
**ACTION PLAN
NAMI WASHINGTON
2004-2005**

FINAL

NAMI Washington
500 N.E. 108th Avenue, Suite 800
Bellevue, WA 98004
Phone: (425) 990-6404
Fax: (425) 746-6157
www.namiwa.org

NAMI WASHINGTON ACTION PLAN

This Action Plan document serves as a companion to the Strategic Plan 2004-2005 document. The Action Plan identifies specific strategies, activities or actions that our organization will employ to insure maximum effectiveness in achieving our seven major goals as outlined in our Strategic Plan. The goals are: Development and Fundraising, Education; Advocacy; Affiliate Support; and Board Recruitment and Training. The goals represent broad areas in which improvements or results are a priority for the organization, determined by consideration of both member and affiliate leadership and membership needs. Our Strategic Plan determines “What do we want the organization to be in the future?” Our Action Plan determines “What tasks should must we accomplish to become what we want it to be?”

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INTRODUCTION

The NAMI Washington Strategic and Action Plans will enable the organization to grow and flourish and:

- **To improve performance.** Studies have consistently shown that vision planning and goal setting will positively influence organizational performance.
- **To stimulate forward thinking and clarify future direction.** Strategic planning will force future thinking, highlight new opportunities and threats, and refocus our organization's mission.
- **To solve organizational problems.** Strategic planning is a way to resolve an interrelated set of problems in an intentional, coordinated way.
- **To be transparent and accountable to affiliates, fund providers, policy makers and the public.** A plan that shows the intention and vision of the organization gives stakeholders a clear sense of the organization, and a means to measure progress and to evaluate its relative success.
- **To provide direction and stability as leadership changes.** As Boards change they will build on the work and direction of those before them and assure smooth transition and relative continuity of direction, until such time as the organization makes the intentional decision to change course.
- **To survive – even flourish – with less.** Faced with budget deficits, nonprofit organizations have several choices: increase revenue, cut expenses, put the organization together in a whole new way, deplete reserves, go into debt or fold. Strategic planning provides a way to think through these tough choices.
- **To build teamwork and expertise.** Good planning results in several benefits for participants; improved knowledge of our organization, better communication across levels and programs, improved managerial skills and an increased investment in our organization.
- **To influence rather than be influenced.** Strategic planning will help our organization exert more influence and control over its world, rather than simply respond to it.
- **To meet others' requirements.** Some funders require organizations to have a long-range plan as a condition of funding. A strategic plan will be a good communication or marketing tool with such groups.
- **To have a more natural way of doing business.** Strategic planning has become a natural way of doing business for many organizations, providing a familiar framework for carrying out a number of managerial responsibilities.

GOAL ONE

Development and Fundraising

NAMI Washington staff and Board will provide diverse and increasing revenues for the maintenance, growth and preservation of the organization. To that end, the Board has identified areas in which fundraising should occur for the period 2004-2005. All areas of fundraising will be carried on simultaneously.

OBJECTIVE ONE: In order to meet the need for permanent office space, paid staff and attendant benefits, NAMI Washington Board members and affiliate leadership will explore funding and collaborative possibilities to meet the needs of both the State organization and its affiliates.

Short Term Action Steps:

- The Board will provide Gordon Bopp a prioritized list of projects with targeted financial goals by December 15, 2003.
- Establish a Fund Development Committee consisting of no more than 5 members. This Committee will meet by December 15, 2003. Gordon Bopp will be responsible for selecting the Committee members. Board members will submit suggestions to Gordon as soon as possible. The Committee will create a Fund Development Plan 90 days after the first Committee meeting.

Long Term Action Step:

- The Board will endeavor create or to add to the existing “Endowment Fund” in order that a healthy, sustainable endowment is in place for the long-term viability of the organization.

GOAL ONE

Development and Fundraising

OBJECTIVE TWO: The Board will establish a variety of specialized fundraising activities including: the NAMI Walk, NAMI State Convention and others.

Short Term Action Step:

- All special projects funding needs are incorporated into the overall planning apparatus for the organization, including budget preparation and sharing agreements.
- The NAMI Washington staff and Board will endeavor to diversify the funding base of the organization so as not to become dependant upon one source of funding.

Long Term Action Step:

- As part of the yearly planning process, the Board will review and prioritize the on-going list of special funding needs and work with staff to incorporate those needs into both the annual budgeting process and the longer range planning as well.

GOAL ONE

Development and Fundraising

OBJECTIVE THREE: The Board, in concert with the Fund Development Committee, will create the necessary collateral materials and products needed in order to pursue a variety of fundraising efforts not attempted by NAMI Washington in the past.

Short Term Action Steps:

- The Fund Development Committee must have a Strategic Plan by March 15, 2004.
- The Fund Development Committee must have an Action Plan by March 15, 2004.
- Both plans will be submitted to the Board for approval.
- The organization must have, at a minimum, an independently audited financial statement by June 15, 2004.
- Doug McPhee, NAMI Washington Treasurer, will supervise this audit.
- The organization must have an accurate operating budget on the table to be approved at the November Board meeting every year.
- The organization must prepare a thoughtful, accurate and complete Annual Report ready for distribution on September 30th of each year.
- The Board will develop targeted levels of funding by December 15, 2003 and provide these to the Fund Development Committee.

GOAL ONE

Development and Fundraising

OBJECTIVE FOUR: Investigate increased coordination, collaboration and shared resources with other mental health organizations in the region.

GOAL TWO

Education

In an effort to meet on-going education and training needs for affiliates and to meet the stated purpose and goals of the organization, NAMI Washington will assist affiliates in sponsoring classes, workshops, seminars, and conferences, to help promote public understanding, and support of people affected by brain disorders.

OBJECTIVE ONE: The NAMI Board will develop and implement an annual Education and Training Plan designed to increase affiliate capacity for sponsoring classes, workshops, seminars, and conferences.

Short Term Action Steps:

- The NAMI Washington Board will appoint an Education and Training Committee consisting of the program managers for the five education programs – Family to Family, Peer to Peer, In Our Own Voice, Youth Education, and Affiliate Development.
- The Board will appoint a temporary Chair until the Training Coordinator/Affiliate Developer is hired.
- Erica Horn will contact candidates for the temporary chair and provide liaison between the Board and the Committee

GOAL TWO

Education

OBJECTIVE TWO: NAMI Washington will endeavor to create a process whereby on-going evaluation of course offerings is in place and appropriate data is gathered for purposes of financial reporting, fundraising and improvement of course curriculum.

Short Term Action Steps:

- Finalize and implement the Education and Training Plan by December 1, 2003.
- Develop evaluation instruments for contract reporting and internal management reporting.

GOAL THREE

Advocacy

The NAMI Washington Board and staff will establish NAMI Washington as a widely recognized advocacy organization for brain disorder education, acceptance, treatment and services. NAMI Washington has the responsibility for providing leadership and support to its affiliates on advocacy issues.

OBJECTIVE ONE: The NAMI Washington Board will develop and implement an annual Advocacy Plan designed to increase the affiliates' capacity for advocacy efforts.

Short Term Action Steps:

- Develop a plan with the Advocacy Consultant for an effective NAMI effort by December 1, 2003.
- Mary will appoint the Public Policy Committee Chair by November 15, 2003.
- The Public Policy Committee should consist of not more than 9 members who will be appointed by November 15, 2003.
- Erica Horn will put NAMI DAY notices weekly in the Friday Facts.

GOAL THREE

Advocacy

OBJECTIVE TWO: The NAMI Washington Board and staff will work to increase the availability of resources, knowledge, and involvement in mental health advocacy issues by providing affiliate training, communication systems and access to the Advocacy Consultant consistent with the Advocacy Plan.

Long Term Action Step:

NAMI Washington will provide leadership and support to its affiliates on advocacy issues.

GOAL THREE

Advocacy

OBJECTIVE THREE: The NAMI Washington Board and staff will work to improve coordination and communication among existing mental health providers and other organizations with similar missions and programs in an effort to broaden coalition involvement and increase collaboration in services and programs.

Short Term Action Step:

- The NAMI Washington Board, staff and Advocacy Consultant will plan and stage an event known as "NAMI DAY" in January of each year. This day begins in Olympia with a breakfast that brings together NAMI affiliate members with their legislators. The rest

of the day is spent in meetings set up by the Advocacy Consultant between members and State Legislators and/or their staffs.

Long Term Action Step:

- The NAMI Washington Board will work to include state legislators at the annual conference and other appropriate settings to insure the elected officials better understand the needs of people who have mental illness.

GOAL FOUR

Affiliate Support

NAMI Washington will provide support to its affiliate members to increase their capacity, infrastructure, and ability to offer programs.

OBJECTIVE ONE: NAMI Washington will provide affiliate leadership with the necessary support needed to strengthen and grow the individual affiliate organizations.

Long Term Action Steps:

- The Executive Director will participate in professional organizations as well as conferences and training sessions that pertain to fundraising in a non-profit setting.
- The NAMI Washington Board may allocate funding to be used for fundraising training for its affiliate leadership.

GOAL FOUR

Affiliate Support

OBJECTIVE TWO: NAMI Washington will help affiliates obtain, utilize and upgrade technology hardware and software giving them the capacity to stay abreast of changes and upgrades in technology.

Short Term Action Step:

- The state organization will work closely with NAMI National to take advantage of technical support, upgrades and linkages.

Long Term Action Steps:

- The NAMI Washington Board will explore options for in-kind donations of computers, software and other technology to offset costs associated with this function.
- NAMI Washington will employ the services of computer consultants to investigate the most efficient and cost-effective ways to enhance communication not only between the affiliates and NAMI Washington, but also between the affiliates themselves.
- The NAMI Washington Board will consider establishing an ad hoc committee related to technological needs for the organization and its affiliates. The Board President will appoint a committee chair.

GOAL FOUR

Affiliate Support

OBJECTIVE THREE: A portion of the annual conference sponsored by NAMI Washington will be devoted to leadership training and as a means of garnering additional information as to the needs of the affiliates.

Short Term Action Step:

- The Board of NAMI Washington will work towards the goal of sponsoring a leadership training conference that is held annually, independent of the annual conference.

GOAL FOUR

Affiliate Support

OBJECTIVE FOUR: The NAMI Washington Board will develop and implement a Communication Plan.

Short Term Action Steps:

- By the end of 2003, the NAMI Washington Board and staff will complete a comprehensive communications plan for the state organization and its affiliate members. The plan will include all reasonable means needed to disseminate information to the affiliates in a timely and accurate manner.
- The NAMI Washington Web Site should be maintained and updated regularly with accurate and complete information.
- For the short term, a NAMI Washington Board member will take over the task of sending out *Friday Facts*, the NAMI Washington electronic newsletter. Presently, this newsletter is the primary means of communication among the affiliates and their members. The Board President will appoint a Board member to oversee this task.
- The *Friday Facts* database should be surveyed and updated regularly.

Long Term action Steps:

- The Board of NAMI Washington will work to provide a permanent solution to the issue of providing 800# service for those individuals looking for help and assistance.
- The NAMI Washington Board will employ the services of a part-time web master to keep the www.namiwa.org site updated with current information. The Executive Director will oversee and supervise the web master.

GOAL FIVE

Board Recruitment and Retention

One of the major roles of a Board is to ensure that there will be strong and effective leadership and membership on the Board as current members' terms expire.

OBJECTIVE ONE: The Board will create Board Responsibility descriptions for general board duties and for committee positions. These descriptions will clarify roles and relationships.

Short Term Action Steps:

- Doug McPhee will complete responsibility descriptions by February 1, 2004.
- An annual planning session will be scheduled by the Board by July 15, 2004.
- The Board will appoint an affiliate to host the NAMI Washington Annual Meeting, held on an annual basis.