

I. Situational Analysis

NAMI SWI has experienced tremendous growth in programs and counties served over the past two years. After a United Way strategic planning session, the board of directors of NAMI SWI contracted with UW Consultant, Ms. Rebeccah Bennett. The Executive Committee completed 2 five hour sessions with Ms. Bennett followed by 2 additional planning sessions to review and finish the NAMI SWI Strategic Plan.

NAMI SWI Brief History:

The affiliate was founded in 1985 largely through the efforts of employees at the local community mental health agency, now known as Chestnut Health Systems. Chestnut employees recognized the need for an organization that would work to improve the lives of those impacted by mental illness. The organization is a non-profit affiliate dedicated to the mission of education, support, and advocacy for individuals living with mental illness as well as family members and caregivers, whose lives are impacted by brain disorders. Initially, two support groups were organized in the Metro East Area: one in Granite City, IL and the other in Wood River, IL. These support groups used the name “Alliance for the Mentally Ill” (AMI). In 1998, the two groups were merged into NAMI Madison County. In 2003, the affiliate joined NAMI St Louis in partnering in the annual NAMI Walk for Mental Health Awareness. In 2004, NAMI Madison County planned and held its own local affiliate Walk for Mental Health Awareness. Also, in 2004, Gateway Regional Medical Center donated free office space on the 4th Floor, from which our affiliate conducts its daily operations. In 2005, NAMI officially changed its acronym from National Alliance for the Mentally Ill to National Alliance on Mental Illness. In 2010, NAMI Belleville was merged with NAMI Madison County, as part of the merger; the affiliate catchment area was expanded to include the following 12 counties: Bond, Calhoun, Clinton, Greene, Jersey, Macoupin, Madison, Monroe, Montgomery, Randolph, St. Clair, and Washington, currently operating as NAMI Southwestern Illinois.

NAMI SWI Programs Overview

NAMI Family-to-Family Education: A free 12-week course for family members of an adult relative with a mental health condition. The course offers education on medication, communication skills, coping skills, problem-solving skills, emotional support and other topical issues related to improving care and quality of life for those with mental illness and their families. The course is recognized on the NREPP by SAMHSA.

NAMI Basics Education: A free 6-week course for parents and other caregivers of children and adolescents with mental health conditions. The course provides information on medication, communication skills, coping skills, and resources to assist caregivers to better collaborate with school personnel.

NAMI Peer to Peer Education: A free 10-week educational program for adults living with mental illness, taught by peer mentors who are living in recovery. Peer to Peer offers information on medication, community resources, peer support, coping skills, and communication skills.

NAMI Provider Education: NAMI Provider Education introduces mental health professionals to the unique perspectives of individuals living with mental illness and their families. The program develops enhanced empathy for the daily challenges for individuals living with mental illness and underlines the importance of including consumers in all aspects of the treatment process. NAMI Provider Education is a free, 15-hour program of in-service training taught by a team consisting of an adult with mental illness, a family member, and a mental health professional.

NAMI Homefront Education: NAMI Homefront is a free, 6-session educational program for families, caregivers and friends of military service members and vets with mental health conditions. Based on the nationally recognized NAMI Family-to-Family program, NAMI Homefront is designed to address the unique needs of family, caregivers and friends of those who have served or are currently serving our country. The program is taught by trained family members of service members/veterans living with mental health conditions.

NAMI In Our Own Voice: A free 90-minute presentation by two individuals living in recovery, which serves to dispel misinformation and misunderstanding about mental illness within the general public. IOOV presenters provide a personal story of recovery as well as general mental health awareness. IOOV decreases discrimination and stigma against individuals living with mental illness. The audience is encouraged to ask questions in a safe, friendly environment.

NAMI Support Groups: Meetings are facilitated once a month by two NAMI SWI support group leaders. NAMI endorses a problem solving, group wisdom model, which allows families and individuals to experience self-advocacy and receive encouragement and understanding from fellow members/attendees. NAMI SWI currently offers monthly meetings for: family members, individuals living with mental illness, and military families. The affiliate also offers the following certified NAMI Specialty Support Groups: Meetings for parents and caregivers of youth with mental illness & support groups that incorporate animal assisted therapy, in partnership with Furry Friends Recovery.

NAMI Parents and Teachers as Allies: A free 90-minute presentation offered to school personnel, administrators, parents, and other youth advocates. The presentation outlines the early warning signs of mental illness, symptoms, and strategies for early intervention by parents and teachers. The program encourages collaboration and seeks to improve access to available community services.

NAMI Ending the Silence: Helps middle and high school students understand mental illness and learn warning signs for themselves and their friends. NAMI Ending the Silence helps raise awareness and change perceptions around mental health conditions. This free classroom presentation helps students understand the reality of living with a mental health condition. During the 50-minute presentation, a young adult living with mental illness and a family member tell their stories about mental health challenges.

NAMI SWI Helpline: A free information and referral service offered throughout the NAMI SWI catchment area. Callers are referred to community health agencies and encouraged to pursue NAMI signature programming as needed. Callers receive emotional support and understanding from NAMI SWI helpline volunteers. Each helpline volunteer uses a NAMI SWI Helpline Resource Manual, which is updated annually.

NAMI SWI Resource Guides: Free publications/print media offered to all community members within our affiliate's catchment area. The affiliate prints an Adult Resource Guide and Child/Adolescent Resource Guide, both are updated annually.

NAMI SWI Spanish de Familia a Familia & NAMI Conexión: NAMI SWI offers the Family to Family Education program in Spanish. NAMI SWI also offers the Connection & Recovery Support Group program in Spanish.

Service Criteria/Requirements

Each NAMI SWI signature program has a designated program coordinator who mentors and manages all volunteers within each program. The Executive Director provides program oversight and ensures program fidelity while providing administrative support where applicable. The Executive Director ensures all local programming is executed according to the quality standards set by NAMI National.

Program Goals

NAMI programming empowers people to address concerns related to their illness or a family member's illness through self-advocacy and education. NAMI SWI collaborates with private and public policy makers to improve access to treatment and availability of community based mental health services.

Program Outcome Measurements

1. Families and individuals self-report better knowledge and understanding of the different types of mental illnesses.
2. Families and individuals self-report better knowledge and understanding of the medications and treatment options used to treat mental illnesses.
3. Families and individuals self-report increased self-advocacy skills.
4. Families and individuals self-report increased knowledge of available local resources and programs.
5. Families and individuals self-report increased empathy and respect for people living with brain disorders.

II. Mission

NAMI's mission serves as the heart of its strategic plan. This statement of purpose frames strategic plan and ensures that decisions would be aligned with the organization's core work. The mission as currently written states:

NAMI Southwestern Illinois is dedicated to providing support, education and advocacy for persons with mental illnesses, their families and others whose lives are affected by these diseases. We accomplish our mission through education and support, empowering people, providing a voice, collaborating, and promoting the quality of life and recovery together with acceptance of mental illness as a biologically-based brain disorder often with environmental triggers and trauma within our community.

III. Vision & SWOT

In line with NAMI’s mission and based on the findings from the agency’s spring planning survey, the following SWOT (strengths, weaknesses, opportunities and threats) analysis was conducted. The findings in these areas were as follows:

Aspirations / Vision of Success:

When envisioning what NAMI would look like over the next two years if its mission were being accomplished in optimal ways, survey respondents stated that it would have:

- Increased visibility in the community
- Additional staffing
- A new office location
- Financial growth (through planned giving)
- More frequently offered signature programs
- A **full** range of signature programs to incorporate other programs to address unmet needs in the community such as programs for children and youth, etc.

SWOT Analysis

Survey respondents were asked to develop an environmental scan, also referred to as a SWOT analysis. This type of analysis is a helpful planning tool that identifies an organization’s internal strengths and weaknesses as well as its external opportunities and threats. Respondents used the scan to: 1) obtain a realistic view of NAMI’s capabilities and vulnerabilities; and 2) identify areas of import that the plan must address to ensure the achievement of NAMI’s vision. The SWOT analysis is presented in the accompanying table.

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> ■ National affiliation with evidence based signature programs ■ 12 county footprint ■ Proactive, passionate executive director ■ Strong board of directors ■ Positive reputation ■ Diversified sources of revenue ■ Sound financial management ■ Professional website and newsletter ■ Great branding with llama mascot 	<ul style="list-style-type: none"> ■ Leveraging technology ■ Collaboration with NAMI St. Louis ■ Collaboration among NAMI affiliates in Illinois ■ Relationship with United Way of Greater St. Louis ■ Strategic corporate fundraising ■ Unexplored grant opportunities ■ Leverage or expand relationship with NAMI National facilitated by having a director on both boards.

WEAKNESSES

- Lack of diversity (demographic and professional type) on the board and in staff leadership
- Lack of succession planning
- Insufficient work and meeting space
- Current office is not welcoming or comfortable
- Limited staff, which constrains fund development and programming
- Low membership numbers
- Lack of corporate donations and partnership
- Lack of a coordinated development plan and resources devoted to development

THREATS

- Illinois' ongoing budget crisis
- Loss of community partnerships due to hardships caused by the Illinois budget crisis
- Possible loss of webmaster and newsletter creator as a result of burnout
- Reduction / loss of funding from 708 boards
- Unforeseen changes in the organization's executive leadership

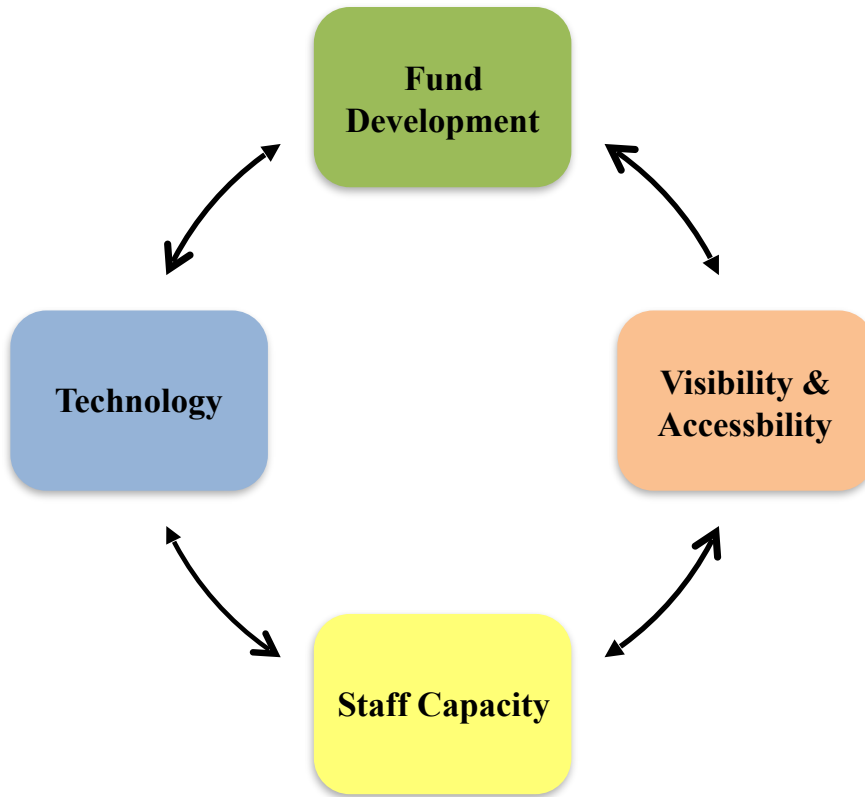
IV. Strategic Priorities

Near the end of the planning survey, respondents were asked to identify the top issues that NAMI should plan around given its organizational aspirations. The issues they identified are featured below in order of priority.

RANK	PRIORITIES
1 st	■ Sufficient staffing to carry forth NAMI's mission
2 nd	■ Securing additional diversified funding that is sustainable
3 rd	■ Insuring that families and individuals impacted by mental illness have a voice
4 th	■ Growth in programs, offerings and facilitators
5 th	■ Visible, accessible, centrally located office

6 th	▪ Encouraging diversity and cultural competence in NAMI's leadership
7 th	▪ Succession planning

Consideration and close review of respondents' recommended priorities allowed the Board to further narrow the list. They were led to focus their planning on the priorities that would not only help them achieve their aspirations, but would also resolve the critical challenges that have impeded organizational progress. With this guidance, they developed a more targeted set of priorities, which include the following:



For each of these focus areas, planning participants clarified the outcomes that they want NAMI staff and leadership to work towards. They also identified the challenges that would arise or continue if the organization took no action and the critical issues that they are currently experiencing within each priority. In this way, they were able to explain why strategic intervention is necessary. Planning participants' analysis of desired achievements, outcomes of inaction, and critical issues is presented in the table on the following page.

STRATEGIC PRIORITY ASSESSMENT

Strategic Priorities	Desired Achievements	Outcomes of Inaction	Critical Issues
<i>Fund Development</i>	<ul style="list-style-type: none"> ▪ Increase NAMI’s diversity and magnitude of funding ▪ Grow operating revenues, especially unrestricted funds 	<ul style="list-style-type: none"> ▪ Stagnation, lack of growth ▪ Diminished social impacts ▪ Constrained programming ▪ Continued limited staffing ▪ Waning community support ▪ Unmet community needs i.e. individual and family well-being is compromised 	<ul style="list-style-type: none"> ▪ Underutilization of board for fund development purposes ▪ Limited revenues from annual event ▪ Lack of sufficient corporate giving ▪ Limited visibility within the philanthropic community. Difficulty communicating program and organizational value. A lack of focus on NAMI’s impacts ▪ No intentional donor solicitation and stewardship
<i>Visibility & Accessibility</i>	<ul style="list-style-type: none"> ▪ Secure a more accessible, user-friendly location ▪ Raise community awareness of NAMI’s presence, offerings and value ▪ Heighten community engagement and partnerships (i.e. buy-in of mental health professionals / organizations and crisis intervention teams) 	<ul style="list-style-type: none"> ▪ See above ▪ Decreased volunteer involvement ▪ Continued social isolation and poor outcomes for individuals and families living with mental illness ▪ Lack of public understanding and recognition of NAMI’s role and value ▪ Diminished ability to fundraise ▪ Inadequate space for program expansion and volunteer support. An inability to fulfill the desire for onsite programming in the Metro East 	<ul style="list-style-type: none"> ▪ Current office, on the 11th floor of Gateway Regional Medical Center is not visible or accessible. NAMI’s business is often disrupted by competing hospital functions ▪ Cannot host signature programs in current space because it is not comfortable or suitable ▪ Mental health provider community is fractured and often unaware of NAMI. Where knowledge exists, it may not be at the levels needed ▪ Provider community is in a panic because of the IL budget crisis. Drastic service cuts are in store ▪ Lack of messaging around NAMI’s impacts ▪ NAMI needs to more effectively use its social and electronic media
<i>Staff Capacity & Planning</i>	<ul style="list-style-type: none"> ▪ Increase agency staff in order to expand programming and operations ▪ Staff core functions i.e. fund development and marketing ▪ Develop NAMI’s leadership capacity and bench strength 	<ul style="list-style-type: none"> ▪ See above ▪ Inability to grow programs and to effectively execute an enhanced program structure. NAMI’s regional footprint requires staff mobility within a 12 county territory as well as home office program delivery (this could include the establishment of a “living room”). Both cannot be done well without an increase in trained staff ▪ Possibility of jeopardized operations due to lean staffing structure 	<ul style="list-style-type: none"> ▪ Because of lean operations, there is no back up for the agency’s webmaster and newsletter developer ▪ There is no staff talent to manage: 1) electronic outreach and communications to NAMI’s membership and stakeholders; 2) database development and maintenance; and 3) content development for the agency’s electronic and social media platforms

<i>Technology</i>	<ul style="list-style-type: none"> ▪ Secure the technology resources and expertise needed to execute NAMI's critical functions 	<ul style="list-style-type: none"> ▪ A compromised ability to act on all other strategic priorities 	<ul style="list-style-type: none"> ▪ NAMI lacks database management software (i.e. easily navigable software that manages and cross-references donor/member information) ▪ See "Staff Capacity" bullet 2
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V. Goals & Objectives

The analysis of NAMI’s strategic priorities enabled planning participants to devise outcome statements that define what they want the organization to accomplish over the next two years. These statements, or goals, represent the pivotal achievements that will help NAMI advance its mission and bring about its vision. They are supported by objectives that explain the specific approaches the organization will take to reach its goals. These objectives were largely derived from planning participants’ discussion of critical issues during their strategic priorities analysis. Both the goals and their corresponding objectives are presented in the accompanying table.

FUND DEVELOPMENT	
Goal 1: Increase NAMI’s diversity and magnitude of funding	Objective 1: Establish a donor development and stewardship program.
	Objective 2: Devise and implement a corporate giving strategy.
	Objective 3: Grow unrestricted revenues from agency events, programs and services.
	Objective 4: Pursue philanthropic and grant support from local, regional, and national funders
VISIBILITY & ACCESSIBILITY	
Goal 1: Relocate NAMI’s head-quarters to a more accessible location that elevates its community presence and profile	Objective 1: Secure a new organizational home that meets NAMI’s existing and future program needs and operational requirements.
Goal 2: Increase NAMI’s visibility, spheres of influence and community support	Objective 1: Execute a comprehensive communications strategy that develops NAMI’s brand identity, better utilizes its communications platforms, and widely publicizes its community value.
	Objective 2: Cultivate strategic partnerships that increase NAMI’s community impacts and program support.
STAFF CAPACITY	
Goal 1: Expand staffing levels and capacity around core operations and programs to facilitate organizational growth	Objective 1: Undertake a phased approach to acquiring critical expertise around NAMI’s core functions, including fund development, marketing and outreach, and program / service delivery
	Objective 2: Invest in professional development and cross-training for employees as well as knowledge transfer with vendors in order to ensure redundancy of critical skill sets
TECHNOLOGY	
Goal 1: Invest in the technology resources and expertise needed to execute NAMI’s enhanced operations	Objective 1: Implement technology enhancements that expand NAMI’s organizational effectiveness and staff productivity.

VI. Strategies & Action Plans

While the heart of every strategic plan is the organization’s mission, the legs of the plan are represented by its strategies, which operationalize its goals and objectives. These strategies will move NAMI towards the achievement of its vision once implemented. The matrices on the following pages provide descriptions of planning participants’ strategies and juxtapose them with the goals and objectives they seek to address.

FUND DEVELOPMENT (FD)

FUND DEVELOPMENT				
GOAL 1: <i>Increase NAMI’s diversity and magnitude of funding.</i>				
OBJECTIVE 1: <i>Establish a donor development and stewardship program.</i>				
Recommended Strategies	Accountable Party	Implementation Timeframe	Deliverable	Resources Needed
A. Engage board members, staff, and volunteers more intensely in donor identification and cultivation of relationships. Create a detailed development plan.	<ul style="list-style-type: none"> ■ Board Development Committee ■ Board Finance Committee ■ Tai Prohaska 	<ul style="list-style-type: none"> ■ Q1 2017 – Q3 2017 	<ul style="list-style-type: none"> ■ List of identified potential donors ■ Identify cultivation activities ■ Identify individuals to contact donors 	<ul style="list-style-type: none"> ■ List of current donors ■ Identify individuals to contact donors ■ Identify cultivation activities ■ Face to face meetings/ cultivate relationship (next step matching gift)
B. Train internal stakeholders on a) donor relationship building, b) the levels and impacts of donor giving, and c) NAMI programs and outcomes.	<ul style="list-style-type: none"> ■ Vickey Gonzalez Gonzalez ■ ED 	<ul style="list-style-type: none"> ■ Q3 2017 – Q3 2018 	<ul style="list-style-type: none"> ■ Increased knowledge 	<ul style="list-style-type: none"> ■ Factsheet outlining programs ■ NAMI National webinar
C. Launch an annual giving campaign every November/December among NAMI members, volunteers, and supporters. This is a mailed and emailed solicitation.	<ul style="list-style-type: none"> ■ ED ■ Staff 	<ul style="list-style-type: none"> ■ Q3 2016 – Q4 2016 ■ Q3 2017 – Q4 2017 ■ Q3 2018 – Q4 2018 	<ul style="list-style-type: none"> ■ Annual Solicitation via E-Mail/Mail members and community 	<ul style="list-style-type: none"> ■ Mailing list ■ EOY Letter ■ Fact Sheet ■ Story
D. Initiate direct contact (meetings, presentations, events, calls) with major donors each year as a means of deepening and extending these relationships. Involve staff leadership and the board in these efforts	<ul style="list-style-type: none"> ■ Board Development Committee ■ Board Finance Committee ■ Tai Prohaska 	<ul style="list-style-type: none"> ■ Q4 2017 	<ul style="list-style-type: none"> ■ Scheduled Meeting and presentations 	<ul style="list-style-type: none"> ■ Information about stakeholders/donor interests ■ Organized collaborative calendar ■ Scripts

FUND DEVELOPMENT

GOAL 1: *Increase NAMI's diversity and magnitude of funding.*

OBJECTIVE 1: *Establish a donor development and stewardship program.*

Recommended Strategies	Accountable Party	Implementation Timeframe	Deliverable	Resources Needed
E. Develop a diversified donor cultivation approach that targets individuals who are not yet major donors. Establish a donor interaction and communication continuum that presents activities, messages, and materials for moving these donors up the giving scale.	<ul style="list-style-type: none"> ■ Tai Prohaska 	<ul style="list-style-type: none"> ■ Q1 2018 – Q3 2018 	<ul style="list-style-type: none"> ■ Deeper and more diverse funding stream 	<ul style="list-style-type: none"> ■ Consultant
F. Encourage individual board members to adopt one or more NAMI programs and to support friend-raising and fundraising efforts for that program.	<ul style="list-style-type: none"> ■ President ■ ED 	<ul style="list-style-type: none"> ■ Q2 2017 – Q4 2017 	<ul style="list-style-type: none"> ■ Identified board members 	<ul style="list-style-type: none"> ■ Fact sheet ■ Identified locations for meetings
G. During each class series, encourage facilitator to solicit contributions/ financial support from participants, explaining program costs, needs, and value.	<ul style="list-style-type: none"> ■ Facilitators ■ ED 	<ul style="list-style-type: none"> ■ Class term 	<ul style="list-style-type: none"> ■ Solicitation survey 	<ul style="list-style-type: none"> ■ Fact sheet w/costs ■
H. Research the donor development and cultivation methods being used by NAMI National to grow donor gifts. Replicate select methods/ activities in the local market/ service area.	<ul style="list-style-type: none"> ■ Vickey Gonzalez 	<ul style="list-style-type: none"> ■ Q2 2017 – Q4 2017 	<ul style="list-style-type: none"> ■ Report to the Board 	

OBJECTIVE 2: *Devise and implement a corporate giving strategy.*

Recommended Strategies	Accountable Party	Implementation Timeframe	Deliverable	Resources Needed
A. Work with Gateway Center for Giving to identify corporate foundations and other local funders that support NAMI's areas of interest.	<ul style="list-style-type: none"> ■ ED ■ President ■ Mary Pat DeJarnette 	<ul style="list-style-type: none"> ■ Q2 2017 – Q2 2018Q 	<ul style="list-style-type: none"> ■ List of identified Corporate Foundations 	<ul style="list-style-type: none"> ■ Funds to use services of Gateway Center for Giving
B. Strengthen relationships with business institutions (ex. Leadership Council of Southern Illinois and Chambers of Commerce for Edwardsville and Glen Carbon, Maryville and Troy, Belleville and St. Clair City). Use these networks to identify donor prospects and possible funding.	<ul style="list-style-type: none"> ■ ED ■ President ■ Peter Dodge 	<ul style="list-style-type: none"> ■ TBD 	<ul style="list-style-type: none"> ■ Report 	<ul style="list-style-type: none"> ■ List of contacts and meeting times and dates

FUND DEVELOPMENT

GOAL 1: *Increase NAMI's diversity and magnitude of funding*

OBJECTIVE 2: *Devise and implement a corporate giving strategy*

Recommended Strategies	Accountable Party	Implementation Timeframe	Deliverable	Resources Needed
C. Leverage the Fox Sports national sponsorship/alliance to generate local opportunities for support, sponsorship, and connection.	<ul style="list-style-type: none"> ▪ ED ▪ Dawn Jasper ▪ Vickey Gonzalez 	<ul style="list-style-type: none"> ▪ Q4 2016 – Q4 2018 	<ul style="list-style-type: none"> ▪ Increased exposure ▪ Increased networking ▪ Additional Fund raising opportunities 	<ul style="list-style-type: none"> ▪ Data from National ▪ Fact Sheet ▪ Video
D. Approach NAMI National to find out if it has big pharmaceutical donors. Request information about its approach, protocols, conflicts of interest, etc.	<ul style="list-style-type: none"> ▪ Vickey Gonzalez 	<ul style="list-style-type: none"> ▪ Q1 2018 – Q3 2018 	<ul style="list-style-type: none"> ▪ List of contacts ▪ Within guidelines of NAMI National 	
E. In alignment with NAMI National, pursue funding contributions from local pharmaceutical company representatives.	<ul style="list-style-type: none"> ▪ Larry Stevens ▪ President 	<ul style="list-style-type: none"> ▪ Q2 2018 – Q4 2018 	<ul style="list-style-type: none"> ▪ Report of interaction with pharm reps 	<ul style="list-style-type: none"> ▪ Local data and outcomes

OBJECTIVE 3: *Grow unrestricted revenues from agency events, programs and services.*

Recommended Strategies	Accountable Party	Implementation Timeframe	Deliverable	Resources Needed
A. At the end of each class series, solicit contributions/financial support from participants, explaining program costs, needs, and value. (Same as FD1.1.G)	<ul style="list-style-type: none"> ▪ (Same as FD1.1.G) 			
B. Approach additional County 708 mental health boards about being listed/adopted as a funded agency. Position NAMI as an ally to local agencies that provide effective mental health treatment.	<ul style="list-style-type: none"> ▪ ED ▪ Identified board member 	<ul style="list-style-type: none"> ▪ Q2 2018 – Q4 2018 	<ul style="list-style-type: none"> ▪ Increased Funding ▪ Providers/agencies – letters showing support 	<ul style="list-style-type: none"> ▪ Gathering Testimonials ▪ NAMI SWI Fact sheet ▪ NAMI Evaluation summaries as Evidence Based Data
C. Conduct an annual clothing drive in August with Savers across NAMI's service area that redeems donated clothing for funding.	<ul style="list-style-type: none"> ▪ Marie Krynoski ▪ Tai Prohaska 	<ul style="list-style-type: none"> ▪ Q3 2017 ▪ Q3 2018 	<ul style="list-style-type: none"> ▪ Increased awareness ▪ Successful event ▪ Funding 	<ul style="list-style-type: none"> ▪ Truck rental ▪ Storage ▪ Communication

FUND DEVELOPMENT

GOAL 1: *Increase NAMI's diversity and magnitude of funding*

OBJECTIVE 3: *Grow unrestricted revenues from agency events, programs and services*

Recommended Strategies	Accountable Party	Implementation Timeframe	Deliverable	Resources Needed
D. In March 2017, host the Glow Bingo event in Greenville, IL to raise organizational funds and networking opportunities.	<ul style="list-style-type: none"> ▪ Linda Methvin 	<ul style="list-style-type: none"> ▪ Q1 2017 	<ul style="list-style-type: none"> ▪ Report ▪ Event ▪ Increased Funding ▪ Increased Awareness 	<ul style="list-style-type: none"> ▪ File to do it
E. Race for Recovery/Walk for Awareness —NAMI's largest annual fundraising and community visibility event held in May.	<ul style="list-style-type: none"> ▪ Board Race Walk Committee ▪ Katie Venvertloh 	<ul style="list-style-type: none"> ▪ Q3 2016 – Q2 2017 ▪ Q3 2017 – Q2 2018/2 	<ul style="list-style-type: none"> ▪ Report ▪ Event ▪ Increased Funding ▪ Increased Awareness 	<ul style="list-style-type: none"> ▪ Venue ▪ Volunteers ▪ Marketing ▪ Communication ▪ Budget
F. Explore hosting Jeffersonian dinners that combine education around mental illness with major donor cultivation. Dinners would be held in private homes and underwritten by hosts.	<ul style="list-style-type: none"> ▪ Alice Adcock ▪ Pat Rudloff ▪ Beverley Watkins 	<ul style="list-style-type: none"> ▪ Q4 2018 	<ul style="list-style-type: none"> ▪ Report ▪ Event ▪ Increased Funding ▪ Increased Awareness 	<ul style="list-style-type: none"> ▪ List of potential attendees ▪ List of potential hosts ▪ List of potential facilitators ▪ Research
G. Maintain embedded giving programs, including Schnucks e-script cards, Amazon smile accounts, E-bay charitable giving et. al. Research similar programs offered by different companies/ organizations.	<ul style="list-style-type: none"> ▪ staff 	<ul style="list-style-type: none"> ▪ Q4 2016 – Q4 2018 	<ul style="list-style-type: none"> ▪ Report ▪ Increased awareness ▪ Increased funding 	

OBJECTIVE 4: *Pursue philanthropic and grant support from local, regional, and national funders.*

Recommended Strategies	Accountable Party	Implementation Timeframe	Deliverable	Resources Needed
A. Work with John Harvey to identify and develop grant and foundation opportunities and responses on behalf of NAMI.	<ul style="list-style-type: none"> ▪ Jessica Gruneich 	<ul style="list-style-type: none"> ▪ Q2 2017 – Q4 2018 	<ul style="list-style-type: none"> ▪ Grant Application ▪ Regularly scheduled meetings with John Harvey 	<ul style="list-style-type: none"> ▪ Information/Data

B. Work with Gateway Center for Giving to identify corporate foundations and other local funders that support NAMI's areas of interest. (Same as FD1.2.A)	<ul style="list-style-type: none"> ■ (Same as FD1.2.A) 			
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FUND DEVELOPMENT

GOAL 1: *Increase NAMI's diversity and magnitude of funding*

OBJECTIVE 4: *Pursue philanthropic and grant support from local, regional, and national funders.*

Recommended Strategies	Accountable Party	Implementation Timeframe	Deliverable	Resources Needed
C. Engage United Way about becoming a featured campaign service organization and having a board member serve as a torch lighter—both of which elevate NAMI's visibility among prospective funders.	<ul style="list-style-type: none"> ■ ED ■ Tai Prohaska 	<ul style="list-style-type: none"> ■ Q4 2017 – Q4 2018 	<ul style="list-style-type: none"> ■ NAMI SWI is featured in UW campaign 	
D. For staff use and reference, assemble an electronic grant resource library that contains materials like The Foundation Center's CD-ROM as well as interest-based directories. Update the library periodically.	<ul style="list-style-type: none"> ■ John Harvey 	<ul style="list-style-type: none"> ■ Q4 2018 	<ul style="list-style-type: none"> ■ Library 	
E. Approach grant funded organizations with whom NAMI and its directors are affiliated to uncover prospective funders and effective solicitation approaches.	<ul style="list-style-type: none"> ■ John Harvey ■ Board of Directors 	<ul style="list-style-type: none"> ■ Q4 2018 	<ul style="list-style-type: none"> ■ List of Contacts 	

VISIBILITY & ACCESSIBILITY (V&A)

VISIBILITY & ACCESSIBILITY

GOAL 1: *Relocate NAMI's headquarters to a more accessible location that elevates its community presence and profile.*

OBJECTIVE 1: *Secure a new organizational home that meets NAMI's existing and future program needs and operational requirements.*

Recommended Strategies	Accountable Party	Implementation Timeframe	Deliverable	Resources Needed
A. Identify staff members' facility needs, priorities, and preferences.	<ul style="list-style-type: none"> ■ Mary Pat DeJarnette ■ Staff 	<ul style="list-style-type: none"> ■ Q1 2017 	<ul style="list-style-type: none"> ■ Survey Monkey Report 	<ul style="list-style-type: none"> ■ Survey Monkey Software

B. Assess the facility needs, priorities and preferences of NAMI members, sponsors, partners and clients.	<ul style="list-style-type: none"> ■ Mary Pat DeJarnette ■ Staff 	<ul style="list-style-type: none"> ■ Q2 2017 	<ul style="list-style-type: none"> ■ Survey Monkey Report 	<ul style="list-style-type: none"> ■ Survey Monkey Software ■ List of members, sponsors, partners & clients.
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VISIBILITY & ACCESSIBILITY

GOAL 1: *Relocate NAMI's headquarters to a more accessible location that elevates its community presence and profile*

OBJECTIVE 1: *Secure a new organizational home that meets NAMI's existing and future program needs and operational requirements.*

C. Based upon the findings of the staff and stakeholder facility assessments, develop location criteria. Criteria should consider the cost of space (donated or leased), centers of activity, ability to meet future needs, sufficiency of usable space, access, security, and parking.	<ul style="list-style-type: none"> ■ Executive Committee 	<ul style="list-style-type: none"> ■ Q2 2017 – Q4 2017 	<ul style="list-style-type: none"> ■ Report 	<ul style="list-style-type: none"> ■ Data
Recommended Strategies	<ul style="list-style-type: none"> ■ Accountable Party 	<ul style="list-style-type: none"> ■ Implementation Timeframe 	<ul style="list-style-type: none"> ■ Deliverable 	<ul style="list-style-type: none"> ■ Resources Needed
D. Explore possible co-location/space utilization arrangements with existing partners.	<ul style="list-style-type: none"> ■ ED ■ Executive Committee 	<ul style="list-style-type: none"> ■ Q1 2017 	<ul style="list-style-type: none"> ■ Report 	<ul style="list-style-type: none"> ■ Chestnut Health Systems ■ Orville Mercer ■ Rt 3 Northgate
E. Acquire resources required for site determination i.e. legal expertise, space preparation, equipment/furnishings, rent and utility expense information; and maintenance costs.	<ul style="list-style-type: none"> ■ Executive Committee ■ Peter Dodge ■ Vickey Gonzalez 	<ul style="list-style-type: none"> ■ Q3 2017 	<ul style="list-style-type: none"> ■ Report that identifies the location, cost, & benefits 	
F. Utilizing information from strategies A – E, secure a new organizational home.	<ul style="list-style-type: none"> ■ EC and Board of Directors 	<ul style="list-style-type: none"> ■ Q2 2018 – Q4 2018 	<ul style="list-style-type: none"> ■ New location 	<ul style="list-style-type: none"> ■ Money
G. Engage in promotion/publicity for the new site. Invite facility tours/visits and media coverage.	<ul style="list-style-type: none"> ■ Tai Prohaska 	<ul style="list-style-type: none"> ■ Q4 2018 	<ul style="list-style-type: none"> ■ Campaign 	
H. Investigate the establishment of satellite offices in outlying areas.	<ul style="list-style-type: none"> ■ Angie Townsend ■ Sonya Vauters 	<ul style="list-style-type: none"> ■ Q4 2018 	<ul style="list-style-type: none"> ■ List of locations 	

VISIBILITY & ACCESSIBILITY

GOAL 2: *Increase NAMI's visibility, spheres of influence and community support.*

OBJECTIVE 1: *Execute a comprehensive communications strategy that develops NAMI's brand identity, better utilizes its communications platforms, and widely publicizes its community value.*

Recommended Strategies	Accountable Party	Implementation on Timeframe	Deliverable	Resources Needed
A. Research/review the communications practices and initiatives of NAMI National and comparable affiliates to identify efforts that can be successfully replicated in the Southwestern IL market.	<ul style="list-style-type: none"> ▪ Vickey Gonzalez ▪ ED ▪ Anne Barnum ▪ Marketing Committee ▪ VPs 	<ul style="list-style-type: none"> ▪ Q3 2017 	<ul style="list-style-type: none"> ▪ Talk to various affiliates in Illinois and around the Country. ▪ Report ▪ Improved affiliate relations ▪ New ties to other areas/ affiliates ▪ Document on practices and cost ▪ Proposal on implementation 	<ul style="list-style-type: none"> ▪ Identification of comparable affiliates ▪ Research/ benchmarking on communication ▪ Officer/Volunteer time
B. Contract out or align with a graduate school of communications or graduate business school to have a strategic communications plan developed for NAMI SWI. This plan should clarify the agency's communications needs; develop communication goals and objectives; identify target audiences; establish organizational key messages and taglines; formulate strategies for more effective audience outreach and interactions; and establish measures for evaluating success.	<ul style="list-style-type: none"> ▪ Graduate student ▪ EC ▪ Mary Gauen ▪ Sandy Giger 	<ul style="list-style-type: none"> ▪ Contact schools for info Q2 2017 ▪ Get on list for Q3 2017 or Q1 2018 or Q3 2018 	<ul style="list-style-type: none"> ▪ Report with timeframes of getting a grad student ▪ Recommendation for which school or program to use ▪ Recommendation for changes in communication ▪ Letter of agreement with college on the use of graduate students 	<ul style="list-style-type: none"> ▪ Contact WASHU ▪ Contact SWIC ▪ Contact SIUE ▪ Lindenwood ▪ SLU
C. Augment the communications expertise on staff either through the hiring of talent or allocation of additional staff time in order to support implementation of NAMI's communications plan.	<ul style="list-style-type: none"> ▪ Volunteer from Board ▪ Kelly Medlin 	<ul style="list-style-type: none"> ▪ Q1 2018 	<ul style="list-style-type: none"> ▪ Enhanced expertise ▪ Skill set increased 	<ul style="list-style-type: none"> ▪ Funds to purchase communication software, tools and media access

VISIBILITY & ACCESSIBILITY

GOAL 2: *Increase NAMI's visibility, spheres of influence and community support.*

OBJECTIVE 1: *Execute a comprehensive communications strategy that develops NAMI's brand identity, better utilizes its communications platforms, and widely publicizes its community value*

Recommended Strategies	Accountable Party	Implementation Timeframe	Deliverable	Resources Needed
D. Implement, in phases, the recommendations put forth in NAMI's new strategic communication plan. Recommendations will likely include a strengthened brand identity, general marketing tactics (ex. videos, collateral), audience-based marketing tactics (ex. website, social media), public relations tactics (ex. earned media), and advertising.	<ul style="list-style-type: none"> ■ Volunteer from Board ■ Sonja Vauters ■ Tai Prohaska ■ ED ■ Marie Krynoski 	<ul style="list-style-type: none"> ■ Q1 2018 	<ul style="list-style-type: none"> ■ Increase NAMI SWI video messages (15 sec or less) ■ Increase public relations within communities 	<ul style="list-style-type: none"> ■ List of video topics and interviewees ■ List of public relations within communities
E. Position NAMI SWIL as a leading authority on mental illness by a) seeking high visibility speaking opportunities where it can share its best practice knowledge (ex. conferences, public forums, media events); b) pursuing local and possibly national awards and honors for its programs and impacts; and c) establishing its Executive Director as a media expert.	<ul style="list-style-type: none"> ■ Beverley Watkins ■ ED ■ Marie Krynoski ■ Kelly Medlin ■ Jen Gerlach 	<ul style="list-style-type: none"> ■ Q1 2018 	<ul style="list-style-type: none"> ■ Improved networking ■ Increased awareness of NAMI SWI as a reputable and respected authority/expert 	<ul style="list-style-type: none"> ■ List of Publications ■ List of meetings ■ List of Contacts

OBJECTIVE 2: *Cultivate strategic partnerships that increase NAMI's community impacts and program support.*

A. Provide education, training, and ongoing mentoring to administrative, supervisory, and clinical staff on NAMI's program offerings. Pursue collaboration with local mental health providers where appropriate.	<ul style="list-style-type: none"> ■ ED ■ Sonya Vauters ■ Angie Townsend ■ Provider Ed team 	<ul style="list-style-type: none"> ■ Q2 2017 	<ul style="list-style-type: none"> ■ Increased training ■ Education programs at 3 sites by end of Q4 2018 	<ul style="list-style-type: none"> ■ Tap into NAMI National Provider Education program
B. Identify key stakeholders in the communities that NAMI serves and develop informal relationships.	<ul style="list-style-type: none"> ■ Program Facilitators ■ Staff 	<ul style="list-style-type: none"> ■ Ongoing 	<ul style="list-style-type: none"> ■ Document list and potential proposed method of contact and communication. 	<ul style="list-style-type: none"> ■ Identify people who are using NAMI SWI that are in outlying areas - e.g. unmet needs in outlying areas ■
C. Identify key staff members in a variety of stakeholder organizations to serve as "NAMI liaisons."	<ul style="list-style-type: none"> ■ Beverley ■ ED ■ Captains 	<ul style="list-style-type: none"> ■ Ongoing 	<ul style="list-style-type: none"> ■ Document list and potential proposed method of contact and communication. 	

VISIBILITY & ACCESSIBILITY

GOAL 2: Increase NAMI's visibility, spheres of influence and community support.

OBJECTIVE 2: Cultivate strategic partnerships that increase NAMI's community impacts and program support

Recommended Strategies	Accountable Party	Implementation Timeframe	Deliverable	Resources Needed
D. Partner with first responders on issues of mutual concern –e.g. suicide prevention and crisis intervention. Consider jointly hosting trainings and other events of interest.	<ul style="list-style-type: none"> ■ Mark Benson ■ Peter Dodge. 	<ul style="list-style-type: none"> ■ Q1 2018 	<ul style="list-style-type: none"> ■ Document contacts and potential events 	<ul style="list-style-type: none"> ■ Pharma ■ Increased staff by 2 FTE ■ Increase revenue \$100K for staff salaries for D,E, F. ■ Budget would then be >\$300K per year.
E. Cosponsor community awareness events with mental health organizations, other service providers, and potential corporate sponsors.	<ul style="list-style-type: none"> ■ New Staff 	<ul style="list-style-type: none"> ■ Q2 2018 	<ul style="list-style-type: none"> ■ Increased events 	<ul style="list-style-type: none"> ■ ID events. Set up communication packets and displays
F. Provide training on mental health topics to an array of community, civic and corporate / professional organizations.	<ul style="list-style-type: none"> ■ New Staff 	<ul style="list-style-type: none"> ■ Q3 2018 		<ul style="list-style-type: none"> ■ Chamber of Commerce ■ ID groups. Set up programing.
G. Have consistent NAMI participation in professional networking groups and communities of practice. Participants can include staff, volunteers, and board members.	<ul style="list-style-type: none"> ■ New Staff 	<ul style="list-style-type: none"> ■ Q4 2018 		<ul style="list-style-type: none"> ■ Chamber of Commerce ■ ID groups

STAFF CAPACITY (SC)

STAFF CAPACITY

GOAL 1: Expand staffing levels and capacity around core operations and programs to facilitate organizational growth.

OBJECTIVE 1: Undertake a phased approach to acquiring critical expertise around NAMI's core functions, including fund development, marketing and outreach, and program / service delivery.

Recommended Strategies	Accountable Party	Implementation Timeframe	Deliverable	Resources Needed
A. Leverage volunteers with different skill sets. Develop an intake sheet and/or initial interview that identifies useful competencies and proficiencies.	<ul style="list-style-type: none"> ■ ED ■ Marie Krysnoski 	<ul style="list-style-type: none"> ■ Q3 2017 	<ul style="list-style-type: none"> ■ Intake sheet/questionnaire 	<ul style="list-style-type: none"> ■ Identification of needs ■ Identification of strengths needed to fulfill needs

STAFF CAPACITY

GOAL 1: *Expand staffing levels and capacity around core operations and programs to facilitate organizational growth.*

OBJECTIVE 1: *Undertake a phased approach to acquiring critical expertise around NAMI's core functions, including fund development, marketing and outreach, and program / service delivery.*

Recommended Strategies	Accountable Party	Implementation Timeframe	Deliverable	Resources Needed
B. Create a subcommittee to support volunteer engagement and utilization. Have the committee develop and execute a plan for management of volunteer talent.	<ul style="list-style-type: none"> ■ Vickey Gonzalez ■ Board of Directors 	<ul style="list-style-type: none"> ■ Q3 2017 	<ul style="list-style-type: none"> ■ Document on potential volunteer jobs or duties 	<ul style="list-style-type: none"> ■ Admin support 3 hrs/week
C. Contract with an administrative assistant to make sure that marketing and programs are coordinated effectively.	<ul style="list-style-type: none"> ■ ED ■ Executive Committee 	<ul style="list-style-type: none"> ■ Q1 2017 	<ul style="list-style-type: none"> ■ Additional staff 	<ul style="list-style-type: none"> ■ Funding ■ Identification of potential candidate
D. Work with board members to implement NAMI's fund development program. Have interested members engage in donor identification, solicitation, cultivation and stewardship.	<ul style="list-style-type: none"> ■ Vickey Gonzalez ■ Tai Prohaska ■ Marie Krysnoski ■ Beverley Watkins ■ ED ■ Executive Committee 	<ul style="list-style-type: none"> ■ Q1 2017 	<ul style="list-style-type: none"> ■ Increased funding 	<ul style="list-style-type: none"> ■ Training ■ Factsheets/ documentation
E. Assess NAMI's current and future staffing/skill/competency needs. Use the information obtained to identify and prioritize capacity gaps and opportunities. [Gaps may present opportunities not only to hire, but also to focus volunteer engagement.]	<ul style="list-style-type: none"> ■ ED ■ Marie Krysnoski ■ HR expert or consultant ■ Executive Committee 	<ul style="list-style-type: none"> ■ Q3 2017 	<ul style="list-style-type: none"> ■ Job Descriptions on all staff positions and future needs/ positions 	<ul style="list-style-type: none"> ■ Consultant ■ List of what staff is currently ■ Workload analysis ■ Contractual possibilities
F. Expand current staffing levels from 1.5 FTEs to potentially 3 FTEs after completion of staff needs assessment. Target FTE growth around core functions (ex. fund development, communication, grant writing...).	<ul style="list-style-type: none"> ■ All Board Members ■ EC ■ ED 	<ul style="list-style-type: none"> ■ Q2 2018 		<ul style="list-style-type: none"> ■ Funding

STAFF CAPACITY

GOAL 1: *Expand staffing levels and capacity around core operations and programs to facilitate organizational growth.*

OBJECTIVE 2: *Invest in professional development and cross-training for employees as well as knowledge transfer with vendors in order to ensure redundancy of critical skill sets.*

Recommended Strategies	Accountable Party	Implementation Timeframe	Deliverable	Resources Needed
A. Have the website administrator create a cheat sheet for website updating and management that NAMI staff can use when needed.	<ul style="list-style-type: none"> ■ Mary Gauen 	<ul style="list-style-type: none"> ■ TBD 	<ul style="list-style-type: none"> ■ Chart 	
B. Continue to participate in United Way's professional development training.	<ul style="list-style-type: none"> ■ ED ■ Board of Directors ■ Executive Committee 	<ul style="list-style-type: none"> ■ Ongoing 	<ul style="list-style-type: none"> ■ Increase and apply knowledge ■ Report out to Board ■ Emails to Exec Board on United Way offerings 	<ul style="list-style-type: none"> ■ Time and participation
C. Ensure that key staff and/or volunteers receive training in GiftWorks/NAMI 360 membership data base.	<ul style="list-style-type: none"> ■ ED 	<ul style="list-style-type: none"> ■ Q1 2018 	<ul style="list-style-type: none"> ■ Training program 	<ul style="list-style-type: none"> ■ Potential Funding
D. Review volunteers' skill sets to identify opportunities for cross training. Conduct cross training where appropriate.	<ul style="list-style-type: none"> ■ ED ■ Marie Krsynoski 	<ul style="list-style-type: none"> ■ Q2 2018 	<ul style="list-style-type: none"> ■ Document stating skills of staff. ■ Documented training attended and accomplished by staff 	<ul style="list-style-type: none"> ■ Survey of Staff abilities ■ Documentation ■ Tracking documentation
E. Perform an annual review of NAMI's employees for development and appraisal purposes. Use the review process to focus professional development opportunities.	<ul style="list-style-type: none"> ■ ED ■ Executive Committee 	<ul style="list-style-type: none"> ■ Q1 2017 ■ Q1 2018 	<ul style="list-style-type: none"> ■ Performance appraisals completed ■ Documentation on interviews with staff 	<ul style="list-style-type: none"> ■ Update on staff accomplishments
F. Devise a succession plan for NAMI's staff and board leadership.	<ul style="list-style-type: none"> ■ President ■ Board workgroup ■ Ex Committee 	<ul style="list-style-type: none"> ■ Q4 2017 	<ul style="list-style-type: none"> ■ Succession Plan 	<ul style="list-style-type: none"> ■ Requirements to fulfill roles and positions
G. Implementation of succession plan for NAMI board leadership	<ul style="list-style-type: none"> ■ See above 			

TECHNOLOGY (T)

TECHNOLOGY				
GOAL 1: <i>Invest in the technology resources and expertise needed to execute NAMI's enhanced operations.</i>				
GOAL 2: <i>Implement technology enhancements that expand NAMI's organizational effectiveness and staff productivity.</i>				
Recommended Strategies	Accountable Party	Implementation Timeframe	Deliverable	Resources Needed
A. Leverage GiftWorks, NAMI'S current donor database, to generate information that could be used to increase donor giving/revenues.	<ul style="list-style-type: none"> ■ Mary Pat DeJarnette ■ Marie Krysnoski ■ ED 	<ul style="list-style-type: none"> ■ Q3 2017 	<ul style="list-style-type: none"> ■ Greater expertise of program 	<ul style="list-style-type: none"> ■ Information from Giftworks
B. Have select staff members and volunteers receive training in GiftWorks to learn the database's functionality and to maximize its use.	<ul style="list-style-type: none"> ■ TBD 	<ul style="list-style-type: none"> ■ Q2 2017 		<ul style="list-style-type: none"> ■ Research costs
C. Raise NAMI's profile/visibility on social media (ex. Facebook, Twitter, Instagram, Vine, LinkedIn, etc.). Follow the recommendations set forth in the new strategic communication plan.	<ul style="list-style-type: none"> ■ Grad Student ■ Anne Barnum ■ Marie Krysnoski 	<ul style="list-style-type: none"> ■ Q3 2017 	<ul style="list-style-type: none"> ■ Increased presence on social media sites ■ Conduit what NAMI National does that we may have missed – under cultivation 	<ul style="list-style-type: none"> ■ Survey ■ Dashboard software ■ Intern ■ Contact for NAMI National Facebook
D. Hire an intern to research effective social media practices and to manage NAMI's social media presence.	<ul style="list-style-type: none"> ■ Volunteer from directors 	<ul style="list-style-type: none"> ■ Q1 2018 	<ul style="list-style-type: none"> ■ Gain insight into what communication sites are effective with various demographics. 	<ul style="list-style-type: none"> ■ Contacts at several colleges
E. Have select staff members and volunteers receive training on managing NAMI's website i.e. administering the back office. Consider updating and possibly redesigning the website as needed.	<ul style="list-style-type: none"> ■ Mary Gauen 	<ul style="list-style-type: none"> ■ Q4 2018 	<ul style="list-style-type: none"> ■ Potentially managing or updating website 	<ul style="list-style-type: none"> ■ Research alternatives ■ Grad student
F. Get training on Survey Monkey for staff members and other organizational stakeholders.	<ul style="list-style-type: none"> ■ Mary Pat DeJarnette ■ Marie Krysnoski 	<ul style="list-style-type: none"> ■ Q3 2018 	<ul style="list-style-type: none"> ■ Increased data to determine needs of NAMI community and it's audience 	<ul style="list-style-type: none"> ■ Survey Monkey Software ■ Training

<p>G. Invest in new hardware – computers, printers/copiers, and presentation devices (ex. projector).</p>	<ul style="list-style-type: none"> ■ Ad Hoc Technology Committee 	<ul style="list-style-type: none"> ■ Q1 2017 ■ Correlate with Office move 	<ul style="list-style-type: none"> ■ Chart of tech needs in office and projected timeline for purchases or lease contracts 	<ul style="list-style-type: none"> ■ New copier – lease/buy ■ New Computer ■ New projector
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