Empowering Hope & Voice

2020-2023 STRATEGIC PLAN
NAMI (National Alliance on Mental Illness) Texas (TX) is a state organization 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. NAMI Texas is a 501(c)3 nonprofit organization founded by volunteers in 1984. It is affiliated with the National Alliance on Mental Illness (NAMI) and has 27 local Affiliates throughout Texas. NAMI Texas has nearly 2,000 members made up of individuals living with mental illness, family members, friends, and professionals. Its purpose is to help improve the lives of people affected by mental illness through education, support, and advocacy. The 2020-2023 NAMI Texas Strategic Plan focuses on how the organization will further develop on its own strengths as a lever to position itself as the leading voice on breaking down the stigma of mental health across Texas and continue on its mission to give hope to families and individuals living with mental health conditions. During the development of this strategic plan, our nation and the world faced unprecedented challenges. From a global health pandemic to racial inequities, we recognized the need for our organization to be more agile. We evaluated our communications, financial strategies, NAMI signature programs, events, and board composition. In the next three years, we will work towards implementing strategies and processes to better meet the needs of our mental health community.
NAMI Texas Board of Directors formed a Strategic Planning Committee to prepare a three-year strategic plan focused on growth and continuous development. Data collected from a Board SWOT Analysis, Affiliates Needs Assessment interviews, and discussions with key affiliates stakeholders were used to prepare this document. The NAMI TX Board of Directors approved the Strategic Plan 2020-2021, Empowering hope and voice, on July 11, 2020.
Vision

The vision of NAMI Texas is to ensure acceptance of and treatment for all those with mental illness to facilitate recovery.

While retaining our grassroots values, NAMI Texas will:

- Become the most effective provider of support and educational opportunities reaching all persons in the state;
- Dramatically grow the membership;
- Eliminate the stigma of mental illness; and
- Lead the way with successful advocacy efforts.
"NAMI Texas is dedicated to improving the quality of life of all individuals living with mental illness and their families."
Values

Hope
We believe in the possibility of recovery, wellness and the potential in all of us.

Inclusion
We embrace diverse backgrounds, cultures and perspectives.

Empowerment
We promote confidence, self-efficacy and service to our mission.

Compassion
We practice respect, kindness and empathy.

Fairness
We fight for equity and justice.
Strategic Plan Goals

During the development of this strategic plan, two events took place: the global COVID-19 pandemic and the racial unrest rising from the death of George Floyd. The impact of these events changed the way we delivered our programs and pushed us towards voicing stronger positions on policies and reformations impacting mental health.

NAMI TX is focused on five pillars to achieve our vision:

- Advocacy
- Awareness
- Financial Strategies
- Affiliates
- Diversity, Equity, and Inclusion (DEI)

Each of these pillars are supported by specific actions that take into consideration current public health factors, economic hardships and recovery, and technological trends best suited to our target stakeholders.
NAMI TEXAS: Strategic Plan 2020-2023

**Pillar 1: Advocacy**
By 2023, NAMI Texas is the leading mental health policy advocate on behalf of peers and families in Texas.

**Pillar 2: Awareness**
By 2023, NAMI Texas and its affiliates are recognized as the leading support resource for families and individuals living with mental health conditions.

**Pillar 3: Financial Strategies**
By 2023, NAMI Texas and its affiliates are amplifying on philanthropic efforts.

**Pillar 4: Affiliates**
By 2023, NAMI affiliates across the state operate with consistency and sustainability that, ultimately, allows us to better reach and serve Texas communities.

**Pillar 5: DEI**
By 2023, NAMI Texas will model an organizational structure in support of diversity, equity, and inclusion (DEI).
Pillar 1: Advocacy

NAMI Texas is best known in our community for our advocacy efforts in the mental health community. In the next three years, we will be implementing a series of initiatives to become the leading voice for change that improves the lives of those living with mental health conditions. Key initiatives include hiring a Policy Director and building strategic partnerships with other mental health organizations that can further our vision and mission. In addition, we will continue representing our mental health constituents at the Texas Legislature, focusing on a core set of policy priorities that are aligned with those of NAMI National. First, we will advocate for improved access to and quality of mental health care, addressing the experience of individuals with mental health conditions encountering barriers to effective care. Secondly, we will promote policies that divert people from the criminal justice system and ensure access to services. Finally, we will focus advocacy efforts on upstream mental health interventions for children, youth, and adolescents.

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<tr>
<th>ADVOCACY</th>
<th>By 2023, NAMI Texas is the leading mental health policy advocate on behalf of peers and families in Texas.</th>
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<tr>
<td><strong>Objectives</strong></td>
<td><strong>Timelines</strong></td>
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<tr>
<td><strong>Expand:</strong> To be the state’s leading voice for increasing access, quality, and improving the experience of mental health care.</td>
<td>April 2020 – July 2023</td>
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<td><strong>Promote:</strong> To be the state’s leading voice for promoting a standard of care and practices for improving how the justice system treats people with mental illness.</td>
<td>April 2020 – July 2023</td>
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<td><strong>Advance:</strong> To be the state’s leading voice for advancing policies that facilitate early interventions for the mental health of children, youth, and adolescents.</td>
<td>April 2020 – July 2023</td>
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Pillar 2: Awareness

As the needs of the Texas mental health community continue to grow so does the complexity in the ways we communicate and engage with families and individuals to break down the stigma of mental health. In the next three years, NAMI Texas will broaden its reach via a broad use of channels targeted to consider how best to reach people in need of NAMI Texas services. NAMI Texas will focus on leveraging various social media channels and digital technology platforms. In the wake of COVID-19, NAMI-TX offered, for the first time in its history, online virtual support groups. We want to continue to harness the power of technology and leverage other current social media platforms to reach out to peers and families in need. This pillar will work closely with the NAMI TX Development Committee.

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<td>Communicate: Improve our communication strategy and channels to build and strengthen messages breaking down the stigma of mental health.</td>
<td>June 2020 – December 2020</td>
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<td>Brand: Develop branding principles that speak to the grassroots, yet polished maturity of our value.</td>
<td>June 2020 – September 2020</td>
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<td>Impact: Launch “NAMI Impact” stories on the resilience of our peers and families.</td>
<td>January 2021-December 2021</td>
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Sustainability in operations and ability to expand our services is highly dependent upon the unrestricted and restricted funds we raise each year. The COVID-19 global pandemic, racial unrest, and economic uncertainty has had a direct impact on mental health. Pandemics, isolation, and times of uncertainty can be stressful as emphasized by the Centers for Disease Control and Prevention. We expect the demand for mental health services will continue to rise. In order to meet the demands of our community needs and to continue with our mental health policy advocacy efforts, diversifying our funding base will be critical. In the next three years, NAMI TX will be working towards increasing our individual donations, expanding foundation and corporate partnerships, and improving affiliates philanthropic efforts. A Development Committee formed by Board Members will be leading the efforts on these initiatives.

### Pillar 3: Financial Strategies

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<td>Increase:</td>
<td>March 2020 – December 2023</td>
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<td>Broaden:</td>
<td>May 2020 – December 2023</td>
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<td>Educate:</td>
<td>August 2020 – September 2020</td>
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Pillar 4: Affiliates

NAMI’s vision is supported by an affiliate-driven operating model. Across Texas, we are able to serve the vast number of communities with 27 affiliates spread out across the state of Texas. Over the course of the next three years, we will build upon our 2018 Standards of Excellence and incorporate the current needs and demands of our affiliates. We have formed a NAMI TX Affiliate Coalition of affiliate leadership across the state to develop leading practices in areas of board leadership, fundraising, and programming. Initiatives include service level agreements on response times and minimal standards on Signature Programs and Community events by the end of 2021.

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<td><strong>Support:</strong> Establish online Signature Programs to support affiliates and non-affiliate communities by the end of 2020.</td>
<td>March 2020 – December 2020</td>
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<td><strong>Standardize:</strong> Develop standardized operating procedures for all affiliates across Texas.</td>
<td>March 2020 – July 2021</td>
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<tr>
<td><strong>Train:</strong> Develop affiliate education and development training program to support affiliate growth, knowledge and leadership by the end of 2021.</td>
<td>March 2020 – July 2021</td>
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At NAMI, we believe a diverse, inclusive, and equitable organization (or Alliance) is one where all employees, volunteers and members -- regardless of gender, race, gender identity, ethnicity, national origin, age, sexual orientation, education, disability, veteran status or other dimension of diversity-- feel valued and respected.

We are committed to providing informed, authentic leadership for cultural equity and to modeling diversity and inclusion for the entire NAMI alliance. We shall:

- See diversity, inclusion, and equity as connected to our mission and critical to ensure the well-being of our staff and the NAMI alliance we serve.
- Identify and dismantle inequities within our policies, systems, programs and services and continually update and report organization progress.
- Explore potential underlying, unquestioned assumptions that interfere with inclusiveness.
- Advocate for and support board-level thinking about how systemic inequities impact our organization's work and how to address that them in a way that is consistent with our mission.
- Practice and encourage transparent communication in all interactions.
- Lead with respect and tolerance.
We expect all leaders and employees to embrace this notion and to express it in workplace interactions and through everyday practice. We are committed to a nondiscriminatory approach and to providing equal opportunity for employment, participation and advancement in all programs and worksites. In addition, we are implementing an evaluation and recruitment process to bring more diversity, equity, and inclusion across our Board of Director members. We will also be working with the Affiliate Coalition to determine how best to expand our program offerings to underserved communities and DEI sensitivities.

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<th>DEI</th>
<th>By 2023, NAMI Texas will model an organizational structure in support of diversity, equity, and inclusion (DEI).</th>
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<td>Objectives</td>
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<tr>
<td>Embrace: Structure our board composition to embrace DEI representation.</td>
<td>June 2020 – December 2020</td>
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<td>Serve: Offer programs to better reach underserved populations.</td>
<td>January 2021 – December 2021</td>
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Implementation & Oversight

Development and adoption of the NAMI TX 2020 – 2023 Strategic Plan is a significant accomplishment. While the strategic plan provides focus and direction for activities over the next three years, it must allow for adaptations as a result of changing conditions and emergent issues.

The implementation and oversight of the NAMI Texas Strategic Plan will be critical to ensure the investment in the planning process is realized by the organization. Key roles responsible for the implementation and oversight of the plan includes:
- The Executive Director
- Board of Directors
- Strategic Planning Committee

The Executive Director and Board of Directors are ultimately responsible for the implementation of the strategic plan. The Strategic Planning Committee and the Board will provide oversight and recommendations for changes, as needed.

Further responsibilities of each role are outlined in the following pages.
Executive Director:

1. Meet with Strategic Planning Committee to review the process and strategic plan.
2. Meet with President of the Board of Directors to assign individuals and committees to specific 2020 activities and agree on ways to publicize the plan in 2020.
3. Ensure with Board President 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 with Strategic Planning Committee 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 with Executive Director and Board President 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 2020 activities and agree on ways to publicize the plan in 2020.
2. Review the annual progress report on the strategic plan and approve changes, as needed.
3. Approve the next strategic planning process.
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