

**NAMI Central Texas Strategic Plan**  
*Updated November 2020*

<b>Goal 1: PROGRAMS –Increase the impact of NAMI Central Texas programs.</b>	
<b>Strategy 1A:</b> Develop a process to evaluate and assess the impact and effectiveness of NAMI Austin’s current program and service mix (Strategy Screen)	<b>Key Success Measures:</b> Created a decision-making process and strategy screen for program impact and effectiveness by January 2019.
<b>Objectives</b>	<b>Measures of Success (Metrics)</b>
Assess current programs to determine which to maintain and expand	<ul style="list-style-type: none"> <li>● The program review is completed</li> <li>● Programming that does not fit the mission/vision of NAMI Austin is eliminated</li> </ul>
Maintain the number of program volunteers for established baseline by offering robust training	<ul style="list-style-type: none"> <li>● Achieve 95% of active volunteer goal</li> <li>● 80% of trainings completed</li> </ul>
Maintain Quality and Fidelity	<ul style="list-style-type: none"> <li>● 95% of signature classes, groups, and presentations conform to NAMI models</li> </ul>
Assess current data and determine gaps	<ul style="list-style-type: none"> <li>● Measures (output/outcomes) for all programs consolidated for management review and revision.</li> </ul>
<b>Strategy 1B:</b> Expand reach of current programs or create new programs to new target audiences	<b>Key Success Measures:</b> Expand NAMI programming <sup>1</sup> into 3 regional counties over 3 years.
<b>Objectives</b>	<b>Measures of Success (Metrics)</b>
Broaden program offerings to subpopulations whose needs align with our strategic direction	<ul style="list-style-type: none"> <li>● Increase in: In Our Own Voice, Bridges to Hope, Let’s Talk, Ending the Silence</li> <li>● Increase number of presentations/trainings to: schools, parents, workplaces, faith communities engaged in providing space, law enforcement, communities of color and business groups</li> </ul>

<sup>1</sup> By programming, NAMI Austin means deploying NAMI Austin staff to develop satellite teams

Expand programs into Williamson, Hays, Burnet and Bastrop Counties	<p>Programming available in three of four counties. One or more of:</p> <ul style="list-style-type: none"> <li>● Family-to-Family</li> <li>● Family Support Group</li> <li>● Family &amp; Friends</li> <li>● Bridges to Hope</li> </ul>
Develop more efficient and innovative training models for signature programs	<ul style="list-style-type: none"> <li>● Increased number of signature programs outside Travis Co.</li> </ul>

<b>Goal 2: FUNDING – Diversify funding to ensure mission sustainability</b>	
<b>Strategy 2A:</b> Increase grant funding to support current programming.	<b>Key Success Measures:</b> Increase grant funding by 25% (\$18K)
Objectives	Measures of Success (Metrics)
Identify new grant opportunities that support current programs	<ul style="list-style-type: none"> <li>● Increased grant submissions and awards</li> </ul>
Improve data analytics	<ul style="list-style-type: none"> <li>● Create reporting dash boards</li> </ul>
<b>Strategy 2B:</b> Increase individual donors	<b>Key Success Measures:</b> Increase # of individual donors <sup>2</sup> giving \$1,000 or above by xx/xx/xx (look at current curve and project a 'stretch' goal).
Objectives	Measures of Success (Metrics)
Hire a development professional	<ul style="list-style-type: none"> <li>● Development professional is hired</li> </ul>
Establish development plan for increasing individual donor engagement	<ul style="list-style-type: none"> <li>● Program is created and has “onboarded” 50 new individual donors (\$1,000 or above from new donors or from existing if they are cultivated to give above \$1,000 from current giving level)</li> </ul>

<sup>2</sup> For strategy 2B, donors are clarified as individuals giving outside of the NAMI walk.



**Goal 3: HUMAN CAPITAL – Ensure that NAMI Austin has appropriate staff, board and infrastructure.**

**Strategy 3A:** Create an effective board that possesses the skills to run NAMI

**Key Success Measures:** 80% or higher on the board effectiveness survey (potential steps are creating skills matrix, board job responsibilities and assessment on follow-through)

Objectives	Measures of Success (Metrics)
Create a Nominating Committee & 360 evaluation process	<ul style="list-style-type: none"> <li>● Nominating Committee established</li> <li>● Annual evaluation of the board</li> </ul>
Define attributes of qualified board members	Creation of: <ul style="list-style-type: none"> <li>● Board member “job descriptions”</li> <li>● Process for recruitment, selection and onboarding</li> </ul>
Assess current board profile to determine gaps: <ul style="list-style-type: none"> <li>● Circles of influence</li> <li>● Skills</li> <li>● Knowledge</li> <li>● Demographics (representative of Central Texas)</li> </ul>	<ul style="list-style-type: none"> <li>● Board profile matrix completed</li> <li>● Goals for board recruitment based on analysis</li> </ul>
Support board with appropriate resources and training	<ul style="list-style-type: none"> <li>● Plan and timeline developed for training</li> <li>● Implementation of plan</li> </ul>
<b>Strategy 3B:</b> Create an effective work place for NAMI staff	<b>Key Success Measures:</b> XX% of staff are satisfied with NAMI Austin as an employer (need to establish baseline measure from a survey such as Great Places to Work and then set a goal or increase from baseline for future years)
Objectives	Measures of Success (Metrics)

Assess staffing needs to accomplish all goals	<ul style="list-style-type: none"> <li>● Established HR solution</li> <li>● Assessment completed</li> <li>● Salary/Benefit analysis completed</li> <li>● Implementation of next phase of staff structure</li> </ul>
Develop retention plan for staff	<ul style="list-style-type: none"> <li>● Plan developed to address needs</li> <li>● Increase satisfaction of staff on subsequent survey</li> </ul>
Ensure effective utilization of volunteers and interns to support staff functions	<ul style="list-style-type: none"> <li>● Assessment complete</li> <li>● Job descriptions developed</li> <li>● Plan developed</li> </ul>
Explore the opportunity of hiring a peer-support specialist	<ul style="list-style-type: none"> <li>● Opportunity of hiring a peer-support specialist has been evaluated and vetted</li> </ul>
<b>Strategy 3C:</b> Ensure work space and tools support a dynamic and positive work environment	<b>Key Success Measures:</b> XX% of staff report that they have the tools and infrastructure needed to successfully complete their work (need to establish a baseline measure and then set a goal or increase from baseline)
<b>Objectives</b>	<b>Measures of Success (Metrics)</b>
Assess current work space to maximize both productivity and positivity for staff	<ul style="list-style-type: none"> <li>● Plan developed for addressing needs</li> <li>● Plan implemented</li> <li>● Increase in staff satisfaction in follow up survey</li> </ul>
Ensure technology tools are in place to increase the staff's ability to be productive	<ul style="list-style-type: none"> <li>● Staff have appropriate technology</li> </ul>
Determine office space options for next three years	<ul style="list-style-type: none"> <li>● Plan completed</li> <li>● Plan implemented</li> </ul>
Develop partnerships for continuous training space (in lieu of Nifty Fifty)	<ul style="list-style-type: none"> <li>● Develop at least one new partnership for regular space usage for programming</li> </ul>

<b>Goal 4: BRAND AWARENESS &amp; PARTNERSHIPS - Expand NAMI Austin's visibility and influence in the Central Texas community.</b>	
<b>Strategy 4A:</b> Capitalize on established, co-branded events	<b>Key Success Measures:</b> Increase # of co-branded events by XX (need to identify current # of event in place and set key success measure above that #)
Objectives	Measures of Success (Metrics)
Define & identify areas to strengthen current partnerships	<ul style="list-style-type: none"> <li>Plan for strengthening partnerships developed</li> </ul>
Develop plan to increase co-branding with new and current partners	<ul style="list-style-type: none"> <li>Increased # branded events with partners</li> </ul>
Evaluate current mission, vision and organization name	<ul style="list-style-type: none"> <li>Decision made to update or leave as is</li> <li>Complete necessary changes across content on all platforms</li> </ul>
<b>Strategy 4B:</b> Develop new partnerships <sup>3</sup> to increase awareness of NAMI Austin	<b>Key Success Measures:</b> Increase number of partnerships by XX% by 2021 (need to identify baseline # of current partnerships in place & set key success measures above that)
Objectives	Measures of Success (Metrics)
Identify and prioritize new partnerships based on partnership assessment (1A) and matrix (1B)	<ul style="list-style-type: none"> <li>Partnership matrix created and used to evaluate potential new partners</li> </ul>
Develop strategies for recruiting identified new partners	<ul style="list-style-type: none"> <li>Diversification of partner matrix across priority areas</li> </ul>

<sup>3</sup> Partnerships was defined by NAMI Board as something that materially impacts the function of our organization