

2022 Strategic Plan



NAMI Franklin County is bold in our commitment to provide quality mental health services to individuals suffering from mental illness and those who care about them. NAMI Franklin County is dedicated to improving the quality of life for people with mental illness and their loved ones and families, through support, education, referral, and advocacy at no charge to the participant. It is our vision that all persons with mental illness will thrive. We know too well that when mental health is not treated properly, there is heartbreaking suffering that knows no age, gender, social or economic boundaries.

The issue of mental health has been amplified and the urgency of NAMI Franklin County's work has been heightened in recent months in the unfolding environment of the COVID-19 pandemic, the national conversation related to gun violence, compounding social determinants of health, the opiate epidemic and the challenging economic environment individuals and families are facing. Now, more than ever, it is essential that NAMI Franklin County create a strategic plan that is broad, inclusive, and agile to address the existing and emerging needs of the residents of Franklin County.

NAMI Franklin County engaged the staff and board in a series of strategic planning meetings facilitated by Strategic Innovations Group, LLC. Between April and June of 2022, participants engaged in three planning sessions to:

- Define the organizations core values
- Identify priorities for achieving excellence in program provision
- Outline strategies for achieving these priorities

Through this process we created a strategic plan designed to improve our organizational efficiency and guide the provision of quality programs and services. NAMI Franklin County is committed to achieving mental wellness for all Franklin County citizens. The foundations for achieving the goals set forth in the plan are organizational excellence bolstered by innovative partnerships, data-based decision making and collective accountability across board, staff and community.

Nami Franklin County Program Priorities:

- Educate and raise awareness to reduce stigma and end the silence of mental illness
- Provide services that are inclusive and accessible to all residents of Franklin County
- Collaborate with community partners to fill gaps in mental health services
- Serve as a resource for families who have a loved one with mental illness
- Bridge the gap between crisis and clinical services
- Advocate at the local, state, and national level

NAMI Franklin County recognizes the tremendous needs in the community and continues to respond with strategic goals and focused contributions. We will rise to the challenge. There is no more critical moment to act together than now. Today, we renew our commitment to build a community where people affected by mental illness experience acceptance and compassion, and live healthy, fulfilling lives. We invite you to join us.

NAMI Franklin County Goals and Strategies

Goal 1	Strengthen Organizational Efficiency	
	Strategy 1A	Engage the board
	Strategy 1B	Increase awareness of NAMI Franklin County
	Strategy 1C	Attract and retain highly qualified staff
Goal 2	Ensure Provision of Programs and Services That are Inclusive and Accessible	
	Strategy 2A	Establish process for approving new/sunseting existing programs
	Strategy 2B	Utilize data to monitor program performance
	Strategy 2C	Align staff positions to programs and responsibilities
Goal 3	Improve Fiscal Stability	
	Strategy 3A	Establish financial goals
	Strategy 3B	Generate revenue through diversified funding sources
	Strategy 3C	Leverage the NAMI Franklin County Walk to increase revenue generation

Strategies for Achieving Goals and Strategies

Goal 1: Strengthen Organizational Efficiency			
Strategy 1A: Engage the board			
Actions	Responsibility	Start Date	End Date
Create onboarding process for new board members			
Establish board workgroups			
Conduct board capacity analysis			
Strategically recruit board members to fill capacity gaps			
Establish annual fundraising goals for each board member			
Goal 1: Strengthen Organizational Efficiency			
Strategy 1B: Increase Awareness of Franklin County NAMI			
Actions	Responsibility	Start Date	End Date
Establish relationships with local media outlets			
Promote NAMI Franklin County when MH is in the news			
Create media packets to distribute to media outlets			
Develop a comprehensive social media strategy			
Highlight individuals with lived experience			
Promote NAMI Franklin County in multiple languages across culturally relevant communication channels			
Promote NAMI Franklin County at community events including cultural festivals, farmers markets, arts and music festivals			

Goal 1: Strengthen Organizational Efficiency			
Strategy 1C: Attract and Retain Highly Qualified Staff			
Actions	Responsibility	Start Date	End Date
Conduct a salary analysis to determine fair and competitive compensation for staff			
Define succession plan for impending staff transitions			
Determine job responsibilities and qualifications for assistant director			
Hire assistant director			
Leverage partnerships with colleges and universities to implement internship programs and attract new staff			
Goal 1: Strengthen Organizational Efficiency			
Strategy 1D: Monitor Implementation of the Strategic Plan			
Actions	Responsibility	Start Date	End Date
Workgroup leaders provide updates at monthly board meetings			
Board reviews implementation of the strategic plan every quarter			
Identify and address barriers to implementation every quarter			
Recommend and approve changes to the plan as needed every quarter			
Goal 2: Ensure Provision of Programs and Services That are Inclusive and Accessible			
Strategy 2A: Establish process for approving new/sunseting existing programs			
Actions	Responsibility	Start Date	End Date
Build a rubric to guide decision making regarding existing and new program offerings			
Align programs to programmatic priorities			
Continue scale or eliminate programs based on alignment			
Leverage partnerships to establish new services or expand existing services to engage hard to reach populations			
Review programs annually to determine necessity, performance, growth			
Goal 2: Ensure Provision of Programs and Services That are Inclusive and Accessible			
Strategy 2B: Utilize data to monitor program performance			
Actions	Responsibility	Start Date	End Date
Establish measurable goals for each program priority			
Build data infrastructure to track and monitor program performance			
Train and engage staff in data collection and utilization			
Establish process for annual review and analysis of the data			
Disseminate data to stakeholders including board, funders, community			

Goal 2: Ensure Provision of Programs and Services That are Inclusive and Accessible			
Strategy 2C: Re-align staff positions to programs and responsibilities			
Actions	Responsibility	Start Date	End Date
Define staffing structure to more efficiently provide and manage programs			
Establish workflow pattern and accountability structure			
Write job descriptions			
Assess current staff qualifications			
Assign staff to newly developed positions			
Strategically supplement staff capacity with volunteers			
Goal 3: Improve Financial Stability			
Strategy 3A: Establish financial goals			
Actions	Responsibility	Start Date	End Date
Assess the financial capacity of the organization			
Based on analysis, establish annual funding needs			
Set annual development/fundraising goals			
Establish development/fundraising strategies			
Board approves financial statements at monthly board meetings			
Goal 3: Improve Financial Stability			
Strategy 3B: Generate revenue through diversified funding sources			
Actions	Responsibility	Start Date	End Date
Review the statement of cash flow quarterly at board meetings to track grant funding cycles			
Establish process for looking for new grants when a grant is ending			
Create communication process to cultivate relationships with donors/funders			
Establish process for board approval of all new funding proposals and applications			
Goal 3: Improve Financial Stability			
Strategy 3B: Leverage the NAMI Franklin County Walk to increase revenue generation			
Actions	Responsibility	Start Date	End Date
Recruit a walk chairperson each year to serve as champion and spokesperson			
Create process to cultivate deeper relationships with walkers and sponsors			
Establish annual planning timeline for the walk			
Engage multiple and diverse populations in the walk			