

COLONIAL BEHAVIORAL HEALTH

BOARD MEETING

DATE: January 6, 2026

LOCATION: Colonial Behavioral Health, 473 McLaws Circle, Williamsburg, VA 23185

WELCOME AND CALL TO ORDER: 3:00pm

BOARD MEMBERS PRESENT:

Mr. Ryan Ashe – James City County
Mr. John Collins – York County
Ms. Lynette Diaz – James City County
Mr. Sean Dunn – Williamsburg
Dr. Dawn Ide – City of Poquoson
Mr. Bruce Keener – York County
Ms. Kristen Nelson – York County
Ms. Amber Richey – York County
Ms. April Thomas – York County
Ms. Donyale Wells – James City County
Mr. Roy Witham – James City County

BOARD MEMBERS ABSENT:

Mr. Steven Miller – York County

CBH STAFF PRESENT:

David Coe, Marsha Obremski, Kristy Wallace, Katie Leuci, Kyra Cook, Linda Butler, Patty Hartigan, Chaenn Thomas and Denise Kirschbaum

GUESTS: None

PUBLIC COMMENT: None

INFORMATION FROM BOARD CHAIR:

- Ryan Ashe informed CBH's Board members that Tarun Chandrasekar informed David Coe of his resignation from CBH's Board. Tarun will be relocating next month.

- Email from Dr. Dawn Ide – providing time for everyone to review the email and attachments. If a Board member has questions, please direct them to Ryan Ashe. There will be a discussion about this information in the future.

CONSENT CALENDAR:

The consent calendar was presented for approval of the following meeting minutes:

- **December 2, 2025, Board of Directors Meeting**
- **December 15, 2025, Executive Committee Meeting**
- **December 17, 2025, Services and Evaluation Committee Meeting**

The consent calendar was presented with the approval of the following meeting item:

- **Honoring Resolution – Retirement of Nancy Parsons, CBH Finance Director**

Bruce Keener made a motion to accept the consent agenda and honoring resolution as presented. John Collins seconded the motion. The motion passed as follows:

Yes – 11

No – 0

Abstain – 0

DISCUSSION/INFORMATION:

Strategic Plan – Quarterly Update and Review (*Kyra Cook*)

Kyra Cook presented CBH's Strategic Plan to the Board, focusing on Quarter 6 updates.

Operations Goal: HR staff working with Directors regarding recruitment platform optimization and our Mid Management staff received training on Burnout and Conflict Resolution.

Resources Goal: Capital campaign fundraiser position has been posted, and Behavioral Health Consultant (CBH employee) has been imbedded at SEVHS.

ACTION ITEMS:

A-1 Approval – Revisions to Title VI Plan (*Linda Butler*)

Linda Butler presented the two changes to Title VI Policy and Plan; both changes have been made in consultation with and endorsed by Elizabeth Redpath of the Lee Meier Law Firm. One update was made to the Title VI Policy: change “he, she, they” to “they.” One update was made to the Title VI Plan: remove three (3) references to Executive Order 13166 which was overridden by the Trump Administration.

John Collins made a motion that the Board approve the revisions to the CBH Title VI Plan as presented. April Thomas seconded the motion. The motion passed as follows:

Yes – 11

No – 0

Abstain – 0

REPORTS:**Recruitment/Hiring/Retention Update (*Chaenn Thomas*)**

For the period of November 16, 2025, through December 9, 2025, Colonial Behavioral Health is actively recruiting a total of 34 positions, which includes twenty-eight (28) full-time, two (2) part-time, and four (4) PRN/WAR positions. CBH has received one resignation during the reporting time.

As of December 9, 2025, the agency does not have any new hires schedule for the remainder of the calendar year.

Update for the beginning of January 2026 – CBH onboarded four (4) new hires on January 5, 2026.

Executive Director's Report (*D. Coe*)**Agency Issues**

Construction is progressing nicely at the Center of Support and Wellness (currently a week ahead of schedule). Structural steel erection began on 12/22/2025.

Nancy Parsons (CBH Director of Finance) retired on 12/31/2025. After several interviews, CBH does not currently have a Director of Finance in place. Enhanced job responsibilities have been divided between three senior staff members. CBH plans to utilize a professional recruitment agency to assist us with finding a part-time contractual consultant who will focus on budget development and management processes.

CBH's CIP request totaling \$14.4M has been submitted to our localities for consideration.

David Coe asked Patty Hartigan to explain the idea of Sequential Mapping. Sequential Mapping is based on intercepts - determining behavioral health needs in the community. This information will allow us to develop goals and strategies for improvement. A letter of Support will be sent out within the next week – Roy Witham stated the letter was sent out today.

Community Issues

December 15, 2025, was the deadline for responses to our Request for Proposals (RFP) for predevelopment work for Phase 2 of construction on the new campus. Four (4) proposals were received and are currently being evaluated – proposals have been uploaded to our website. A Public Hearing is required at least 30 days prior to awarding any contract. The Hearing is tentatively scheduled for the February Board meeting.

Public Policy

We were able to have meetings with Delegates-Elect Anderson (virtual), Downey (in-person), Thorton (virtual), and Senator McDougle (in-person) in December. Senator McDougle is proposing a budget amendment for \$10M for Phase 2. A meeting with Senator Diggs is scheduled for January 21st in Richmond. April Thomas, Bruce Keener, and Kristen Nelson (CBH Board Members) participated in these meetings – thank you for your time.

Governor Youngkin's proposed budget includes no new money dedicated to CSBs outside of "state supported local employee" salary adjustments, but there are new risks to CSB funding built into the budget. We expect a great deal of activity in the form of budget amendments (a combination of monetary and language-only).

Monthly Financial Report (*David Coe*)

David Coe reviewed the Financial Report as of 11/30/2025. Considering our recent new hires,

the personnel numbers will decrease in the future – our main goal is to provide services to our community members.

ADJOURNMENT:

A motion to adjourn the meeting was made by John Collins and seconded by Amber Richey. The motion passed as follows:

Yes – 11

No – 0

Abstain – 0

The meeting was adjourned at 3:47pm.

NEXT MEETING:

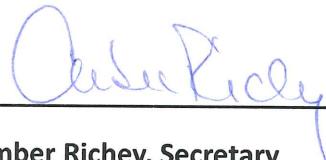
Date: Tuesday, February 3, 2026

Location: 473 McLawns Circle, Williamsburg, VA 23185

Time: 3:00pm



Bruce Keener, Vice Chairman



Amber Richey, Secretary

AGENDA
COLONIAL BEHAVIORAL HEALTH
BOARD OF DIRECTORS
JANUARY 6, 2026
3:00 PM

- **Welcome and Call to Order**
- **Roll Call**
- **Public Comment**
- **Consent Calendar**
 - Approval of the following meeting minutes:
 - December 2, 2025, Board of Directors Meeting
 - December 15, 2025, Executive Committee Meeting
 - December 17, 2025, Services & Evaluation Committee Meeting
 - Honoring Resolution – Retirement of Nancy Parsons, CBH Finance Director
- **Discussion/Information**
 - Strategic Plan – Quarterly Update & Review *(K. Cook)*
- **Action Items**
 - A-1 Approval – Revisions to Title VI Plan *(L. Butler)*
- **Reports**
 - Recruitment/Hiring/Retention Report *(C. Thomas)*
 - Executive Director's Report *(D. Coe)*
 - 2026 General Assembly update
 - State Budget Amendment Support – 2026 Session
 - Monthly Financial Report *(D. Coe)*
- **Adjournment**

Next Meeting:

Tuesday, February 3, 2026
473 McLaws Circle, Williamsburg
3:00 PM

COLONIAL BEHAVIORAL HEALTH

BOARD MEETING

DATE: December 2, 2025

LOCATION: Colonial Behavioral Health, 473 McLaws Circle, Williamsburg, VA 23185

WELCOME AND CALL TO ORDER: 3:02pm

BOARD MEMBERS PRESENT:

Mr. Ryan Ashe – James City County
Mr. John Collins – York County
Ms. Lynette Diaz – James City County
Mr. Sean Dunn – Williamsburg
Dr. Dawn Ide – City of Poquoson
Mr. Bruce Keener – York County
Ms. Amber Richey – York County
Ms. April Thomas – York County
Mr. Roy Witham – James City County

BOARD MEMBERS ABSENT:

Mr. Tarun Chandrasekar - Williamsburg
Mr. Steven Miller – York County
Ms. Kristen Nelson – York County
Ms. Donyale Wells – James City County

CBH STAFF PRESENT:

David Coe, Marsha Obremski, Kristy Wallace, Katie Leuci, Kyra Cook, Linda Butler, Patty Hartigan, Nancy Parsons, Chaenn Thomas and Denise Kirschbaum

GUESTS: None

PUBLIC COMMENT: None

CONSENT CALENDAR:

The consent calendar was presented for approval of the following meeting minutes:

- **September 24, 2025, Services and Evaluation Committee Meeting**
- **October 7, 2025, Board of Directors Meeting**

- **October 20, 2025, Executive Committee Meeting**
- **November 4, 2025, Board of Directors Meeting (notes)**
- **November 17, 2025, Executive Committee Meeting**

The consent calendar was presented with the approval of the following meeting item:

- **Confirmation of November 4, 2025, Board Action Without a Quorum: Approval of one-time payment to CBH Staff**

Amber Richey made a motion to accept the consent agenda as presented. John Collins seconded the motion. The motion passed as follows:

Yes – 9

No – 0

Abstain – 0

PRESENTATION/BOARD EDUCATION:

Certified Community Behavioral Health Clinics (CCBHCs) (*David Coe*)

David Coe sent the VACSB CCBHC presentation to our Board on November 25, 2025, to allow everyone to review the information prior to the Board meeting. David presented a high-level overview of the CCBHC model during our Board meeting. The presentation provided a history of CCBHC and efforts in Virginia. It provided a focus on current efforts to bring the CCBHC model to Virginia. This presentation was sent to CBH Board Members and Directors on 12/4/2025.

ACTION ITEMS:

A-1 Approval – Revisions to Personnel Policy (Policy 14) (*Chaenn Thomas*)

Chaenn Thomas presented the summary of changes to the CBH Personnel Policy which have been reviewed and endorsed by the agency's Employment Law attorney.

John Collins made a motion that the Board of Directors approve the revisions to the CBH Personnel Policy (Policy #14) as presented. April Thomas seconded the motion. The motion passed as follows:

Yes – 9

No – 0

Abstain – 0

A-2 Approval – Revisions to Drug-Free Workplace Policy (Policy 7) (*Chaenn Thomas*)

Chaenn Thomas presented the summary of changes to the CBH Drug-Free Workplace Policy which have been reviewed and endorsed by the agency's Employment Law attorney.

April Thomas made a motion that the Board of Directors approve the revisions to the CBH Drug-Free Workplace Policy (Policy #7) as presented. Amber Richey seconded the motion. The motion passed as follows:

Yes – 9

No – 0

Abstain – 0

A-3 Approval – Revisions to Cultural Competency Policy (Policy 80) (*Chaenn Thomas*)

Chaenn Thomas presented the summary of changes to the CBH Cultural Competency Policy which have been reviewed and endorsed by the agency's Employment Law attorney.

Amber Richey made a motion that the Board of Directors approve the revisions to the CBH Cultural Competency Policy (Policy #80) as presented. John Collins seconded the motion. The motion passed as follows:

Yes – 8

No – 0

Abstain – 1

A-4 Approval – Revisions to Employment of Persons Served (Policy 21) (*Chaenn Thomas*)

Chaenn Thomas presented the summary of changes to the CBH Employment of Persons Served Policy which have been reviewed and endorsed by the agency's Employment Law attorney.

Amber Richey made a motion that the Board of Directors approve the revisions to the CBH Employment of Persons Served Policy (Policy #80) as presented. John Collins seconded the motion. The motion passed as follows:

Yes – 9

No – 0

Abstain – 0

A-5 Approval – Board Member Position Description (*David Coe*)

David Coe presented the summary of changes to the CBH Board of Directors Roles and Expectations/Position Description which have been reviewed and endorsed by the agency's legal counsel.

Amber Richey made a motion that the Board of Directors approve the revisions to the CBH Board of Directors Roles and Expectations/Position Description as presented. John Collins seconded the motion. The motion passed as follows:

Yes – 9

No – 0

Abstain – 0

A-6 Approval – Board Attendance Policy (*David Coe*)

David Coe presented the summary of changes to the CBH Board Attendance Policy which have been reviewed and endorsed by the agency's legal counsel.

April Thomas made a motion that the Board of Directors approve the revisions to the CBH Board Attendance Policy as presented. Lynette Diaz seconded the motion. The motion passed as follows:

Yes – 9

No – 0

Abstain – 0

A-7 Approval – Board Remote Participation Policy (*David Coe*)

David Coe presented the summary of changes to the CBH Board Remote Participation Policy which have been reviewed and endorsed by the agency's legal counsel.

John Collins made a motion that the Board of Directors approve the revisions to the CBH Board Remote Participation Policy as presented. Bruce Keener seconded the motion. The motion passed as follows:

Yes – 9

No – 0

Abstain – 0

A-8 Approval – Travel Reimbursement of Board Members (*David Coe*)

David Coe presented the summary of changes to the CBH Travel Reimbursement of Board Members which have been reviewed and endorsed by the agency's legal counsel.

Bruce Keener made a motion that the Board of Directors approve the revisions to the CBH Travel Reimbursement of Board Members as presented. April Thomas seconded the motion. The motion passed as follows:

Yes – 9

No – 0

Abstain – 0

A-9 Approval – Board Members Orientation and Training (*David Coe*)

David Coe presented the summary of changes to the CBH Board Members Orientation and Training which have been reviewed and endorsed by the agency's legal counsel.

Amber Richey made a motion that the Board of Directors approve the revisions to the CBH Board Members Orientation and Training as presented. April Thomas seconded the motion. The motion passed as follows:

Yes – 9

No – 0

Abstain – 0

A-10 Action – Board Member Information Request (*David Coe*)

David Coe presented the summary of changes to the CBH Board Member Information Request which have been reviewed and endorsed by the agency's legal counsel. Our legal counsel recommended that this policy be rescinded by a vote of the Board.

Amber Richey made a motion that the Board of Directors rescind the Board Member Information Request policy. John Collins seconded the motion. The motion passed as follows:

Yes – 9

No – 0

Abstain – 0

A-11 Action – Principles of Operation (*David Coe*)

David Coe presented the summary of changes to the CBH Principles of Operation policy which have been reviewed and endorsed by the agency's legal counsel. Our legal counsel agrees with the Executive Director that the existence of numerous other policies make this general statement of operations principles superfluous. It should be discontinued.

John Collins made a motion that the Board of Directors discontinue the Principles of Operation policy. Bruce Keener seconded the motion. The motion passed as follows:

Yes – 9
No – 0
Abstain – 0

A-12 Approval – Amended 2025 Holiday Office Schedule (*David Coe*)

In 2025, the Christmas holiday (December 25) and New Year's Day holiday (January 1) fall on Thursdays. A cross-section of CBH staff asked for agency Leadership to consider closing the office for both December 26th and January 2nd. Leadership shared these requests with our Executive Committee. The Executive Committee, considering that CBH staff did not receive a Cost of Living increase this year, voted to support closure for both dates this fiscal year. Roy Witham asked to amend the revised holiday schedule to include 4 additional hours on December 24th.

Amber Richey made a motion that the Board of Directors approve the amended motion regarding the closure of agency offices and awarding of holiday pay to CBH staff on December 26, 2025, and January 2, 2026. Bruce Keener seconded the motion. The motion passed as follows:

Yes – 9
No – 0
Abstain – 0

A-13 Approval – Change Order – Center for Support and Wellness (*David Coe*)

On November 20, 2025, Executive Director David Coe signed a changed order in the amount of \$58,207.22. Under CBH policy, all contracts or amendments exceeding \$50,000 require Board approval; therefore, this item is being brought forward for retroactive approval to maintain compliance. David signed the change order to avoid construction delays and ensure continuation of the building pad and foundation sequence. The change order authorizes Henderson to mitigate unsuitable soil encountered during early site work. Henderson's pricing includes excavation, haul-off, imported fill, stone, fabric, labor, equipment, overhead, and business license fees.

Bruce Keener made a motion that the Board of Directors approves the change order in the amount of \$58,207.22, retroactively authorizing the Executive Director's signature. Amber Richey seconded the motion. The motion passed as follows:

Yes – 9
No – 0
Abstain – 0

REPORTS:

Monthly Financial Report (*N. Parsons*)

Nancy reviewed the Financial Report as of 10/31/2025. CBH and YC are working together to invest funding, resulting in increased interest. Personnel appears to be higher than usual because October is one of the two months in the year with three pay periods. Our miscellaneous category appears high, although CBH just paid insurance for the entire year.

Recruitment/Hiring/Turnover Update (*Chaenn Thomas*)

For the period of October 16, 2025, through November 15, 2025, Colonial Behavioral Health is actively recruiting a total of 27 positions, which includes twenty-two (22) full-time, two (2) part-time, and three (3) PRN/WAR positions. During the period mentioned, the agency has had three resignations.

CBH has onboarded two new hires since the last reporting period (September 11 – October 15, 2025) and there are two full-time new hires scheduled for the upcoming Orientation on November 24, 2025.

Executive Director's Report (*D. Coe*)

Agency Issues

The VACSB Conference will be held in Richmond, VA, January 20-21, 2026. A summary of the agenda is attached to this report. We request that any board member wanting to attend, please let either Kristy Wallace or myself know. Transportation can be arranged for anyone that would like a ride.

Community Issues

The Requests for Proposals (RFP) for predevelopment work for Phase 2 of construction on the new Galt Lane property can be found on the CBH website. The deadline for proposal submission is December 15, 2025. A Public Hearing will be required at least 30 days prior to an award being made. This is expected in either January or February.

Public Policy

We will be seeking an audience with the successful candidates in each General Assembly election in our area. One primary objective is to identify members of both chambers who will sponsor a capital budget amendment on our behalf (Senator McDougle is planning to do so in the Senate). If any Board member is interested in being a part of these meetings, please let us know for purposes of scheduling.

CLOSED SESSION:

Bruce Keener made the following motion to move to a closed session: I motion that the CBH Board convene a closed meeting as permitted under the Code of Virginia for the following purposes: Consultation with legal counsel and/or briefings by staff members pertaining to actual or probable litigation, where such consultation or briefing in open meeting would adversely affect the litigating posture of the public body pursuant to Virginia Code Section 2.2-3711(A)(7). John Collins seconded this motion.

Bruce Keener made a motion to conclude the closed session. John Collins seconded the motion, which was unanimously approved. Board members were individually polled immediately coming out of the closed session to certify that only those matters covered in the motion for closed session were discussed.

ADJOURNMENT:

A motion to adjourn the meeting was made by John Collins and seconded by Sean Dunn. The motion passed as follows:

Yes – 9

No – 0

Abstain – 0

The meeting was adjourned at 4:42pm.

NEXT MEETING:

Date: Tuesday, January 6, 2026

Location: 473 McLaws Circle, Williamsburg, VA 23185

Time: 3:00pm

Ryan Ashe, Board Chair

Amber Richey, Secretary

COLONIAL BEHAVIORAL HEALTH

**EXECUTIVE COMMITTEE MEETING
473 McLaws Circle, Williamsburg
December 15, 2025, at 2:00pm**

Call to Order

The Executive Committee Meeting was called to order at 2:05pm.

Committee Members Present:

Ryan Ashe, Bruce Keener, Amber Richey, John Collins, Donyale Wells

Committee Members Absent:

N/A

CBH Staff Present:

David Coe, Kyra Cook, Nancy Parsons (virtual), Chaenn Thomas, Kristy Wallace

Members of the Public:

Susan Goodwin

UPDATES

Recruitment/Hiring/Turnover Update (*Chaenn Thomas*)

November 16, 2025 – December 9, 2025: CBH is actively recruiting a total of 34 positions, which include twenty-eight (28) full-time (includes Fundraising Coordinator position), two (2) part-time, and four (4) PRN/WAR positions.

As of December 9, 2025, the agency does not have any new hires scheduled for the remainder of the calendar year (CY25).

November 2025 Financial Report (*Nancy Parsons*)

Nancy reviewed the Financial Report as of 11/30/2025. Nancy mentioned that we will have a large payback (\$157k) – originated from Mental Health Case Management. The case manager is no longer employed by CBH, and all appropriate actions have been taken. The payback will be reimbursed to Medicaid MCO's.

ANTICIPATED ACTION ITEM – 1/6 BOARD MEETING

Approval of Title VI Plan (*David Coe*)

Title VI (CBH Policy 75) will be presented for Board approval during our January 6th Board meeting. Title VI is compiled of two sections: the policy and the Plan. The Plan was previously reviewed by the Board in February 2025. Two changes were made: Change to the Policy: pronouns “he/she/they” have been replaced with “they.” Change to the Plan: Removed references to Executive Order 13166 (page 23) which was revoked when English was established as the official language by Executive Order (this executive order was put into place during the Biden administration and rescinded during the Trump administration).

Amber Richey made a motion to approve Title VI as presented. John Collins seconded this motion. The motion passed as follows:

Yes – 5

No – 0

Abstain – 0

The motion will come as a recommendation from the Executive Committee during our January Board meeting.

OTHER 1/6 BOARD ITEMS

General Assembly Updates (*David Coe*)

The following topics will be discussed: Budget, Legislation, and Member meetings. CBH has four member meetings scheduled over the next two weeks: Jessica Anderson (12/16), Senator McDougle (12/18), Virgil Thornton (12/19) and Mark Downey (12/23). A few Board members have requested to attend some of these meetings. The purpose of these meetings is to inform the members about CBH and to gain the trust of the members – we want to be a resource when additional information is needed when certain bills come across their desks. The goal of this meeting is to request a \$10m budget amendment for Phase 2 of CBH Development.

Executive Director's Report (*David Coe*)

John Collins inquired about grants that have been received: CBH received \$600k for Phase 2 development. CIP Requests have been sent out to all four localities.

COMMITTEE DISCUSSION

Finance Director Vacancy (*David Coe*)

CBH has held both in-person interviews and virtual interviews through Teams. Unfortunately, we do not have any potential candidates at this time; the posting has been removed and will be reposted during the middle of January 2026. The interim plan is to bring an external person (working with a recruitment agency) for about six months. This will allow the person to review our financial records and provide time for David to explain where he wants to go from here and let that person make it happen.

Items from the Committee

None

Adjournment

John Collins made a motion to adjourn the meeting at 2:55pm. Amber Richey seconded this motion; all were in favor.

NEXT MEETINGS

David informed the Executive Committee that our next two scheduled Executive Committee meetings fall on State/Federal Holidays. The Executive Committee discussed and agreed to have the January and February meetings on the following dates and times:

January Meeting

Thursday, January 22, 2026

3:00pm

473 McLaws Circle, Williamsburg, VA 23185

February Meeting

Tuesday, February 17, 2026

3:00pm

473 McLaws Circle, Williamsburg, VA 23185

**COLONIAL BEHAVIORAL HEALTH
SERVICES AND EVALUATION COMMITTEE MEETING
473 McLaws Circle, Williamsburg
December 17, 2025, at 4:00pm**

Call to Order

The Services and Evaluation Committee Meeting was called to order at 4:00pm.

Roll Call

Committee Members Present:

Roy Witham, Sean Dunn Lynette Diaz, & April Thomas

Committee Members Absent:

Steven Miller

CBH Staff Present:

Denise Kirschbaum, Patty Hartigan, Dean Barker, Linda Butler, Tunisha Lightfoot, and Kasey Ledsma

Members of the Public:

None

DISCUSSION

Members of the Forensic and Discharge Planning team presented on Discharge Assistance Funds, Not Guilty by Reason of Insanity, and Reinvestment Services provided by the Colonial Behavioral Health.

Items from the Committee

N/A

Adjournment

Sean Dunn made a motion to adjourn the meeting at 4:49pm. April Thomas seconded this motion; all were in favor.

NEXT MEETING

Wednesday, January 28, 2026

3:30pm

473 McLaws Circle, Williamsburg, VA 23185

**Honoring
Nancy Parsons
On Her Retirement**

WHEREAS, Nancy Parsons, CBH Director of Finance, will retire after more than twelve years of outstanding and meritorious service to Colonial Behavioral Health and to the community; and

WHEREAS, Nancy began her career with Colonial Behavioral Health on July 1, 2013, as the agency's Fiscal Services Officer; and

WHEREAS, as a result of continued diligent work and demonstrated ability, Nancy was promoted to become Director of Finance in August 2022; and

WHEREAS, in recognition of her skills, professionalism, and commitment to Colonial Behavioral Health and our community, we are proud of having served with her during her tenure on the CBH Leadership Team where she served from August 2022 until her retirement; and

WHEREAS, throughout her many years of service, Nancy has served the people of our community and across the Commonwealth of Virginia with excellence and dedication, providing exemplary leadership within her areas of responsibility with dedication and support to her staff and peers; Therefore, be it

RESOLVED, that we, the Members of the Board, do hereby extend to Nancy Parsons, Colonial Behavioral Health's Director of Finance, our sincere and grateful appreciation for her dedicated service to Colonial Behavioral Health, our congratulations on her well-earned retirement, and our best wishes for continued success, happiness, and good health in the years to come.

Approved and adopted the 6th day of January 2026. I, the undersigned, hereby certify that the foregoing Resolution was duly adopted by Colonial Behavioral Health's Board of Directors.

Chair, Colonial Behavioral Health Board of Directors

Strategic Plan Update							
Goal	Objectives	Strategies/Tactics	Quarter 1	Quarter 2	Quarter 3	Quarters 4 & 5	Quarter 6
Services Goal Adjust service delivery to match the evolving landscape, consumer expectations, and community needs.	Meet consumer expectations by improving services	Evaluate the efficiency regarding access to services -Rapid response to behavioral health crisis -Faster entry to outpatient services	Director of Crisis and Access on staff & beginning evaluation.	Central access staffed. Mobile crisis response functional with expanded hours, six days per week.	Implemented on main campus using Same Day Access model. Outreach to promote service underway.	In 2024 CBH conducted 230 intake assessments. In 2025 CBH is averaging 100+ intake assessments/monthly. Average assessment duration is 2+ hours.	
		Incorporate treatment and service innovations and best practices -Rapid acting medications for stabilization -Medical screening technologies -Redesign Opportunities Unlimited -Redesign psychosocial rehabilitation	Will align with development of new facilities.				
	Expand or develop programming to meet community needs	Expand or enhance existing or new services -Permanent Supportive Housing (PSH) -Broadened waiver services	PSH executed 9 initial leases and 10 referrals are in process. Children's and SUD Services expansion underway.		Ten Continuum of Care - allocated slots are full. Identified new property manager/partner.	PSH absorbed individuals formerly served by House of Mercy.	
		Development new services -Mobile Crisis -Crisis Receiving Center -Crisis Stabilization -Supported Employment	Mobile Crisis launched July 2024. Key staff participated in a NOISE assessment as first step of development of Supported Employment.			Resumed Community Crisis Stabilization services.	
	Focus on workforce recruitment and retention	Invest in recruitment platforms -Affinity groups -Triad Healthcare Recruiting	Now advertising in National and Virginia Associations Social Workers and on Handshake platforms.				HR staff working with Directors regarding recruitment platform optimization.
		Explore agency-wide retention practices -Schedule flexibility -Benefits structure -Career advancement pathways -Culture connectivity -Staff feedback -Develop and institute succession planning for program and the agency as a whole	DEI agency assessment underway. FY25 Employee Engagement Committee established.	DEI agency phase 2 assessment underway. Employee Engagement Committee hosted Fall Extravaganza events.	DEI activity indefinitely postponed.	Clinical positions/titles have been standardized across the agency. Clinical supervision is available to all eligible employees. Incentives for supervision have been instituted. Paid internships are now available. Management was surveyed on training needs and trainings are being offered in response.	Mid Management Staff received training on burnout and on conflict resolution.
		Determine federal indirect cost rate		Nancy attended training on rate establishment.			
Operations Goal Ensure agency sustainability through business operations reflective of changing healthcare and workforce landscapes.	Conduct fiscal analysis in anticipation of new funding models	Explore cost-based reimbursement -CCBHC				Contract with W&M to develop cash flow projections for phase II consolidated outpatient building will inform this work.	
		Update governance structure -Advisory Council	Policy adopted by Board. First cohort will begin January 2025.	Advisory Council applications received and under review.	Advisory Council activity underway.	Policy manual restructuring and review underway.	
	Improve operations to realize efficiencies	Institute cost benefit analysis processes -New grant and program evaluation					
		Develop new facility staffing models -Preparation for consolidation of new construction				New staffing models necessitates need for temporary office space.	
		Land/facility acquisition -Acquire surplus Eastern State Hospital land -Acquire land and/or facilities appropriate for Day Support services -Acquire land and/or facilities appropriate for service delivery in the eastern most part of the CBH catchment area				ESH land acquired.	

Infrastructure Goal Develop and execute long-term facility, technology, and infrastructure plans to support and enhance services.	Develop master plan for new campus and appropriate service facilities	Space needs analysis and design -Develop a York Pocouson plan inclusive of design -Develop an Opportunities Unlimited plan inclusive of design -Develop new campus plan inclusive of design	Space needs analysis complete.			Phase II RPF issued for design build services.	
		Facility development and construction -Begin construction of facilities				CSW construction under way.	
	Continue refinement and execution of the existing technology plan to improve administrative efficiencies and ensure security	Administrative efficiencies via software solutions -Maximize consumer engagement via use of EHR patient portal -Develop process to collect fees for telehealth -Conduct software audit to reduce use of paper				Fee collection will resume in January. Virginia Crisis Connect (VCC) is actively dispatching mobile crisis response. Staff is now using VCC to search for psych beds in VA. Clinical staff now has view access to Riverside Health System's electronic health record. Emergency Services now uses a virtual fax line.	
		Cyber security -Continue to improve disaster preparedness -Complete migration to the cloud	Data safely secured offsite via server migration to the cloud. Two report services created in the cloud.	Migration to the cloud is complete. Current disaster plan worked as evidence by no data loss and minimal service disruption. Working with legal team to improve policies and procedures moving forward.			
	Develop mechanisms to finance the new campus	Develop a sustainable financial model to support current and future occupancy and capital costs					
		Capital Campaign -Accept donations directly or via a third party -Grant prospecting	"Make a Gift" button added to website. Designated fund established at Williamsburg Community Foundation.	Campaign feasibility study complete.		Congressman Wittman announced that \$2 million for CBH Campus Phase II construction was included in the House Appropriations Bill.	Capital campaign fundraiser position posted.
		Develop relationship with lending institution to put together a capital stack and leverage existing holdings					
	Form new partnerships to advance the work	Develop and implement a Public Relations Plan -Business community outreach -Marketing budget		Mobile crisis team distributing program information to key stakeholders.	Developing PR plan via Public Awareness Committee.	The CSW groundbreaking event was a public relations success.	
		Explore sharing resources to drive efficiencies -SEVHS -ESH	Signed Letter of Intent with Southeastern Virginia Health System.				Behavioral Health Consultant (CBH employee) imbedded at SEVHS.
		Seek federal funding to increase services -SAMHSA					

Action Item A-1

Revision of CBH Title VI Plan for DRPT

Background:

CBH's current Title VI Plan was approved by the Board of Directors in February 2024 and is one requirement for the agency to participate in and benefit from the Virginia Department of Rail and Public Transportation's assistance with projects under Section 5310. DRPT support provided to CBH has typically involved support in acquiring a limited number of vehicles.

Title VI Plan requirements change periodically and thus require approval from locality/nonprofit governing bodies. CBH is preparing to submit a request for support and must approve the updated Title VI Plan to qualify.

All changes noted below have been made in consultation with (and endorsed by Elizabeth Redpath of the Lee Meier Law Firm). A summary of changes is below, and the full Plan is included in the Board packet.

Summary of Changes:

Current Title VI Plan	Proposed Change to Policy
Contains pronouns "he, she, they"	Contains only "they" as personal pronouns
Multiple (3) references to Executive Order 13166 (issued during the Biden administration). References are all made on page 23 of the current Plan.	Executive Order 13166 was rescinded by the Trump administration and have been subsequently removed from the Plan.
There are no other changes from the 2/2024 approved Plan.	

Motion from the CBH Executive Committee:

That the Board approve the revisions to the CBH Title VI Plan as presented.

Recruitment Status
November 16, 2025 – December 9, 2025

For the period of November 16, 2025, thorough December 9, 2025, Colonial Behavioral Health (CBH) is actively recruiting a total of 34 positions, which includes twenty-eight (28) full-time, two (2) part-time and four (4) PRN/WAR positions. CBH has received one resignation during the reporting period.

As of December 9, 2025, the agency does not have any new hires scheduled for the remainder of the calendar year (CY25).

COLONIAL BEHAVIORAL HEALTH
Executive Director's Report – December 2025

Agency Issues

1. Construction is progressing nicely at the Center for Support and Wellness, with structural steel erection beginning on 12/22/25.
2. The VACSB Annual Legislative Conference is scheduled for January 20-21 in Richmond. We request that any Board member wishing to attend (one or both days) notify Kristy Wallace or me of your intent. Transportation can be arranged for anyone wanting to carpool.
3. We were unable to recruit a Finance Director prior to Nancy Parson's 12/31/25 retirement. We are grateful that the CBH Finance team (and others) is stepping up with additional duties during this interim period. We plan use a part-time contractual consultant to assist with budget development and management processes and also anticipate using a professional recruitment firm to assist with our job search.
4. CBH's CIP request of a sum total of \$14.4M has been submitted to our localities for consideration. We are grateful to each locality for that consideration.

Community Issues

1. We are pleased to announce and grateful to receive \$600,000 in capital funding from the Williamsburg Health Foundation to support Phase 2 of our facility plan.
2. The deadline for responses to our Request for Proposals (RFP) for predevelopment work for Phase 2 of construction on the new campus was December 15, 2025. Four (4) proposals were received and are currently being evaluated. Each of the proposals is available at <https://www.colonialbh.org/about-us/procurement/>. A Public Hearing is required at least 30 days prior to awarding any contract. The Hearing is tentatively scheduled for the February Board meeting.

Public Policy

1. We were able to have meetings with Delegates-Elect Anderson, Downey and Thornton, as well as with Senator McDougle, during the month of December. We are now scheduled to meet with Senator Diggs in Richmond on January 21st. Many thanks for April Thomas, Bruce Keener and Kristen Nelson for being a part of those meetings to represent the Board.
2. There were no bills of significance available for review at the time this report was written. However, we are anticipating several important pieces of legislation to be submitted in the 2026 General Assembly session.
3. Governor Youngkin's proposed budget includes no new money dedicated to CSBs outside of "state supported local employee" salary adjustments, but there are new risks to CSB funding built into the budget. We expect a great deal of activity in the form of budget amendments (a combination of monetary and language-only)

Respectfully submitted,
David A. Coe

FY27-FY28 Biennium State Budget Development

ITEM #	AGENCY	DESCRIPTION	GOVERNOR	HOUSE	SENATE	CONFERENCE REPORT	GOVERNOR'S AMENDMENTS	FINAL ADOPTION
		CSB COMPENSATION						
FY 2026 (Caboose Budget)	Central Appropriations	One-time payment for CSB staff - payable 6/1/2026	2%					
Item 469, S.1	Central Appropriations	Salary increases for CSB employees (supports partial payment)	FY 27 2% FY 28 2%					
		STATE SYSTEM						
		DEVELOPMENTAL SERVICES						
Item 291, JJJJJ.2	DMAS	Funding to increase DD waiver rates per the Permanent Injunction of the DOJ Settlement Agreement	Biennium 59.3					
		BEHAVIORAL HEALTH						
FY 2026 (Caboose Budget)	DBHDS	Captures excess one-time mandatory carryforward funds for crisis services. Not intended to impact planned expenditures for crisis services.	FY 26 (\$23M)					
Item 291, TT.1.	DMAS	Delays implementation of BH Redesign by 6 months (1/1/2027)						
Item 291, KKKKK	DMAS	Imposes 4-hour limit (per incident) on coverage for mobile crisis services. Redefines mobile crisis response network eligibility.	FY 27 (\$54M) FY 28 (\$54M)					
Item 291, LLLLL	DMAS	Eliminates reimbursement for Community Crisis Stabilization services.	Language					
	DBHDS	Clarify payment terms for community services board funding - Amends language to allow for flexibility in payments to community services boards by providing that payments may be made in accordance with performance contracts.	Language					
	DBHDS	Support statewide implementation of Marcus Alert programs through needs-based funding - Provides flexibility by removing language that requires each program to receive \$600,000. This language change will allow for the establishment of programs based on local funding needs in any given year.	Language					
	DBHDS	Shift community jail diversion and discharge funds to a reimbursement-based model - Adds language that allows for payments to community services boards for jail diversion and discharge programs to be provided on a reimbursement basis.	Language					
		RELATED SERVICES AND ITEMS OF INTEREST						
	DBHDS	Transfer data service support from CSBs to DBHDS central office - Transfers funds for the community services board data exchange from the grants to localities agency to the department's central office.	Language					
Item 291, Q	DBHDS	Mandate to transfer surplus ESH land to CBH continues to show	Language					



Colonial Behavioral Health

SERVING JAMES CITY COUNTY, CITY OF POQUOSON, CITY OF WILLIAMSBURG AND YORK COUNTY

CBH FACILITY PROJECT FACT SHEET

PROJECT Construction of new Integrated Healthcare facility/campus
(*Phase 2 of CBH's broader facilities consolidation project*)

LOCATION 1001 Galt Lane, Williamsburg VA
(*on former state property, and adjacent to current ESH facility*)

PROJECT DETAILS

- Consolidation of CBH's children and (most) adult services into joint facility.
- Integration with FQHC for provision of primary care services and dental care.
- Full pharmacy onsite, including drive-thru services.
- Estimated cost of Phase 2 is \$45,000,000.

CURRENT STATUS

- Phase 1 underway – crisis center on same parcel from the *Right Help Right Now* initiative.
- CBH has issued a Request for Proposals (RFP) under PPEA (Deadline -12/15/2025).
 - Monies approved to date (\$2.65M) will allow us to achieve ≥30% design.
- We receive valuable technical assistance from the William & Mary School of Business, the Federal Reserve of Richmond, local developers, etc.

FUNDING REQUESTS

- Local government requests totaling \$14.4 million (CIP requests submitted)
- \$2.0 million in approved Federal funds approved. (Request to be repeated next FY)
- \$600,000 recently approved by the Williamsburg Health Foundation
- \$50,000 received from another local foundation
- Currently recruiting for a project-focused capital fundraising position
- Working with 2 CDFIs related to low-interest loans and impact investment options
- **\$10 million requested from the Commonwealth of Virginia - (from BH Trust Fund?)**
- Remaining balance (yet to be determined) will have to be financed

BENEFITS

- **Local** – Better coordination of care; improved clinical outcomes; destigmatization of mental disability services; improved efficiency for local agencies, law enforcement, etc.
- **State** – Proximity to (and EHR compatibility) with ESH holds promise for improved coordination; potential incubator for future state projects involving community-based care.



YEAR TO DATE REVENUES AND EXPENDITURES
as of
November 30, 2025

REVENUE

CATEGORY	TOTAL BUDGET	RECEIVED YTD	BUDGET YTD	% RECEIVED	BALANCE
State	\$ 14,274,982	\$ 5,403,234	\$ 5,947,909	91%	\$ (544,675)
Local	\$ 4,147,000	1,706,250	1,727,917	99%	\$ (21,667)
Fees	\$ 6,421,285	2,645,940	2,675,535	99%	\$ (29,596)
Grants/Other	\$ 736,943	520,189	307,060	169%	\$ 213,130
Total Revenue	\$ 25,580,210	\$ 10,275,613	\$ 10,658,421	96%	\$ (382,807)

EXPENDITURES

CATEGORY	TOTAL BUDGET	EXPENDED YTD	BUDGET YTD	% EXPENDED	BALANCE
Personnel	\$ 19,181,019	\$ 7,460,215	\$ 8,115,046	92%	\$ 654,831
Staff Development	\$ 116,497	\$ 49,257	48,540	101%	(717)
Facility	\$ 1,776,594	\$ 590,205	740,247	80%	150,042
Equipment and Supplies	\$ 1,509,307	\$ 460,688	628,878	73%	168,190
Transportation	\$ 189,408	\$ 49,723	78,920	63%	29,197
Consultant and Contractual	\$ 2,549,955	\$ 764,572	1,062,481	72%	297,909
Client Supports	\$ 87,348	\$ 23,575	36,395	65%	12,820
Miscellaneous	\$ 170,083	\$ 78,248	70,868	110%	(7,380)
Total Expenditures	\$ 25,580,210	\$ 9,476,483	\$ 10,781,376	88%	\$ 1,304,893

Operating Margin		\$ 799,130

Unless noted otherwise, all amounts are modified cash basis: revenues recognized when earned and received; expenditures upon disbursement

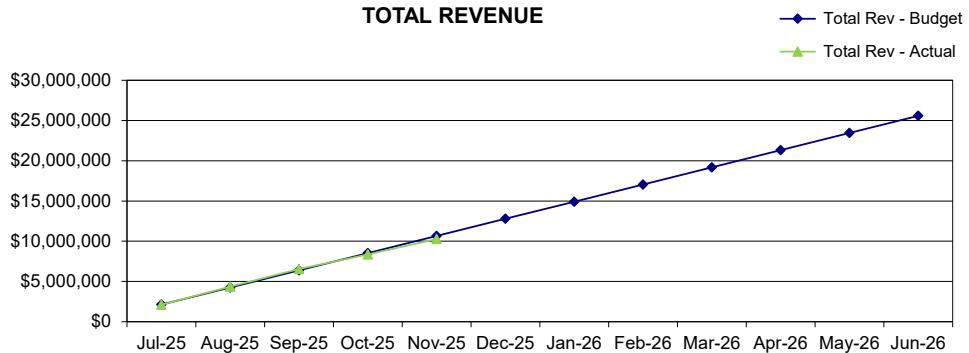
11/30/25 Cash Balance \$ 12,732,197

CRISIS SERVICES CENTER PROJECT

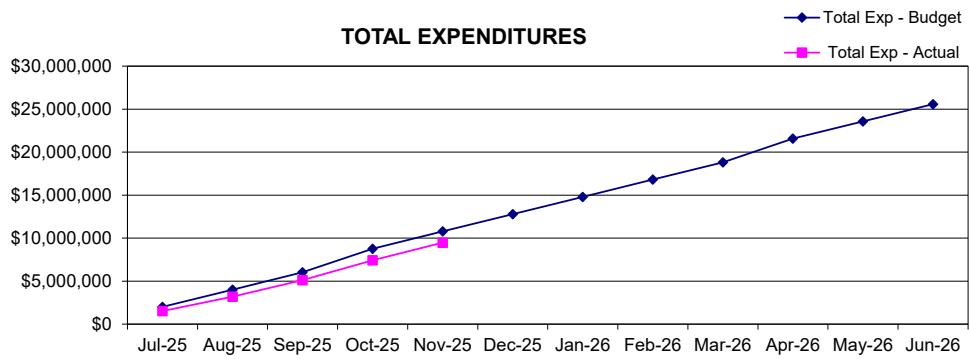
CATEGORY	PROJECT BUDGET	PROJECT TO DATE
DBHDS Grant	\$ 12,000,000	\$ 2,000,000
Interest Earned		\$ 8,656
Total Revenue	\$ 12,000,000	\$ 2,008,656
Personnel		\$ 114,992
Mileage		\$ 500
Consultant and Contractual		\$ 2,084,949
Miscellaneous		\$ 243
Total Expenditures		\$ 2,200,684

NOTE: Reimbursement request of \$2,200,684 submitted 12/4/2025

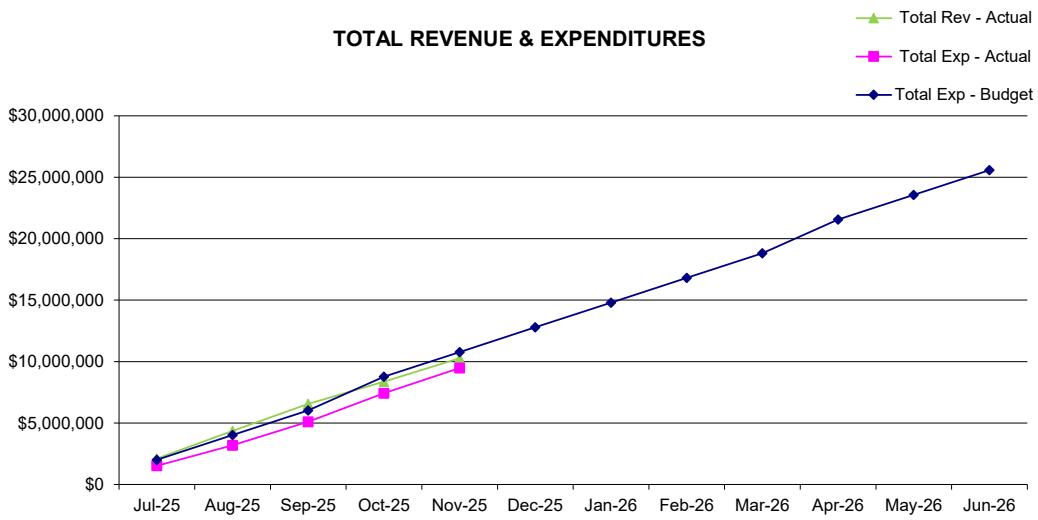
TOTAL REVENUE



TOTAL EXPENDITURES



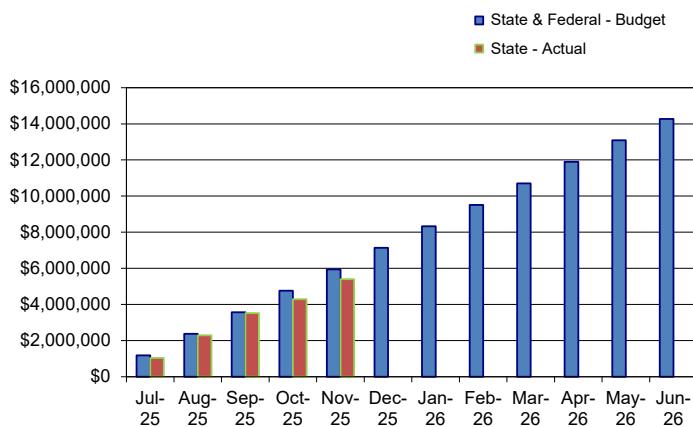
TOTAL REVENUE & EXPENDITURES



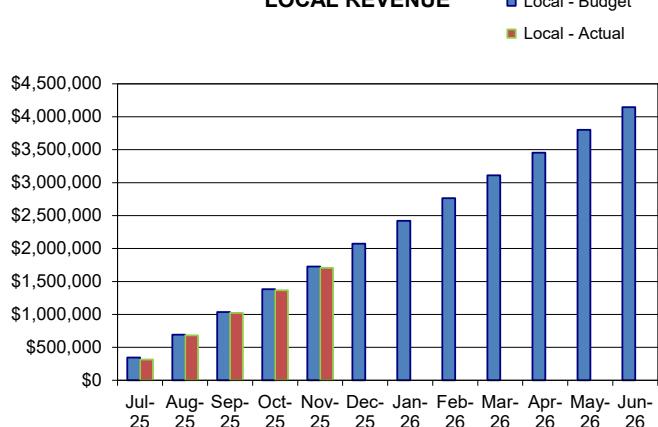


YEAR TO DATE REVENUE
as of
11/30/25

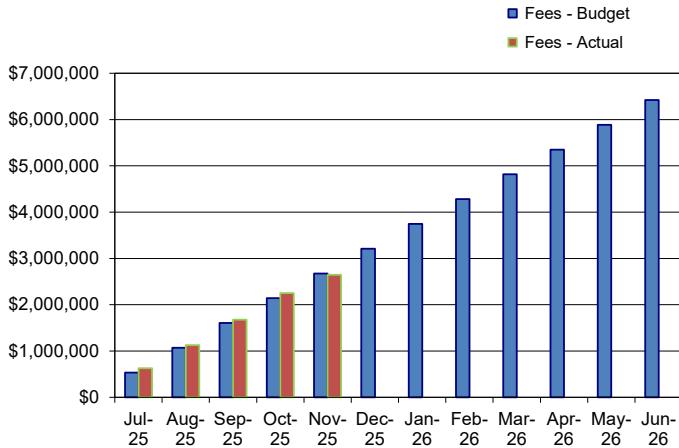
STATE & FEDERAL REVENUE



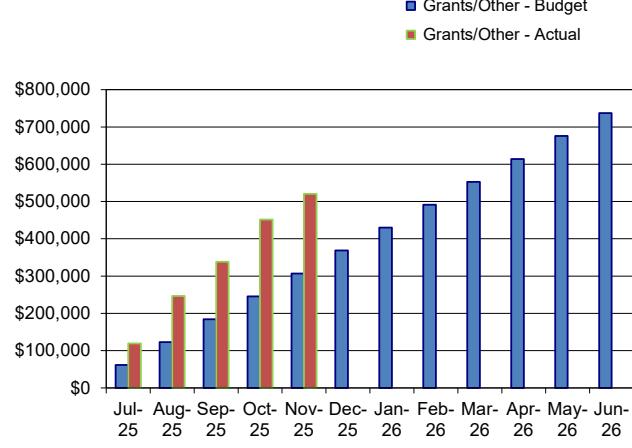
LOCAL REVENUE



FEE REVENUE



GRANTS & OTHER REVENUE



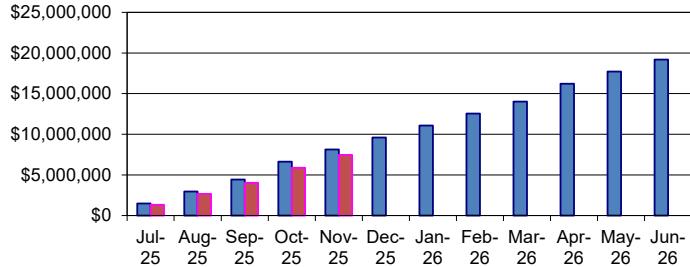
YEAR TO DATE EXPENDITURES

as of
11/30/25

PERSONNEL EXPENDITURES

■ Personnel - Budget

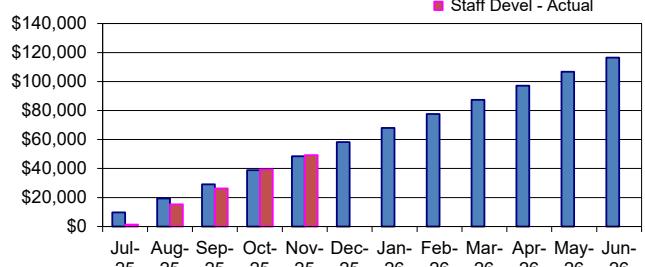
■ Personnel - Actual



STAFF DEVELOPMENT EXPENDITURES

■ Staff Devel - Budget

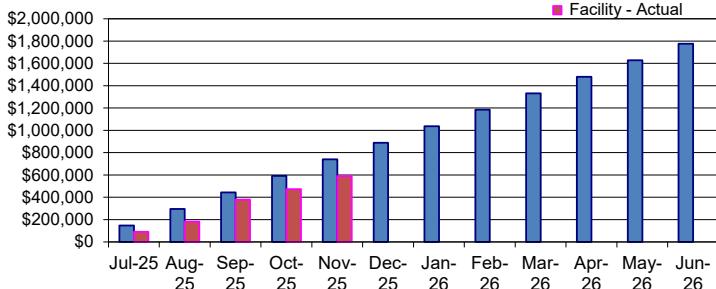
■ Staff Devel - Actual



FACILITY EXPENDITURES

■ Facility - Budget

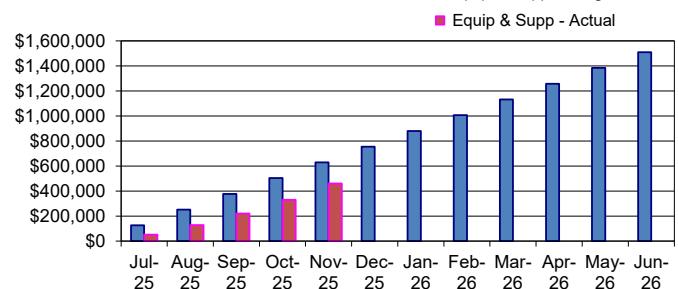
■ Facility - Actual



EQUIPMENT & SUPPLIES EXPENDITURES

■ Equip & Supp - Budget

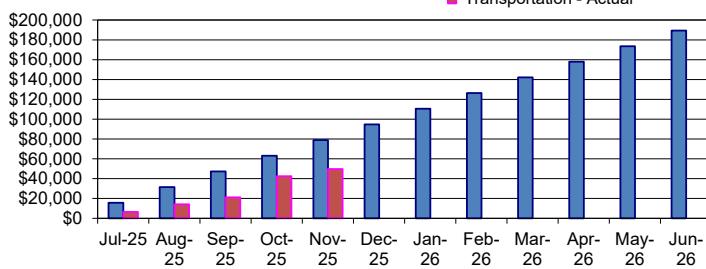
■ Equip & Supp - Actual



TRANSPORTATION EXPENDITURES

■ Transportation - Budget

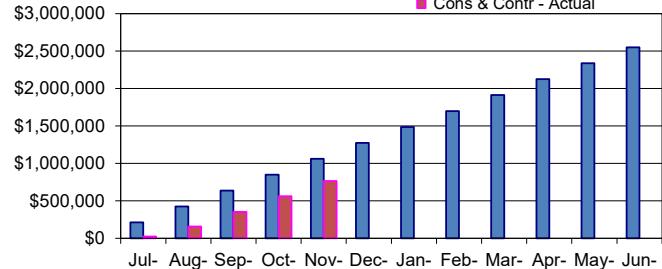
■ Transportation - Actual



CONSULTANT & CONTRACTUAL EXPENDITURES

■ Cons & Contr - Budget

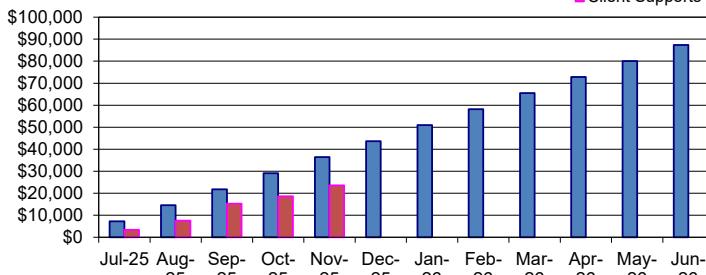
■ Cons & Contr - Actual



CLIENT SUPPORT EXPENDITURES

■ Client Supports

■ Client Supports



MISCELLANEOUS EXPENDITURES

■ Misc - Budget

■ Misc - Actual

