NAMI Greater Cleveland
Strategic Plan 2019 – 2021

MAKING RECOVERY A REALITY

October 2018

NAMI Greater Cleveland
2012 West 25th Street, Cleveland, OH 44113
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Background

NAMI (National Alliance on Mental Illness) Greater Cleveland (GC) is a local affiliate of NAMI, the nation’s largest grassroots mental health organization dedicated to improving the lives of persons living with serious mental illness and their families. Established in 2005 by joining together NAMI Metro Cleveland and NAMI Cuyahoga County, NAMI GC has approximately 1200 peer, family, professional, and organizational members committed to providing free support groups, education programs, and information and referral with 500 of them members of national NAMI. Working with staff, volunteer peers and family members provide the bulk of services offered by NAMI GC.

The Cleveland Foundation provided funding to NAMI GC to prepare a three-year strategic plan focused on sustainability, growth, and leadership development. Consultants were hired to organize the strategic planning process including conducting quantitative and qualitative research, working with the Strategic Planning Committee, engaging key stakeholders, and preparing documents. The NAMI GC Board of Directors approved the Strategic Plan 2019-2021, *Making Recovery a Reality*, on October 16, 2018.

Vision

Recovery and wellness is realized in the Greater Cleveland community free of the stigma of mental illness.

Mission

NAMI (National Alliance on Mental Illness) Greater Cleveland is dedicated to empowering those living with mental illness and their family members to achieve a better quality of life by providing education, support, and information and referral.

Core Values

- *Inclusive & Respectful*: We are an inclusive organization respectful to all people.
- *Accessible & Excellent*: We are easily accessed by those in need and aspire to excellence.
- *Collaborative*: We are committed to collaborating with others to strengthen our work.
- *Innovative*: We are open to new ideas and innovation in how we serve our community.
- *Accountable & Responsible*: We are good stewards of our resources and responsible for successful outcomes.
NAMI GC Strategic Plan Process

ASSESS & RE-DESIGN

LAUNCH

GROW

• YEAR ONE [2019]

• YEAR TWO [2020]

• YEAR THREE [2021]

NAMI GC Service Model – Desired State

Targeted Population

Services

Outcomes

Focus

Peers & Family

I&R; Peer/Family Support; Peer/Family Education

Recovery & Wellness

75%

General Community

Community Education

No Stigma

25%

General Community

Community Education

No Stigma

25%
Goals

I. 
Enhance the Peer and Family Center of Excellence to ensure easy access to services, use of best practices, and superior outcomes.

II. 
Build a community awareness campaign in collaboration with key stakeholders to promote mental health and to reduce the stigma associated with mental illness.

III. 
Expand the capacity and diversity of board members, staff, and volunteers to operate more efficiently and effectively.

IV. 
Diversify and strengthen revenue sources to generate a $1 million budget that supports organizational sustainability and growth.
## NAMI GC Strategic Plan 2019 to 2021

<table>
<thead>
<tr>
<th>Goal I: NAMI GC Peer &amp; Family Center of Excellence</th>
<th>2019 Objectives</th>
<th>Timeline</th>
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</thead>
<tbody>
<tr>
<td>I-a. Gather baseline data on current state</td>
<td></td>
<td>March 2019</td>
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<tr>
<td>I-b. Assess based on desired state</td>
<td></td>
<td>June 2019</td>
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<tr>
<td>I-c. Develop design, budget, and implementation plan for restructured operations</td>
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<td>September 2019</td>
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<td>I-d. Orient stakeholders on restructured operations</td>
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<td>October 2019</td>
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<tr>
<td>I-e. Begin implementation of restructured operations</td>
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<td>November 2019</td>
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<td>I-f. Establish 2020 and 2021 objectives</td>
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<td>December 2019</td>
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Goal II: Community Awareness Campaign

<table>
<thead>
<tr>
<th>2019 Objectives</th>
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<tbody>
<tr>
<td>II-a. Gather baseline data on current state</td>
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<td>II-b. Convene stakeholders and assess based on desired state</td>
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<tr>
<td>II-c. Develop budget and implementation plan for community awareness campaign</td>
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<td>II-d. Convene stakeholders to conduct orientation on implementation plan</td>
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<tr>
<td>II-e. Begin implementation of campaign</td>
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<td>II-f. Establish 2020 and 2021 objectives</td>
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Goal III: Capacity: Board, Staff, Volunteers

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<th>2019 Objectives</th>
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<tr>
<td>III-a. Gather baseline data on current state</td>
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<td>III-b. Assess based on desired state</td>
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<tr>
<td>III-c. Develop budget and implementation plan for restructured operations</td>
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<td>III-d. Conduct orientation on restructured operations</td>
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<tr>
<td>III-e. Begin implementation of restructured operations</td>
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<td>III-f. Establish 2020 and 2021 objectives</td>
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Goal IV: Finances

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<th>2019 Objectives</th>
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<tbody>
<tr>
<td>IV-a. Gather baseline data on current state</td>
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<td>IV-b. Assess based on desired state</td>
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<tr>
<td>IV-c. Develop fundraising and implementation plan</td>
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<td>IV-d. Conduct orientation on fundraising plan</td>
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<td>IV-e. Begin implementation of fundraising plan</td>
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<td>IV-f. Establish 2020 and 2021 objectives</td>
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Implementation and Oversight

Development and adoption of the NAMI GC 2019 - 2021 Strategic Plan is a significant accomplishment; but implementation and oversight is critical to ensure the investment in the planning process is realized by the organization. The strategic plan provides focus and direction for activities over the next three years, but must also allow for adaptations as a result of changing conditions and emergent issues. Since NAMI GC is currently in a transition to a new Executive Director, special emphasis must be placed on preparing the selected individual to fully understand and embrace the plan, as well as allowing them to contribute heavily on the activities and people assigned to work on all aspects of implementation and oversight. The Executive Director is ultimately responsible for implementation of the strategic plan, but the Strategic Planning Committee and the Board of Directors will provide oversight and recommendations for changes, as needed. Responsibilities are as follows:

**Executive Director:**
1. Meet with strategic planning consultants to review the process and strategic plan.
2. Meet with President of the Board of Directors to assign individuals and committees to specific 2019 activities and agree on ways to publicize the plan in 2018.
3. Ensure all progress reports and work plan updates are completed quarterly and reviewed with the Strategic Planning Committee.
4. Review comments and recommendations from the Strategic Planning Committee and take action, as needed.
5. Prepare an annual progress report on the strategic plan with recommended changes and submit to the Board of Directors.
6. Identify the steps to prepare the next strategic plan at least six months prior to the end of the existing plan.

**Strategic Planning Committee:**
1. Meet quarterly to review progress reports and work plan updates.
2. Submit comments and recommendations to the Executive Director and President of the Board of Directors, as needed, and the entire Board of Directors annually.
3. Submit recommendations to the Executive Director on the strategic planning process nine months prior to the end of the existing plan.

**Board of Directors:**
1. President of the Board of Directors meets with Executive Director to assign individuals and committees to specific 2019 activities and agree on ways to publicize the plan in 2018.
2. Review the annual progress report on the strategic plan and approve changes, as needed.
3. Approve the next strategic planning process.

Contributors and Acknowledgements
NAMI GC appreciates and recognizes the contribution of the individuals and organizations that took time to participate in the strategic planning process as well as their ongoing assistance. Their observations and insights led to the final content of the plan which will help NAMI GC realize its vision and mission. In addition, NAMI GC is grateful to The Cleveland Foundation for the financial support that enabled the agency to engage consultants Marlene Stoiber Burroughs and Elsie Day to facilitate the planning process. Those contributing their time and expertise include the following:

**Interviewees Representing Key Stakeholder Groups:**
- Board of Directors
- Staff
- Volunteers
- Consumers
- Mental health service providers and advocates
- Funders

**Planning Committee:**
- Michael Baskin
- Lauren Borato
- Anthony Buniel
- John Cipolla
- Marsha Mitchell Blanks
- Chris Stadler
- Christine Young

**Retreat Participants:**
- Erum Ahmad
- Michael Baskin *
- Lauren Borato
- Anthony Buniel
- John Cipolla
- Lori D’Angelo
- Lisa Dellafiora *
- Jon Epstein
- Becky Fela *
- Judy Folk
- Edna Fuentes-Casiano
- John Garity
- Kristi Horner
- Kari Kepic *
- Liz Krull *
- Anne Mc Cabe
- Tom Mc Cabe
- Terri Miller *
- Marsha Mitchell-Blanks *
- Ellen Riehm *
- Chris Stadler
- Judy Van Tilburg
- Christine Young
- * NAMI GC Staff

**Board of Directors:**
- Erum Ahmad
- Lauren Borato
- Anthony Buniel
- John Cipolla
- Judy Folk
- Edna Fuentes-Casiano
- Jean Johnson
- Mark Norris
- Chris Stadler
- Christine Young