



**NAMI California
Strategic Plan
2013-2016**

EXECUTIVE SUMMARY

NAMI California has made a commitment to greatness. Through our strategic planning process, we have dedicated ourselves to moving from a good, solid organization, to one that is truly great. By “great” we mean, NAMI California will deliver superior performance that makes a distinctive impact over a long period of time.

NAMI California’s strategic plan is our expression of how we will achieve our envisioned future. In working toward this goal, NAMI California will focus on initiatives in several key areas: confronting failures; describing and promoting best practices; increasing training and learning opportunities; and embracing and empowering leaders and members from diverse communities. These diverse communities include individuals and families from various ethnic backgrounds, socioeconomic statuses, across the life span, consumer leaders and members, and families of children and youth.

NAMI California recognizes that a strong organizational structure is paramount in meeting current as well as future challenges and achieving our larger goals for the organization and for mental health in California. We will measure our progress through the focus areas listed above.

In 2012, NAMI California reviewed the Five Strategic Goals from the *NAMI California 2007-2010 Strategic Plan* and accepted them, stated as follows:

- **Goal 1** - NAMI CA is a dynamic, well-run organization that seeks and engages a diverse and growing membership.
- **Goal 2** - NAMI CA is financially secure and independent.
- **Goal 3** - NAMI CA is the state's dominant force in serious mental illness advocacy.
- **Goal 4** - NAMI CA is the state's leader in crafting and implementing state-of-the-art education and information.
- **Goal 5** - NAMI CA is building and incorporating the largest consumer movement in the state.

We have identified a limited list of strategic priorities that we will use, across all our goals, to guide our path to greatness. We will achieve these by pursuing the following strategic priorities, explained further below:

- **Strategic Priority 1** - Identifying diverse funding sources
- **Strategic Priority 2** - Defining NAMI California's role in relation to its National and Local Affiliate organizations
- **Strategic Priority 3** - Building NAMI California's capacity to attract and retain members and develop new leaders
- **Strategic Priority 4** - Increasing NAMI California's visibility
- **Strategic Priority 5** - Increasing awareness and acceptance of mental illness as a part of the human condition and a treatable disease
- **Strategic Priority 6** - Embracing and promoting diversity and inclusion
- **Strategic Priority 7** - Defining NAMI California's role and opportunities as it relates to Health Care Reform

Our goals and strategic priorities are dictated by NAMI California's current mission, vision and purpose (listed on the following page). For each goal, we have identified key indicators that serve as measures of success against which we can monitor our progress.

Mission

NAMI California is a grassroots organization of families and individuals whose lives have been affected by serious mental illness. We advocate for lives of quality and respect, without discrimination and stigma, for all our constituents. We provide leadership in advocacy, legislation, policy development, education and support throughout California.

Vision

NAMI California is the leading state organization of individuals working with mutual respect to provide help, hope and health for those affected by serious mental illness.

Purpose

NAMI California is dedicated to strengthening local grass roots organizations. We provide updated information and support to local affiliates and are here to help organize new affiliates. NAMI California has 67 local affiliates and represents 19,000 people to the California Legislature and Governor on mental illness issues. NAMI California educates families, professionals, and the public about the recent explosion of scientific evidence that shows that serious mental illnesses are neurobiological brain disorders. NAMI California works to provide a strong, coherent system that offers a continuum of care for the persistent, long-term needs of people with mental illness. NAMI California advocates for increased research to uncover causes and new, effective treatments. NAMI California strives to eradicate stigma.

STRATEGIC GOALS

- **Goal 1** – NAMI CA is a dynamic, well-run organization that seeks and engages a diverse and growing membership. (Goal 1 aligns with strategic priorities 2, 3 and 6)
- **Goal 2** – NAMI CA is financially secure and independent. (Goal 2 aligns with strategic priority 1)
- **Goal 3** – NAMI CA is the state’s dominant force in serious mental illness advocacy. (Goal 3 aligns with strategic priorities 4, 5 and 7)
- **Goal 4** – NAMI CA is the state leader in crafting and implementing state-of-the-art education and information on mental health. (Goal 4 aligns with strategic priorities 4, 5 and 7)
- **Goal 5** – NAMI CA is building and incorporating the largest consumer and family member movement in the state. (Goal 5 aligns with strategic priorities 3, 5 and 6)

STRATEGIC PRIORITY #1: Develop Diverse Funding Sources

Currently, 80% of NAMI California's funding is derived from the state government. In the future, these funds may be reduced or restricted. In order to survive and thrive, NAMI California must diversify its funding.

ACTION PLAN:

STRATEGIC PRIORITY #1		
TASK	RESPONSIBILITY	DUE DATE
Hire a Fund Development Director	Staff	2013
Prepare Fund Development Plan	Staff	2013
Increase Board of Directors' Giving	Fund Development Committee	2013
Implement a General Campaign Plan	Fund Development Committee	2014
Hire Marketing Consulting Firm to develop a marketing plan to help NAMI CA access emerging funding opportunities	Staff	2014
Develop plan to access Board of Directors' networks of funders	Fund Development Committee	2014

Strategic Priority #1: Action Plan

1. Hire a Development Director
 - a. A Development Director will be hired immediately and funds to pay for the position will be made available through existing NAMI California funds
 - b. Determine cost of full time person at state compensation level using compensation surveys

- c. Develop a clear job description including specific responsibilities and functions; responsibilities will include:
 - i. Developing a Planned Giving Plan
 - ii. Implementing the Development Plan [prepared by staff]
 - iii. Generating funds to pay for the Development Departments ongoing budget
 - d. Evaluate hiring versus outsourcing the position
2. Prepare a fund Development Plan
- a. Include in the Development Plan:
 - i. Foundation opportunities
 - ii. Federal Grant opportunities
 - iii. Cal MHSAs opportunities
 - iv. NAMI Bikes
 - v. Annual Appeal Letters
 - vi. Annual Conference
 - vii. Health Care Reform opportunities
 - viii. Other Outside Opportunities
3. Implement a General Fund Development Campaign
- a. Develop a Fund Development Campaign Plan
 - b. Identify clear purposes for the campaign. The campaign will be “general” to serve multiple purposes rather than only to build or acquire a facility/building.
For example, the campaign may be to help NAMI CA achieve full financial sustainability through raising a specified amount of operating reserves, capital reserves, and establishing an endowment fund. A menu of purposes would be established under the general campaign, providing a menu of options for donors to support.
 - c. Determine a name for the campaign that communicates its general purpose to create a sustainable foundation and therefore sustainable future for NAMI CA.
 - d. Implement the campaign plan.
 - e. Explore/research the cost benefit of retaining a consultant to assist in forming and implementing the campaign.
 - f. Goal for General Fund Development Campaign: Approximately \$600,000.

4. Hire consulting firm to develop NAMI California Marketing Plan
 - a. Purpose of marketing plan is to help access emerging funding opportunities and possibly assist with the General Fund Development Campaign
 - b. Research firms to carry out Marketing Plan
 - c. Conduct a cost/benefit analysis of hiring a firm
 - d. Identify source of funding for consulting firm
 - e. Develop clear consultant scope of work
 - f. Develop NAMI California Marketing Plan

5. Increase Board of Director giving
 - a. Achieve 100% Board member giving
 - b. Develop plan to access Board member networks
 - c. Make giving and fundraising a core board value
 - d. Determine “if” a minimum amount of giving is required for board membership

STRATEGIC PRIORITY #2: Define NAMI CA's Role in Relation to its National and Local Affiliate Organizations

There is often confusion about the roles and relationships among local NAMI Affiliates, NAMI California, and NAMI National. Misunderstanding exists regarding fundraising, marketing and other key roles, responsibilities and functions at the national, state and local levels; this often creates tension due to unmet expectations.

It is the objective of NAMI California through this strategic plan to understand and communicate its role in local and national Affiliate responsibilities by seeking the answers to these questions:

- What is NAMI California's role in certifying new local Affiliates?
- What is NAMI California's role in decertifying local Affiliates?
- Who resolves disputes between local Affiliates, members within local Affiliates, between NAMI California and local Affiliates, between NAMI National and local Affiliates?
- What action should NAMI CA take if local Affiliates are not following guidelines/rules?

ACTION PLAN:

STRATEGIC PRIORITY #2		
TASK	RESPONSIBILITY	DUE DATE
Create an ad hoc task force committee	Planning Committee	2013
Implementing ad hoc task force committee report	Board/Task Force	2014

Strategic Priority #2: Action Plan

1. Create an ad hoc task force
 - a. Determine task force leader
 - b. Determine task force members
 - c. Determine timeline for developing agreements and recommendations
 - d. Research NAMI National charter and relevant documents

- e. Identify a scope of work for the task force that includes but is not limited to answers to the following questions/issues:
 - i. What should NAMI National do?
 - ii. What should NAMI CA do?
 - iii. What should local Affiliates do?
 - iv. What should both NAMI CA and local Affiliates do?
 - v. Is a responsibility of NAMI CA to financially strengthen local Affiliates?
 - vi. What is NAMI CA's value to local Affiliates?
 - vii. Where do NAMI CA and local Affiliates compete?
 - viii. How will areas of competition be resolved?
 - ix. How does the NAMI CA Board avoid the appearance of a conflict of interest [i.e. between local Affiliate and Board interests]
 - x. What is the process for California donors that give to NAMI National?
 - xi. What is the orientation, training process for new local Affiliate officers?
 - xii. How do we protect and nurture our core values?
 - f. Include in the task force's scope of work, exploration of possible opportunities to work with affiliates on mutually beneficial projects. For example, raising the visibility of NAMI CA and local Affiliates through combined marketing.
2. Produce an ad hoc task force report. The report will include but not be limited to:
- a. Clarified roles and responsibilities
 - i. Answers to the questions requiring clarification
 - ii. Recommendations related to co-venturing a visibility campaign
 - iii. Recommended actions
 - b. Submit to NAMI CA Board for review and approval
 - c. Submit report to NAMI National for approval
3. Develop a plan to communicate the approved report and recommendations to NAMI National and local Affiliates

STRATEGIC PRIORITY #3: Build NAMI CA Capacity to Attract & Retain Members & Develop New Leaders

NAMI California is a thriving organization, characterized by clarity, vitality, stability and strength. NAMI California is truly inclusive and welcomes members from all walks of life, and from across the lifespan. NAMI California seeks to attract and retain more members from increasingly varied communities, and become genuinely representative of our state’s great diversity.

ACTION PLAN:

STRATEGIC PRIORITY #3		
TASK	RESPONSIBILITY	DUE DATE
Track member retention	Staff	2013-2015
Inventory current diversity of membership	Staff	2013
Develop and Implement Consumer Council	Board of Directors	2013
Reach out to diverse constituencies	Staff/Board of Directors	2014

Strategic Priority #3: Action Plan

1. Continue to track member retention by:
 - a. Develop a process to remind members to renew their membership
 - b. Send a reminder to people who have not renewed within the last 3 years
 - c. Send annual letters with renewal dates
 - d. Include a comment section for those who do not renew

2. Inventory and reach out to diverse constituencies
 - a. Identify potential diverse groups
 - b. Develop a plan to contact each group
 - c. Brainstorm how NAMI CA can specifically be of help to each group
 - d. Develop key messages that communicate:
 - i. How NAMI CA can assist them

- ii. What NAMI CA offers
 - iii. NAMI CA wants and needs them as part of our organization
 - e. Develop a package of materials with the “ask” to join NAMI CA
 - f. Include a membership form in the packet of materials
 - g. Offer youth scholarships
 - h. Expand the NAMI CA social media plan
 - i. Offer a workshop to assist affiliates in gaining capacity
 - i. The workshop will be “by invitation only”
- 3. Develop and implement a NAMI CA Consumer Council

STRATEGIC PRIORITY #4: Increase NAMI CA's Visibility

NAMI California provides reliable information and unique resources, services and support to those living with a mental illness and to their families. We provide the lived experience needed to assist others achieve wellness. However, we need to increase its visibility since many people do not know about NAMI CA, including some organizations and agencies in which we can partner with to leverage our resources and provide those in need the best service possible.

ACTION PLAN:

STRATEGIC PRIORITY #4		
TASK	RESPONSIBILITY	DUE DATE
Sponsor Mental Health Caucus	Staff	2013
Develop a NAMI CA Marketing/Visibility Campaign	Fund Development Committee	2013-2014
Sponsor specific stakeholders to attend state conference	Staff	2014
Partner with hospitals, clinics & medical centers to promote NAMI CA programs and services	Staff	2014
Expand NAMI CA Bikes	Staff	2014
Develop warm/resource line	Staff	2014-2015
Sponsor Legislation	Legislative Committee/Board/Staff	2015
Create PSA that relates to NAMI CA and its purpose	Staff	2015

Strategic Priority #4: Action Plan

1. Sponsor specific stakeholders to attend conferences so they have an opportunity to learn about NAMI CA

2. Develop a NAMI CA marketing/visibility campaign
 - a. Campaign to include but not be limited to:
 - i. Cultivate media in key languages
 - ii. Develop print materials – posters, brochures, media packets
 - iii. Develop and disseminate a fact sheet that defines the roles, functions and services of NAMI National, NAMI California and local NAMI Affiliates so the public and stakeholders understand the importance of all levels of NAMI
3. Develop a warm/resource line
4. Continue and expand NAMI Bikes
5. Sponsor a mental health caucus of California legislators
6. Sponsor legislation
7. Create a PSA that relates to NAMI CA and its purpose
8. Partner with hospitals, clinics and medical centers to educate and train staff to better triage individuals with severe mental illness who use ER services. Utilize peer and family groups to assist in the triage process from ERs to community health clinics.

STRATEGIC PRIORITY #5: Increase Awareness and Acceptance of Mental as a Part of the Human Condition and a Treatable Disease

Stigma is the number one barrier to making mental health a treatable condition. People in need of help don't access it because of the stigma associated with mental illness.

Too often the public does not support mental health programs because many people are not aware and do not understand the need for services, prevention and early intervention. NAMI California is committed to providing the education needed to overcome these challenges.

ACTION PLAN

STRATEGIC PRIORITY #5		
TASK	RESPONSIBILITY	DUE DATE
Develop an informational/publicity campaign to raise NAMI CA visibility	Staff/PR Consultant	2013-2014
Develop crisis response plan	Staff/PR Consultant	2014
Identify partnering opportunities to reduce stigma and increase mental health awareness	Planning Committee	2014

Strategic Priority #5: Action Plan

1. Develop an information/publicity campaign to raise NAMI CA's visibility with the general public and stakeholder constituencies.
2. Include in the information/publicity campaign:
 - a. Key messages
 - i. Mental illness is a treatable condition
 - ii. Early intervention is a priority
 - iii. Mental illness affects everyone

- iv. Dealing with mental illness helps all of society in many ways such as reducing homelessness, reducing incarcerations, reducing hospitalizations, reducing crime, etc.
- v. Investing in treatment is an investment in the community's wellbeing
- vi. Mental illness is a primary driver of disability
- vii. There are positive aspects of mental illness such as the blessings that come through successfully coping with mental illness
- b. Statistics and data that show the depth and breadth of the need and challenge of addressing mental illness
- c. Target audiences that the messages and data will be delivered to, including:
 - i. Media
 - ii. Social media and YouTube
 - iii. ER doctors and nurses
 - iv. Health care providers
 - v. Legislators
 - vi. Law enforcement
 - vii. Employers
 - viii. Schools
 - ix. Families and consumers
 - x. Other
- d. A Dissemination Plan for delivering messages to target audiences
 - i. PSA's
 - ii. Bus wraps
 - iii. Webinars
 - iv. Press releases
 - v. On-line training
 - vi. Regional conference
 - vii. Blogs
 - viii. Broadcast interviews [e.g. radio, television]
 - ix. Photo novellas – community theater
 - x. Plays or books available on website
- 3. Develop a crisis response plan to follow during high profile incidents relating to mental illness
- 4. Identify partnering opportunities to reduce stigma and increase understanding and acceptance of mental illness

STRATEGIC PRIORITY # 6: Embrace and Promote Diversity and Inclusion

NAMI California is truly inclusive and welcomes members from all walks of life, and from across the lifespan. NAMI California needs to make diversity a top value. With many programs not meeting cultural and linguistically standards, NAMI California must be the change we want to see.

ACTION PLAN

STRATEGIC PRIORITY #6		
TASK	RESPONSIBILITY	DUE DATE
Research and identify multi-cultural organizations and communities	Staff	2013
Add demographic to the Annual Conference Survey	Staff	2013
Develop and communicate an inclusion policy	Governance Committee	2013
Implement a pilot project to conduct evaluation	Staff	2014
Host a Multicultural Symposium	Staff	2014
Provide culturally adapted trainings	Staff	2014-2015
Provide feedback to NAMI National on how to adapt curriculum translations	Staff	2015

Strategic Priority #6: Action Plan

1. Implement a pilot project to conduct NAMI program evaluation earlier.

2. Research and identify multi-cultural organizations and communities NAMI CA is not yet connected with:
 - a. Identify the organizations
 - b. Contact and inform the organizations about NAMI CA
 - c. Invite the organizations to the Annual Conference
 - d. Identify potential partnerships
3. Add demographics to the Annual Conference evaluation
4. Develop and communicate an Inclusion Policy
5. Host a multi-cultural symposium
 - a. Emphasize “listening” to those who come to the symposium rather than training or talking at them
6. Provide feedback to National on how to adapt curriculum translations
7. Provide training in appropriately culturally adapted National programs

STRATEGIC PRIORITY #7: Health Care Reform- Define NAMI CA'S Role and Opportunities

The Affordable Care Act/Health Care Reform is a time sensitive issue, NAMI CA must act now to take advantage of the opportunities available and ensure parity. Three million more people will be covered by the reform in California alone, many of whom have mental illness. Insurance groups will have to provide a package of essential health benefits and mental illness needs as part of the package.

ACTION PLAN

STRATEGIC PRIORITY #7		
TASK	RESPONSIBILITY	DUE DATE
Identify champions of Health Care Reform and education them about NAMI/NAMI CA	Board/Staff	2013
Develop a proposal to provide trainings to providers	Board/Staff	2013-2014
Apply for grants in peer navigation, enrollment and education	Staff	2013-2014
Develop a marketing plan to position NAMI CA to capitalize on Health Care Reform (Priority 1, action 4)	Staff/Consultant	2013-2014

Strategic Priority #7: Action Plan

1. Partner with NAMI National to provide training and curriculum for emergency rooms and Accountable Care Organizations. (ACO)
 - a. Develop a proposal
 - b. Apply for grants in peer navigation, enrollment and education to:

- i. CA Wellness Foundation
 - ii. CA Endowment Foundation
 - iii. Other
2. Identify champions of Health Care Reform to advise them of NAMI CA's interest and ability to be involved
3. Develop a business and marketing plan to position NAMI CA to capitalize on health care reform
 - a. Include in the scope of work for the consultant hired under Priority #1, action 4, that the consultant will also develop the Health Care Reform NAMI CA business and marketing

APPENDIX 1

TIMELINE

YEAR ONE (2013-2014)		
TASK	RESPONSIBILITY	DUE DATE
Hire a Development Director	Staff	2013
Prepare Fund Development Plan	Staff	2013
Increase Board of Directors' Giving	Fund Development Committee	2013
Create an ad hoc task force committee	Planning Committee	2013
Inventory current diversity of membership	Staff	2013
Develop and Implement Consumer Council	Board of Directors	2013
Sponsor Mental Health Caucus of Legislators	Staff	2013
Identify and research multi-cultural organizations and communities	Staff	2013
Add demographics to the Annual Conference Survey	Staff	2013
Develop and communicate inclusion policy	Governance Committee	2013
Identify champions of Health Care Reform and education them about NAMI/NAMI CA	Board/Staff	2013
Develop a proposal to provide trainings to providers	Board/Staff	2013-2014
Apply for grants in peer navigation, enrollment and education	Staff	2013-2014
Develop marketing plan to position NAMI CA to capitalize on Health Care Reform (Priority 1 action 4)	Staff/Consultant	2013-2014
Develop a NAMI CA Marketing/Visibility Campaign	Fund Development Committee	2013-2014
Develop an informational/publicity campaign to raise NAMI CA visibility	Staff/PR Consultant	2013-2014
Track member retention	Staff	2013-2015

YEAR TWO (2014-2015)		
Hire Marketing Consulting Firm to develop marketing plan to help NAMI CA access emerging funding opportunities	Staff	2014
Implement a General Campaign Plan	Fund Development Committee	2014
Develop plan to access Board of Directors networks of funders	Fund Development Committee	2014
Implement the ad hoc task force committee report	Board/Task Force	2014
Reach out to diverse constituencies	Staff/Board of Directors	2014
Expand NAMI CA Bikes	Staff	2014
Sponsor specific stakeholders to attend conference	Staff	2014
Partner with hospitals, clinics and medical centers to promote NAMI CA programs and services	Staff	2014
Develop a crisis response plan	Staff/PR Consultant	2014
Identify partnering opportunities to reduce stigma and increase mental health awareness	Planning Committee	2014
Host a Multicultural Symposium	Staff	2014
Implement a pilot project to conduct NAMI program evaluations earlier	Staff	2014
Develop a warm/resource line	Staff	2014-2015
Provide culturally adapted trainings	Staff	2014-2015
YEAR 3 (2015-2016)		
Sponsor Legislation	Legislative Committee/Board/Staff	2015
Create PSA that relates to NAMI CA and its purpose	Staff	2015
Provide feedback to NAMI National on how to adapt curriculum translation	Staff	2015

APPENDIX 2

STRATEGIC SCREEN

NAMI California's Strategic Screen¹

Organizations employ all manner of criteria for decision making. In our strategic planning process, NAMI California sought to be absolutely transparent and thoughtfully specific about the criteria it would use when selecting among the many attractive ideas and strategies that arise to compete for NAMI California time, attention and limited resources.

To maintain the consistency of its carefully constructed three-year Strategic Plan while allowing flexibility to evaluate new ideas as they arise; NAMI CA developed a screening tool, a strategic screen. Development of the criteria for the strategic screen required very clear articulation our organizational values and competitive advantages. This screen allows us to evaluate, test, and assess each idea before proceeding with it in order to preserve the goals and priorities established in the Strategic Plan.

Rather than a traditional strategic plan that is static and determined at one point in time for implementation at often much later points in time, NAMI California has adopted an approach that requires us to articulate very clearly our organizational values and competitive advantages in order to create a tool that uses those insights for testing new ideas as they come forth. In this way, we maintain the consistency of a carefully constructed Strategic Plan.

We call this tool our “strategic screen.” It allows us to screen – or test and assesses – each idea before we decide to move forward with it.

NAMI California has constructed its strategic screen in two sections that position organizational values and competitive advantage as the lynchpins for decision-making. In building and using the screen, we impose a disciplined consistency on future decision-making, even as we remain agile and responsive to changing realities. The screen will become an integral part of board and staff decision-

¹ Forms and language adopted from NAMI National's strategic screening documents

making as we move forward, building a culture of intentional and strategic planning on an on-going or “real-time” basis.

Strategic Values Component of the Screen

NAMI California’s screen is based on NAMI California’s mission and values. It is grounded in NAMI National Standards of Excellence, which describe the mutually agreed upon standards of operation for NAMI, NAMI California and local NAMI Affiliates.

The screen assists us in making values-informed strategic choices. Its criteria help NAMI California determine *why* we would undertake any given idea and *how* we would shape and refine the idea in order to hold or enhance NAMI California’s competitive advantages and ensure strong management.

Simply put, if we test an idea against this screen and cannot provide clear and satisfactory answers to the questions it poses, we ought not to pursue that idea. While the idea or program may have many merits and be appealing, if it does not support NAMI California’s mission and values and enhance our competitive advantage then, as leaders dedicated to advancing NAMI California’s strategic well-being, we must refrain from those actions.

In some rare cases, ideas or strategies that cannot be reconciled with the screen’s criteria may be pursued, but only after a full exploration of the import of and documentation of that decision. The goal here is to ensure that we are aggressive in our assessment of opportunities and challenges and always make choices consistent with our organizational values.

NAMI California is determined to implement successful strategies and make well-considered choices in allocating limited and valuable resources. The ability of the organization to thrive and successfully pursue its mission depends on the quality of our decisions and careful selection of the projects and initiatives we pursue. NAMI California believes that our use of the Strategic Management Screen to make those decisions will help assure its success.

NAMI California will use the values-driven management screen below to assess and strengthen each programmatic initiative under consideration.

STRATEGIC MANAGEMENT SCREEN (Following Page)

NAMI California's Values	<p>NAMI California's Four Pillars: Support, Education, Advocacy & Research Does it support or advance these four pillars? How can it be refined to do so even more?</p>
	<p>Give Voice To, Validate, and Draw Upon Our "Lived Experience" as Families, People Living with Mental Illness, and Their Friends? Does it draw upon and reflect our lived experience? How can it be refined to do so even more?</p>
	<p>Confront the Profound Injustices Associated with Mental Illness Does it confront the injustices around mental illness? How can it be refined to do so even more?</p>
	<p>Build Upon Emerging and Best Practices Does it capitalize on emerging and best practices? How can be it refined to do so even more?</p>
NAMI California's Competitive Advantages	<p>Advocacy Does it protect and maintain NAMI California's credibility as an authentic advocacy voice with no ulterior motive? Does it project NAMI California's power in an effective and meaningful way? Does it position NAMI California as a strong strategic partner? Does it achieve significant grassroots penetration? Does it include training, tools, and skills building to enhance members' advocacy skills?</p>
	<p>Education and Support Does it further our commitment to provide education and support, broadly defined? Does it support universal accessibility (free, on the web, available in multiple languages, culturally relevant)? Is it delivered by trained people with lived experience? Is it responsive to changing market and audience needs and various learning styles? Is it strength-based and does it project hope?</p>
	<p>Recovery and Resiliency Does it reflect and increase the credibility and visibility of the principles and ideals of recovery and resiliency? Does it offer a venue for informed discussions of the broad spectrum of experiences of recovery and resiliency? Does it recognize that not everyone has yet experienced "recovery"?</p>
	<p>Inclusion Does it reflect NAMI California's dedication to diversity and inclusion? Does it promote open conversations that engage and respect diverse perspectives? Does it reflect NAMI California's culture of empathy? Does it engage diverse perspectives in planning, development, implementation and</p>

	evaluation? Is it relevant in the lives and communities it is intended to serve?
Good Management	Specificity What are the clear and unambiguous goals?
	Achievability Can it be done? Can it be done well? Is it better done in partnership? With whom?
	Resourcing What does it cost (time, money, staff)? Where will funding come from? What are the opportunity costs? Is it of sufficient importance to replace other existing activity? Do we have sufficient staffing and/or available expertise to do this well? Do we have sufficient time to accomplish program goals?
	Measurement What is our baseline? What outcomes are we seeking? Are they measurable? What are our metrics for measuring progress? How can they be made more specific and meaningful?
	Capacity Building Does it build capacity at NAMI California and local NAMI Affiliates? Does it address capacity needs at NAMI California and local NAMI Affiliates?
	Field Resonance Does it have resonance, credibility or meet a need in NAMI California and local NAMI Affiliates? Does it meet a need in NAMI California and local NAMI Affiliates? How will we address any resistance we might encounter?
	Sustainability What are our plans for continuation beyond initial funding? Do we have identified funding streams? Who will carry on the program?
	Organizational Stretch How does it help NAMI California grow, strengthen, or provide for continuous self-improvement?

End Table ##