



STRATEGIC PLAN

2025-2028

Approved by the Policy Advisory Board, May 19, 2025

COMMUNITY SERVICES BOARD

STRATEGIC PLAN 2025-2028

EXECUTIVE SUMMARY

The Norfolk Community Services Board (NCSB) 2025-2028 Strategic Plan represents the future direction for services provided to citizens of Norfolk relating to a wide array of behavioral and support services. Because Norfolk is a large, urban city, the NCSB is working to meet the needs of its residents through thoughtful programming and responsible budget planning. Nationwide, behavioral health is in a constant state of change regarding regulatory standards and oversight, demands for services, and billable dollars which is why this strategic plan is intended to be a tool in an effort to guide the NCSB to fulfill its mission.

VISION

To improve the behavioral health and wellness for all citizens of the City of Norfolk.

MISSION

To provide a continuum of services in the promotion of wellness for the citizens of Norfolk affected by mental illness, substance use disorders, developmental disabilities, and homelessness.

CITY OF NORFOLK CORE VALUES

- **Accountability:** To take ownership and responsibility for individual and team actions and remain focused on the priorities of the City of Norfolk.
- **Integrity:** Model honesty and trustworthy behavior through an inclusive and customer-oriented government. Ensure that actions are based on an ethical character and a positive reputation. Communication that is consistent, accurate and complete will build public and organizational trust. Do the right thing, the right way.
- **Innovation:** Support continuous improvement and demonstrate a civic entrepreneurial attitude by generating new ideas, advancing best practices, and effectively operating as a team.
- **Respect:** Treat all with dignity and courtesy by listening, empathizing, and valuing opinions and perspectives. Treat others fairly and equitably. Our actions and words support a healthy, civil and positive environment. Harassment in any form is unacceptable.

GOALS

I. STRATEGIC GOAL: NCSB AND THE PUBLIC

The Norfolk Community Services Board (NCSB) proudly serves the citizens of Norfolk, who are often present with complex needs. This task requires attention to public awareness and education. NCSB recognizes the need to advocate for and

educate about the needs and service options for our consumers to improve public understanding and influence public policy.

GOAL 1: ENHANCE PUBLIC AWARENESS REGARDING THE ROLES AND RESPONSIBILITIES OF THE NCSB.

- Objective 1: Utilize a variety of methods to communicate the value that NCSB brings to the community stakeholders.
 - This will be measured by collaboration with Norfolk's Communications Department to highlight services offered throughout CSB programs.
 - This will be measured by publishing an annual report to highlight the services and outcomes of the NCSB.

GOAL 2: INCREASE AND CONTINUE PUBLIC AWARENESS AND UNDERSTANDING OF MENTAL HEALTH, SUBSTANCE USE DISORDERS, DEVELOPMENTAL DISABILITIES, AND HOMELESSNESS.

- Objective 1: Promote mental health awareness, suicide prevention, and homelessness awareness for the community at large.
 - This will be measured by providing prevention services through community outreach, education, and training.
 - This will be measured by involving community partners in developing and implementing public education efforts.

II. STRATEGIC GOAL: STAFF LEARNING AND GROWTH

There is a commitment throughout the agency to utilize proactive processes to employ highly skilled, credentialed, licensed staff who are caring and dedicated to the people we serve. Offering training and resources to keep staff abreast of new trends and strategies benefits the agency as new Federal and State regulations and requirements are executed.

GOAL 1: CONTINUALLY FOSTER A POSITIVE CULTURE

- Objective 1: Engage employees in greater levels of decision-making.
 - This will be measured by involving employees in executing the strategic plan.
 - This will be measured by holding an annual all-staff meeting.
- Objective 2: Foster effective and supportive communication with employees.
 - This will be measured by recognizing professional contributions and accomplishments through agency-wide communications.
- Objective 3: Improve consistency of implementation of policies and procedures.
 - This will be measured through collaboration among agency leadership, staff meetings, and supervision.

GOAL 2: CONTINUALLY FOSTER AN ENVIRONMENT OF LEARNING AND GROWTH

- Objective 1: Foster and improve Diversity, Equity, and Inclusion efforts.
 - This will be measured by DEI Committee's initiatives.
- Objective 2: Enhance training and promotional pathways.
 - This will be measured by the implementation of the training specialist position.
 - This will be measured by increased opportunities for cross-training.

III. STRATEGIC GOAL: QUALITY AND COMPLIANCE

NCSB is committed to maintaining a culture of compliance that ensures our department provides our consumers with the highest level of professional services and ensures appropriate and accurate billing for services provided. NCSB complies with Federal, State, and local regulations pertaining to the services we deliver and conducts ongoing internal quality assurance reviews on all programs.

GOAL 1: ASSURE QUALITY OF SERVICES.

- Objective 1: Increase staff awareness of compliance and quality assurance planned initiatives.
 - This will be measured by compliance presentation during new employee orientation and ongoing communication.
 - This will be measured by utilization/chart reviews to collect supporting data for satisfaction with services and recommendations for the quality of services.
- Objective 2: Ensure appropriate and accurate billing activity.
 - This will be measured by conducting regular billing audits.

GOAL 2: ASSURE COMPLIANCE WITH STATE LICENSURE, MEDICAID, OTHER 3RD PARTY, HIPAA AND REGULATORY REQUIREMENTS.

- Objective 1: Maintain regulatory compliance.
 - This will be measured by maintaining positive outcomes of audits.

IV. STRATEGIC GOAL: FINANCIAL RESOURCES

NCSB operates as a behavioral healthcare organization, prioritizing a business model that optimizes federal, state, and local funding alongside consumer fees to support mandated programs. Grants enhance services and strengthen financial stability, while consumer contributions promote accountability for personal health.

GOAL 1: OPTIMIZE REIMBURSEMENT PROCESS.

- Objective 1: Continually review and refine the process to align with Federal, State, and City mandates.
 - This is measured through Finance reviewing changes as they come out and communicating them to staff.
- Objective 2: Optimize billable services.
 - This will be measured by monitoring productivity and program billing.
 - This will be measured by meaningful coordination between the programs and Finance, including denials and untimely filing.

GOAL 2: EXPAND PROGRAMMING THROUGH STRATEGIC GRANT SELECTION.

- Objective 1: Follow the City policy and procedure to apply for grants.
 - This will be measured by checking grant platforms and communication with the
 - City Grants Department.