles; May Farr, Southern; and Leslie Wilson, Superior.

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| <b>GOAL 1. COORDINATION: Establish and maintain productive interaction with all local behavioral health/mental health boards/commissions; State Department of Health Care Services (DHCS), the Mental Health Services Act Oversight and Accountability Commission (MHSOAC), the California State Mental Health Planning Commission (CSMHPC), the California Mental Health Directors Association (CMHDA) and other private and public agencies and organizations regarding mental health issues.</b>   | <b>RESPONSIBLE PARTIES</b>  | <b>OUTCOME MEASURES</b>  | <b>COMPLETION DATE</b>  |
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| <b>OBJECTIVES:</b> <ul style="list-style-type: none"> <li>a. Outreach to all 60 jurisdictions to actively involve all County mental health boards in the activities of the Association.</li> <li>b. Solicit articles and disseminate quarterly Newsletter to local boards/commissions to increase coordination and collaboration.</li> <li>c. Update and maintain Association webpage.</li> <li>d. Convene Association Board meetings in different regions to promote attendance by residents of different regions.</li> <li>e. Elect five regional coordinators to develop good working relationships with boards/commissions in their area and to involve local representatives with Association programs/activities.</li> <li>f. Work collaboratively with the Mental Health Services Oversight and Accountability Commission, the Mental</li> </ul> | <ul style="list-style-type: none"> <li>a. Executive Committee; Regional Coordinators.</li> <li>b. Executive Committee; Communications Committee.</li> <li>c. Communications Comm.d. Executive Committee.</li> <li>e. Regional Coordinators</li> <li>f. Executive Committee; Board of Directors</li> </ul> | <ul style="list-style-type: none"> <li>a. Representative from 60 jurisdictions will attend the Annual Meeting</li> <li>b. Newsletter produced and disseminated in January, April, July and October.</li> <li>c. Webpage current.</li> <li>d. Meetings held in several regions of the state.</li> <li>e. Regional Coordinators in contact with all boards in their area; more participation in Association activities.</li> <li>f. Working relationships</li> </ul> | <ul style="list-style-type: none"> <li>a. 30 in 2016; 40 in 2017; 60 in 2018.</li> <li>b. January 2017 - 2018.</li> <li>c. 2016-2018</li> <li>d. 2016-2018</li> <li>e. 2016-2018</li> <li>f. 2016-2018</li> </ul> |

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| <p>Health Planning Council, the Behavioral Health Directors Association, the California Institute for Behavioral Health Solutions and other statewide mental health organizations.</p>  |  | <p>established; joint projects completed; information shared.</p>   |  |
| <p><b>GOAL 2. ADVOCACY: Community education and outreach to encourage better quality, more quantity, and culturally competent services for all California public mental health system consumers, especially community mental health treatment and services, unserved/underserved populations, mitigating stigma and advocating for relevant prevention programs</b></p>   | <p><b>RESPONSIBLE PARTIES</b></p>  | <p><b>OUTCOME MEASURES</b></p>  | <p><b>COMPLETION DATE</b></p>  |
| <p><b>OBJECTIVES:</b></p> <ul style="list-style-type: none"> <li>a. Establish relationships with State legislators and other state behavioral health advocacy organizations to increase understanding and influence local and state level policy development.</li> <li>b. Promote Association mission at local and state forums.</li> <li>c. Analyze and develop issue statements promoting the Association positions.</li> <li>d. Disseminate information on Facebook page and quarterly Association newsletter.</li> <li>e. Track and report on Federal, State and local legislation of interest to Association Directors utilizing meetings, Facebook, Newsletter and web site for reporting.</li> </ul> | <ul style="list-style-type: none"> <li>a. Executive Committee; Legislative Committee; and Ad hoc committees</li> <li>b. Board of Directors</li> <li>c. Legislative Committee</li> <li>d. Legislative and Communication Committees</li> </ul> | <ul style="list-style-type: none"> <li>a. Correspondence; record of face-to-face meetings; positive legislative changes and actions.</li> <li>b. Association activities reach wider audience.</li> <li>c. Produce issue papers to influence decision making.</li> <li>d. Facebook and newsletter informs Directors, county mental health boards and the public.</li> <li>e. Directors aware of</li> </ul> | <ul style="list-style-type: none"> <li>a. 2016-2018</li> <li>b. 2016-2018</li> <li>c. 2016-2018</li> <li>d. 2016-2018</li> <li>e. 2016-2018</li> </ul> |

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| <ul style="list-style-type: none"> <li>f. Research pros and cons of mandating Association in California statute and submit recommendations to Board of Directors for approval.</li> <li>g. Proceed to develop legislation and obtain sponsors when approved by the Board of Directors.</li> <li>h. Convene one meeting each year in Sacramento to facilitate Association/ legislative relationships.</li> </ul>  | <ul style="list-style-type: none"> <li>e. Legislative Committee</li> <li>f. Legislative Committee</li> <li>g. Legislative Committee</li> <li>h. Executive Committee</li> </ul> | <p>proposed legislation and influence decision making.</p> <ul style="list-style-type: none"> <li>f. Informed decision made on action needed.</li> <li>g. Draft language for legislation completed; Sponsors introduce legislation.</li> <li>h. Meeting held in Sacramento.</li> </ul> | <ul style="list-style-type: none"> <li>f. April 2016</li> <li>g. June 2016-December 2016</li> <li>h. 2016-2018</li> </ul> |
| <p><b>GOAL: 3</b><br/><b>CONSULTATION/TECHNICAL ASSISTANCE /TRAINING: Provide consultation, technical assistance and training for local Behavioral/Mental Health Boards to enable them to carry out mandated functions and to improve local and regional coordination of efforts and activities.</b></p>   | <p><b>RESPONSIBLE PARTIES</b></p>  | <p><b>OUTCOME MEASURES</b></p>   | <p><b>COMPLETION DATE</b></p>   |
| <p><b>OBJECTIVES:</b></p> <ul style="list-style-type: none"> <li>a. Educate Association Directors on current best practices in behavioral health services/programs</li> <li>b. Develop library of training resources accessible to Association Directors via webpage; update and maintain webpage listing of resources and training.</li> <li>c. Survey Directors and develop a resource directory of special knowledge and expertise available through the</li> </ul> | <ul style="list-style-type: none"> <li>a. Training Committee</li> <li>b. Training and Communication Committees [staff when hired]*</li> </ul>                                  | <ul style="list-style-type: none"> <li>a. Training programs are relevant to current best practices.</li> <li>b. Resources available on line and are accessed by Directors, county mental health boards and the public.</li> </ul>  | <ul style="list-style-type: none"> <li>a. 2016-2018</li> <li>b. 2017-2018</li> </ul>                                      |

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| <p>Association.</p> <p>d. Develop process to provide training to local boards/commissions.</p> <p>e. Provide at least one training at Association Annual Meeting.</p> <p>f. Survey Directors to identify training topics of interest, e.g., AOT, CIT, WRAP, Advanced Psychiatric Directive, Health Homes, Preparing Annual Reports, Legislation, etc.</p> <p>g. Encourage and assist local county mental health Boards to organize and act regionally, hold regular regional meetings, conduct business relevant to that region, and address local-regional mental health issues.</p> <p>h. Cultural Competence - All aspects of training programs offered shall ensure inclusion of ethnic, cultural, linguistic, and other diverse populations or communities needs are considered and included.</p> | <p>c. Training and Communication Committees</p> <p>d. Training Committee [staff]</p> <p>e. Training Committee</p> <p>f. Training and Communication Committees [staff]</p> <p>g. Executive Committee, Regional Coordinators, Training and Communication Committees [staff]</p> | <p>c. Survey completed and directory available.</p> <p>d. Process developed and communicated to all local boards.</p> <p>e. Training provided and evaluations analyzed for feedback.</p> <p>f. Survey completed and presented to Directors via meetings, newsletter and web page.</p> <p>g. Meetings held and regional issues identified and addressed.</p> <p>h. Training program evaluations illustrate program offered met trainee cultural needs.</p> | <p>c. 2017-2018</p> <p>d. 2016-2017</p> <p>e. 2016-2018</p> <p>f. 2017-2018</p> <p>g. 2017-2018</p> <p>h. 2017-2018</p> |
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| GOAL 4: SUSTAINABILITY- Directors and officers shall be representative of statewide local stakeholders; meetings and business shall be conducted in accordance with approved policies and procedures; funding opportunities shall be pursued to include grants, individual and corporate gifts, bequests, and fund-raising to assure Association viability.   | RESPONSIBLE PARTIES   | OUTCOME MEASURES  | COMPLETION DATE  |
|---|---|---|--|
| <p><b>OBJECTIVES:</b></p> <ul style="list-style-type: none"> <li>a. Update and maintain Association Policies and Procedures Manual.</li> <li>b. Establish and maintain updated mailing and e-lists of all local boards and commissions.</li> <li>c. Provide orientation/mentoring for new Association Directors and Officers; groom Directors to move to Association leadership positions.</li> <li>d. Develop annual budget.</li> <li>e. Research and secure funding necessary to operate Association.</li> <li>f. Assure all jurisdictions pay annual dues in a timely manner.</li> <li>g. Research and secure funding to expand approved Association programs and services.</li> </ul> | <p>h. Training Committee [staff]</p> <ul style="list-style-type: none"> <li>a. Policies and Procedures Committee. [staff]</li> <li>b. Secretary and Regional Coordinators. [staff]*</li> <li>c. Executive Committee, Regional Coordinators.</li> <li>d. Finance Committee</li> <li>e. Executive Committee, Treasurer and Finance Comm.</li> </ul> | <ul style="list-style-type: none"> <li>a. Policy and Procedures consistent with organizational needs.</li> <li>b. Communicate effectively statewide.</li> <li>c. Directors active and well informed; new leaders emerge.</li> <li>d. Annual budget approved by Board of Directors.</li> <li>e. Proposals submitted to increase funding.</li> <li>f. Funding received from all jurisdictions.</li> </ul> | <ul style="list-style-type: none"> <li>a. 2016-2018</li> <li>b. 2017-2018</li> <li>c. 2016-2018</li> <li>d. 2016-2018</li> <li>e. 2016-2018</li> <li>f. 2016-2018</li> <li>g. 2016-2018</li> </ul> |

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| <p>h. Review and update bylaws periodically.</p> <p>i. Submit required reports to funding agencies.</p> <p>j. Assure 501-c 3 requirements are met, e.g., audits, reports, etc.</p> <p>k. Assure financial reports are accurate and complete.</p> <p>l. Research innovative programs and services and develop strategies for implementation.</p> <p>m. Obtain office space and part-time staff to facilitate Association business.</p> <p>n. Recognize Boards/Commissions for outstanding accomplishments.</p> <p>o. Ensure Association meetings are conducted according to Robert’s Rules.</p> | <p>[Exec. Assistant when hired]</p> <p>f. Executive Comm., Finance Comm. and Treasurer.[staff]</p> <p>g. Executive Committee and Ad hoc Committee [staff]</p> <p>h. Bylaws Committee with amendments approved by the Board of Directors</p> <p>i. President, Treasurer [staff]</p> <p>j. Finance Committee, Treasurer, Executive Committee [staff]</p> <p>k. Treasurer, Finance Committee [staff]</p> <p>l. Executive Committee [staff]</p> | <p>g. Proposals submitted to address identified needs.</p> <p>h. Bylaws amended when necessary in accordance with Bylaws provisions to amend them. .</p> <p>i. Reports submitted.</p> <p>j. Reports submitted.</p> <p>k. Audit completed successfully by independent auditor.</p> <p>l. Reports submitted to Board of Directors and public via meetings, newsletter and website.</p> <p>m. Space obtained; staff hired.</p> <p>n. Awards presented</p> <p>o. Adherence to Bylaws and Policies and Procedures</p> | <p>h. 2016-2018</p> <p>i. 2016-2017</p> <p>j. 2016-2018</p> <p>k. 2016-2018</p> <p>l. 2017-2018</p> <p>m. 2017-2018</p> <p>n. 2016-2017</p> <p>o. 2016-2018</p> |
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|  | <ul style="list-style-type: none"> <li>m. Executive Committee<br/>[staff]</li> <li>n. Recognition<br/>Committee</li> <li>o. President and<br/>Parliamentarian</li> </ul> |  |  |
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\*Staffing contingent upon obtaining funding. Two part-time independent contractor positions proposed: Executive Assistant and Administrative Assistant (clerical). Funding proposal submitted to MHSOAC June 2016.