
**STRATEGIC PLAN
NAMI WASHINGTON
2004-2005**

FINAL

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STRATEGIC PLAN – NAMI WASHINGTON

This **Strategic Plan** serves as a companion to the **Action Plan** and both documents are designed for use as compliments to one another. The Strategic Plan identifies seven major areas in which the organization will concentrate efforts for the next two years. Those areas are: community partnerships, board training and recruitment, membership, development and fundraising, advocacy, education and support. Our Strategic Plan determines “What do we want to be in the future?” Our Action Plan determines “What should we be doing to become what we want to be?”

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INTRODUCTION TO PLANNING

PLANNING IS IMPORTANT BECAUSE IT:

- Defines a process of deciding what to do and how to do it before some action is taken.
- Provides a method of analyzing the capabilities of an organization in terms of human and material resources.
- Is an integral part of the continuous operation of an organization.
- Is a process of allocating resources – people, skills, information and money – toward the accomplishment of the organization’s mission and goals.
- Assists an organization in focusing on problems and opportunities considering reasonable responses, and making better decisions about the future.
- Results in a document that summarizes the decisions made at one particular point in time on the allocation of resources.
- Results in an attitude where the discipline of planning is usually far more important than the final product or written plan.
- Is a human process, not a mechanical one.

PLANNING PROVIDES MANY BENEFITS SUCH AS:

- Definition of clear direction and priorities for an organization.
- Management of change and crisis by foreseeing and preparing for them.
- Sharpening of an organization’s objectives and policies.
- Better preparedness for sudden new developments – both good and bad.
- Easing the transition of periodic leadership turnover by providing continuity.
- Stimulation of cooperative, integrated and enthusiastic approaches to organizational problems.
- Encouragement of systematic thinking.
- Better coordination.
- Ensuring fresh approaches.
- Development of a deeper understanding of the organization’s mission and the environment in which it operates.
- Identification, development and allocation of scarce organizational resources.
- Helping the organization to think on its feet, if necessary.
- Provision of a channel of communication among the organization and its constituents, funding sources, politicians, etc.
- Creation of avenues for participation and involvement in the organization’s decision-making process.
- Demonstrated accountability.
- Encouraging the organization to continually re-examine programs.
- Functioning as a record of commitment.
- Focus for managerial efforts.

NAMI WASHINGTON HISTORY

NAMI Washington is a not-for-profit mental health advocacy organization located in Washington State and operates under the operating umbrella of a national organization, NAMI NATIONAL. NAMI Washington is the sole NAMI organization for the State of Washington and subject to NAMI bylaws and policy. NAMI is dedicated to the eradication of brain disorders and to the improvement of the quality of life of all whose lives are affected by these diseases.

NAMI is a grassroots, self-help, support and advocacy organization of consumers, families and friends of people with severe brain disorders, such as schizophrenia, schizoaffective disorder, bipolar disorder, major depressive disorder, obsessive-compulsive disorder, panic and other severe anxiety disorders, autism and pervasive developmental disorders, attention deficit/hyperactivity disorder, and other several and persistent disorders that affect the brain.

Founded in 1979, NAMI today works to achieve equitable services and treatment for more than 15 million Americans living with severe mental illnesses and their families. Hundreds of thousands of volunteers participate in more than one thousand local affiliates and fifty state organizations to provide education and support, combat stigma, support increased funding for research, and advocate for adequate health insurance, housing, rehabilitation, and jobs for people with brain disorders and their families.

Local affiliates and state organizations identify and work on issues most important to their community and state. Individual membership and the extraordinary work of hundreds of thousands of volunteer leaders is the lifeblood of NAMI's local affiliates and state organizations. The National office, under the direction of an elected Board of Directors, provides strategic direction to the entire organization, support to NAMI's state and affiliate members, governs the NAMI corporation and engages in advocacy, education and leadership development on a national basis.

VISION STATEMENT

NAMI Washington provides a statewide unified voice for people affected by brain disorders as its most valuable organizational tool and is committed to maintain its independence; its clarity, its intelligence and its volume. We maintain a relevant data base to provide continued quality service to our affiliates. And we evaluate on a regular basis, take time for reflection, and move forward with dedication, passion and courage.

MISSION STATEMENT

NAMI Washington's mission is to provide support, education and advocacy for its affiliates.

VALUES OF THE ORGANIZATION

The values of NAMI Washington are the guiding principles that the organization espouses and which underlie all decision-making and operations.

- NAMI Washington believes strongly in the value and importance of the organization and its work because it is a high quality resource of regional and national importance.
- Regardless of how brain disorder has impacted their lives, NAMI Washington members have equal status, value and opportunity within the NAMI structure.
- NAMI Washington believes in effective, coordinated, strengthened and responsible management and services at the state and affiliate levels.
- NAMI Washington believes strongly in its own work as a significant contributor to its success by:
 - Encouraging and supporting a collaborative environment with a cadre of associates through respectful and honest working relationships.
 - Being responsible stewards of donated funds.
 - Helping to preserve the organization as a resource for the future.
 - Distribution of public information on statewide issues, hand in hand with local affiliates.
 - Provision of access to state bureaucracy for affiliate leaders.

NAMI Washington believes strongly in its ability to contribute to the overall elimination of:

- The stigma associated with brain disorders.

INTERNAL ENVIRONMENT

NAMI Washington has undergone several years of change and challenge, revealing much strength within the organization. Internal functions are progressing and adherence to the Reconstitution Plan timeline is on track.

- **Strengths:**

- A loyal volunteer base.

- Commitment by all affiliates to the continuation of NAMI Washington

- Commitment to excellence.

- Ability to recruit and train outstanding Board members.

- A long history upon which to build strong community partnerships.

- **Areas to Improve:**

- Recruitment of new volunteers for the state organization.

- Support to affiliates

- Communications

- Restructured financial controls and more efficient use of resources.

- Generation and use of a 2-year strategic plan.

- Creation of an on-going mechanism for Board development.

- Creation of an effective committee structure.

- **New Ventures & Growth:**

- Plan for an office presence and paid staff within the next year.

- Creation of a major marketing and public relations plan.

GOAL ONE

Development and Fundraising

Summary Statement: 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 must occur for the period 2004-2005. All areas of fundraising will be carried on simultaneously.

OBJECTIVES:

1. 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.
2. The Board will establish a variety of specialized fundraising activities including: the NAMI Walk, NAMI State Convention and others.
3. 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.
4. Investigate increased coordination, collaboration and shared resources with other mental health advocacy organizations

GOAL TWO

Education

Summary Statement: 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.

OBJECTIVES:

1. 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.
2. 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 and fundraising.

GOAL THREE

Advocacy

Summary Statement: 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.

OBJECTIVES:

1. The NAMI Washington Board will develop and implement an annual Advocacy Plan designed to increase the affiliates' capacity for advocacy efforts.
2. 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.
3. 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.

GOAL FOUR

Affiliate Support

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

OBJECTIVES:

1. NAMI Washington will provide affiliate leadership with the necessary support needed to strengthen and grow the individual affiliate organizations.
2. 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.
3. 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.
4. The NAMI Washington Board will develop and implement a Communication Plan.

GOAL FIVE

Board Recruitment and Retention

Summary Statement: 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

OBJECTIVE:

1. The Board will create Board Responsibility descriptions for general board duties and for committee positions. These descriptions will clarify roles and relationships.
2. The Board will seek to diversify its membership through the nominating process to include consumer, corporate, family, professional, and stakeholder representation.