



## Client Profile: Pamela Kelly, RMI

---

*“Reach out and take the first step... When you talk to one person, it leads you to the next. The progression to where you need to be takes on a life of its own.”*  
~ Pamela Kelly

---

*“I just got ‘fired’ yesterday by RMI, but it was expected and is a WONDERFUL thing!”*  
~ Kathy MacNaughton, KMAC & Associates

Well, *there’s* something you don’t hear every day. But when Kathy learned that her coaching services were no longer needed for [Reaching Maximum Independence, Inc.](#), it was music to her ears!

RMI’s Executive Director Pamela Kelly explains, “We reached out to Kathy, who worked with us for almost six months to improve our visibility within the community and maximize our connections to generate the financial support needed. My two year plan was actually realized in six months!”

RMI helps individuals with cognitive issues become more self-sufficient and improve their quality of life, by teaching them about the programs and support services that are available to them. The mission is in the organization’s name; it’s about giving each person they work with the tools they need to **reach** their **maximum** level of **independence**.

Pamela and the RMI board had been working on a strategic plan which identified capital improvement projects that needed to be completed in order to enhance the services they provide to their clients. But, capital improvement projects require money to fund them. “Our business revenues were insufficient to fund these,” Pamela said. “As we delved deeper, we discovered that for the last 28 years we’ve operated as a small business... but lacked the infrastructure needed to maximize and benefit from our non-profit status.”

That’s when RMI’s coaching relationship with Kathy took root, with a focus on building relationships and identifying a development strategy.

“The more I focused on working on the nonprofit aspects of our business, the more I saw its value,” Pamela recalls. “Almost daily, things began to pop up that could introduce us to people who would help move the organization forward. We really needed to start from the ground up and reinvent ourselves as a viable nonprofit, not just a provider of quality support services to individuals with cognitive disability.”

Through coaching, Pamela realized a key component that was missing from RMI’s strategy was a defined development and grant plan. Enter Cynthia Hamilton, RMI’s newly-hired Director of Marketing and

Resource Management. Hamilton hit the ground running – even before her first day on the job – taking 25 years of experience and turning it into key “wins” for RMI. The organization will co-host [Fiesta Especial](#),

360 Degrees of Philanthropic Insight

an official Fiesta event, and will participate in [Birdies for Charity](#). Cynthia also has identified new sources of funding for a technology project that had been proposed last year. “Having a dedicated person whose focus is not diverted to programming issues will obviously allow RMI greater success in capacity building,” Kelly said.

The coaching process opened Pamela’s eyes to the giving nature of the San Antonio community, and reaffirmed the importance of building those key relationships.

“While I knew San Antonio was a really big ‘small town,’ I didn’t realize how connected everyone really was,” Pamela said. “I realized that we don’t have to struggle to live within our budget if we can increase the available funds. It allowed me to shed the ‘Poverty Mentality.’”