

STRATEGIC PLANNING & ACTION PLANNING



nami

National Alliance on Mental Illness

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Objective

The objective of this roadmap is to help identify the best strategy for planning, naming and organizing your goals, and ensuring reflection throughout the process for the most successful results.

Accessibility

This roadmap is best viewed in Adobe Acrobat to use the provided text boxes or printed for writing. You may navigate pages by using your scroll wheel or by clicking directly on the table of contents.

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Chapter 1: Road Map for Success

Introduction

Congratulations on setting your organization up for success by engaging in a strategic or action planning process! In partnership with the NAMI Field Capacity Building Team, we hope this Road Map for Success is helpful in laying out the steps to strategic planning and action planning. Whether you've planned before, or this is your first time, we hope you will find something useful in this roadmap and accompanying toolkit. Initiating the process and having conversations about how to approach your short and/or long-term goals is the hardest part, but will truly benefit your NAMI organization.

Toolkit for Success

This toolkit will include:

1. A Road Map that will provide a step-by-step guide to planning, which includes each step in the process and considerations you should think about at each step.
 2. A curated list of resources on strategic planning, action planning, and goal setting, including templates you can use, and
 3. Sample plans, action plans, and goal setting tools from across the Alliance.
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Conclusion

We encourage you to review this Road Map, and the rest of the toolkit, in partnership with your NAMI Field Capacity Building Point of Contact (if you are a State Organization) or NAMI State Organization staff (if you are an Affiliate). They can help you think through your organization's current capacity and help you develop a plan that works best for you. The information in this Roadmap is designed to share a suggested process, but there are many approaches you can take to planning. Find the approach that works for your organization and feel free to adapt or change anything in this Roadmap to better fit your needs. And enjoy planning!

Chapter 2: Strategic Planning vs. Action Planning

Introduction

Strategic planning and action planning (sometimes referred to as goal setting) are similar and complementary processes that allow organizations to formulate their long- or short-term visions and goals for their work and determine how they will reach those visions and goals.

Step 1

One of your first steps will be to decide whether you are interested in long-term strategic planning (which also includes an action plan) or if you would prefer to develop a short-term action plan. Strategic planning has you evaluate your overarching goals and direction for your long-term work. Action planning helps you operationalize or implement processes for accomplishing those goals. A strategic plan will usually include action planning, but an action plan will likely not require a full strategic plan.

Both strategic planning and action planning are important to the success of organizations. Oftentimes, it is beneficial to start with action planning if you are undergoing a planning process for the first time or if you do not have the organizational capacity for a full strategic plan. It can provide a solid foundation for your short-term work, as well as long-term strategic planning in the future. You should decide on what process will work for you given your current circumstances; it should work for your organization's current capacity and interests.

Strategic Planning or Action Planning?

How do you know whether you are better positioned to engage in action planning or strategic planning? Take a look at the following chart and don't forget, it's important to be flexible with both your process and your terminology! Engaging in any kind of planning process is a huge step forward for your organization's capacity.

Meeting Your Organization Where It Is

When deciding whether to develop and implement an Action Plan versus a Strategic Plan, you may consider the following suggested criteria before deciding. These criteria can help you gauge your current capacity as an organization and, therefore, what makes the most sense for your organization in the present. An Action Plan is often a stepping-stone to a Strategic Plan. If you have difficulty deciding what is best for your organization, reach out to your NAMI Field Capacity Building team Point of Contact (if you are a NAMI State Organization) or NAMI State Organization (if you are an Affiliate) for guidance. The Field Capacity Building team is always here to support your planning efforts.

Action Plan	Strategic Plan
Definition	
Short-term (3 to 12 months) <ul style="list-style-type: none"> Stepping stone(s) to help you reach big goals. The focus is on fixing current issues or problems in the short term to help reach big goals. 	Long-term (1 to 5 years) <ul style="list-style-type: none"> Big goals that take a longer time to reach. More tactical. More steps involved.
Current Capacity	
No Mission, Vision, or Values	Articulated Mission, Vision, and Values
Staff (1 to 3)	Staff (4 or more)
No Board/Inactive Board	Active Board
Budget less than \$100k	Budget \$100k or higher
Unpredictable funding stream	Predictable funding stream (1 to 3 years)

Chapter 3: Planning to Plan

Introduction

Before beginning the strategic or action planning process, it is important to ensure that you have the proper foundation in place. Review your previous strategic plans and action plans if you have them, as well as [NAMI National's five-year strategic plan](#). NAMI's strategic plan can be your "North Star" – your overall direction for your organization. We've provided some sample strategic plans and action plans from across the Alliance as samples for you.

Step 2

Take time to think through the following:

- What has strategic planning or action planning looked like for our organization in the past?
- Were our past plans measurable and actionable?
- Did we lose our past plans? Why or why not?
- What lessons can we learn from past planning?



Review past processes as well as past plans. Does anything need to carry over from previous plans? If so, how will you incorporate them into your new planning process? Are there any lessons to be learned from your past planning experience(s)?

Expanded links:

<https://nami.org/NAMInet/Board-of-Directors/Governance-Documents/NAMIStrategicPlan2020>

Current State, *continued*

Think about when you would like to finalize your plan, as well as what time and resources you can feasibly contribute to planning. If you have limited time to get a plan developed, an overarching and detailed strategic plan might not work for you, but an action plan or goal setting might be a better fit.

- How much time does our organization have to dedicate to planning?

Stakeholders

If you are a NAMI State Organization, you'll want to think about when and how to engage affiliates in your planning. If you are an affiliate, you'll want to decide whether to engage your NAMI State Organization in the process.

There will be various levels of stakeholders, including:

- The "**core team**," which are staff, board members, and others who need to be actively engaged in the strategic or action planning process from the beginning, who are vital to the development of the plan.
- The "**contributors**," which are staff, volunteer leaders, members, and other stakeholders who may inform one or more pieces of the plans, but who may not be as involved in the planning process as the core team.
- The "**informed**," which are those who need to be informed of the progress and final product, but do not contribute to the planning process.

CORE TEAM

CONTRIBUTORS

INFORMED

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Chapter 4: Developing a Plan

Introduction

Once you have completed the pre-planning process, you are ready to get started on your plan! Based on the conversations you've had, you should have decided on the type of plan you are creating, what time frame it will be for, and who will participate in the process, as well as some other details.

If you have determined that a longer-term, full strategic plan is best for you, please continue to **Step 3(A): Strategic Planning** and complete both parts of this chapter.

If you have determined that a short-term action plan and/or goal setting is the most appropriate for your organization, skip to **Step 3(B): Action Planning** on page 09.

Step 3(A): Strategic Planning

If you are engaged in long-term strategic planning, you want to develop an overall plan to determine your organizational goals. Think through the following questions to develop your goals.

What is our value proposition?

The value proposition will help you determine what you do well and where you make the most impact. These are the areas you will want to focus on when developing your plan. You can find the [value proposition worksheet](#) on NAMINet and on this workbook as Worksheet #1.

What does our organization's SWOT analysis look like?

The SWOT analysis is an opportunity to have open and free-flowing conversations about your organization's strengths, areas for improvement, opportunities, and threats. Make sure everyone has a chance to actively participate and brainstorm during this section. You can use this information as you think through your strategic goals. See Worksheet #2.

What are the biggest needs of our organization and/or members?

Conduct a needs assessment such as the [organizational capacity assessment tool](#) or a [community needs assessment](#), or use the result of your NAMI Organizational Health Assessment Survey or Field Capacity Building Tool results. Your NAMI Field Capacity Building Point of Contact or NAMI State Organization can help you think through your areas of opportunity and growth.

continued

Expanded links:

https://www.nami.org/NAMI/media/NAMINet/Ops-Gov/FINAL_NAMI_Value-Proposition-Worksheet-v2.pdf

https://www.socialventurepartners.org/svp_resources/organizational-capacity-assessment-tool/

<https://ctb.ku.edu/en/table-of-contents/assessment/assessing-community-needs-and-resources/develop-a-plan/checklist>

Step 3(B): Action Planning

It's time to develop a game plan to achieve the goals that you have identified. What steps need to be taken? Refer to the definitions of the terms used in this section and Worksheet #3.

Feel free to customize the language and definitions you use; the important part is that all of your stakeholders are aligned on what your process looks like and what terminology you are using. For example, most of the references we provide use goal and objective interchangeably. Please make note of this difference. If you are strategic planning, think of longer term goals that fit the time period you want your plan to cover. If you are action planning, you should aim for a shorter-term time period to accomplish your goals.

GOALS

Identify 1-2 goals we would like to meet in the time frame of our plan based upon our needs and resources.

Ex. Increase our services for people with mental illness who are incarcerated.

OBJECTIVES

Identify 1-2 objectives for each goal. An objective is the precise action or measurable step taken to achieve the goal. These are also known as SMARTIE goals, depending on the resource or template.

Ex. By the end of 2022, have at least one program in most state prisons.

STRATEGIES

Identify 1-2 goals we would like to meet in the time frame of our plan based upon our needs and resources.

Ex. Increase our services for people with mental illness who are incarcerated.

continued

Step 3(B): Action Planning, *continued*

TACTICS

Identify 1-2 tactics. A tactic is a specific action or a step taken to achieve a strategy, such as reach out attempts, events, etc.

Ex. Reach out to state prison administrators to educate about the value of our programming and how we can incorporate them into prisons.

KEY PERFORMANCE INDICATORS/TARGET

Identify 1-2 Key Performance Indicators (KPIs), or targets you would like to achieve. These should measure the success of the objective and relate directly with your objective.

Ex. By the end of 2022, we will have Connections support groups in 5 state prisons.

Chapter 5: Implementing Your Plan

Introduction

The final step in any planning process is to decide how you will implement your plan and hold yourselves accountable to make progress. Think through some of the following questions:

- How do we define success?
- How do we operationalize our plan?
- Who will be responsible for each piece of our plan?



MOCHA

Decide who will be responsible for each part of your project. You can do this using **MOCHAs** and project plans. A MOCHA is a project management framework that helps define the roles that individuals will play in accomplishing the goal. Completing a MOCHA for each goal or objective allows an organization to determine roles and responsibilities of staff members, Board members, and other stakeholders in achieving goals. The Management Center uses the following definitions for the roles of MOCHA:

Managers support and holds the owner accountable through delegation. Serves as a resource, shares feedback, asks probing questions, reviews progress, and intervenes if the work is off-track. This person may or may not be the owner's supervisor.

Owners have overall responsibility for driving the project forward and coordinating steps to accomplish the goal. Ensures all the work gets done (directly or with helpers) and involves others (consults) in a meaningful way. There should be one owner.

Consultants provides input and perspective may share resources or referrals.

Helpers implement aspects of the work and actively contributes to project success.

Approvers sign off on the final product or key decisions. May be the owner or manager, though it can also be a person or group with a clear decision-making role on the project.

If you don't need a full MOCHA, it is still helpful to assign responsibilities to individuals for clarity around roles. Think about your timeline for reaching goals and how you will ensure work gets done to meet them. This is the important follow-through that is needed!

Expanded links:

<https://www.managementcenter.org/resources/assigning-responsibilities/>

Important Considerations

Your organization has spent all this time and effort creating a plan. The last thing you want is to create a plan and then have it sit on a shelf being ignored. Ideally, someone (usually the Executive Director and/or the Board President/Chair) should ensure that the organization re-visits the plan and uses it to make decisions and plan the organization's work. Here are some suggestions for centering your plan in your work:

- Make a check-in about your plan a standing part of your Board meetings and/or staff meetings. Think about how often you will check in and a method for the check-ins that works for you.
- One suggestion for tracking progress over time - you can use a color-coded system; red = not progressing, at risk of a missing milestone, yellow = moving ahead, but facing some challenges, and green = moving ahead as planned.
- Use staff reports to provide updates to the Board.

It is important to ensure that you do not forget about your parking lot goals that could not be addressed this time around but could be accomplished in the future. As a reminder, keep them on your radar for the future!

Reflection

Take some time to reflect on your plans, how it was carried out, and what needs to be brought into future plans. Think through the following questions:

- How do we hold ourselves accountable? How will we make sure we are centering our plan in our work?
- What are some milestones we can use to incentivize our work?
- How will we revisit our “parking lot goals” or big dreams that we couldn't include in our planning this time around?



Value Proposition Worksheet

Introduction

The purpose of this worksheet is to help your NAMI Organization practice defining its Value Proposition. A Value Proposition is a broad, concise and clear statement of the value or benefit that your organization provides to a target audience that can help you build organizational capacity. Your Value Proposition may vary based on your audience. Our suggestion would be to use one worksheet for each audience to help you focus on the needs of the specified group. This will help you develop a refined Value Proposition that is audience focused.

The first step is for you and your team to respond to questions 1-5. Once you do this, you can begin to craft your Value Proposition.

Who is your NAMI Organization's target audience?

This focuses on groups your organization is trying to reach and engage. It may include individuals or families impacted by mental illness, donors, members, volunteers, leadership/staffing talent, policymakers, other organizations, agencies, companies, etc.

What are the needs of this audience?

Know your audience! This focuses on the problem(s) the target audience seeks solutions for.

continued

Worksheet 01, *continued*

Value Proposition Worksheet, *continued*

What benefits does your NAMI organization offer?

This includes your programs, activities, services, events and other offerings.

What organizations are doing something similar to your organization and what makes yours different?

This includes organizations that might be considered your competitors.

Link the benefits of your NAMI organization back to the needs of the target audience.

This involves making a connection between the needs of the target audience and the benefits you offer.

Value Proposition Statement

Given your responses above, think about a broad, concise and clear statement that will help convince your audience to engage with your organization, use your benefits and take actions that advance your mission.

SWOT Analysis



Strengths

What do we do well? What are our core competencies? What differentiates us from the others?

Weaknesses

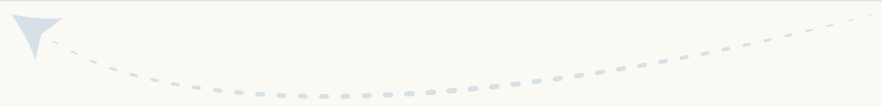
What resources are we missing? Where do we have room to grow? What do others do better than us?

Opportunities

What new trends/circumstances provide new opportunities for us? How can we innovate to meet new needs?

Threats

What new trends/circumstances may be harmful to us? What could be an obstacle to our success?



Project Task Plan Worksheet

Goal

Objective / Strategy

Purpose of Project Task Plan

Provide a comprehensive plan for our goal including tasks, how they will be achieved, who is involved, resources needed, and how we will track progress.

MOCHA or Goal Leader

Provide a comprehensive plan for our goal including tasks, how they will be achieved, who is involved, resources needed, and how we will track progress.

Task	Due	Person(s) Responsible	Resources Needed	Notes / Status
<input type="checkbox"/>	_____	_____	_____	_____
<input type="checkbox"/>	_____	_____	_____	_____
<input type="checkbox"/>	_____	_____	_____	_____
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