



National Forum for Black Public Administrators

2020
2025

Strategic Plan

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Executive Summary

NFBPA Strategic Plan Vision 2025

This comprehensive document devoted to providing a focused roadmap over the next decade for NFBPA. Recognizing that the organization cannot be all things to all people, we have captured a forward thinking approach to highlighting the strengths of the organization, identifying critical changes facing the world, our country, localities, the overall public sector, and African American leadership. We are refining the focus of excellence and prioritizing our emphasis and impact.

NFBPA President Anthony Snipes' 7-Point Plan for 2019-2021

In 2019, President Snipes developed a 7-Point Plan for the organization that is inclusive of previous work unfinished and future work that embraces a strategic focus for the organization. The 7-Point Plan includes the following:

1. Close out the 2020 Strategic Plan and Launch Efforts to Create the Vision 2025 Strategic Plan
2. Re-Emphasis and Commitment to the Emerging Leaders and the Next Generation of Leaders
3. Fund Development and Revenue Generation
4. Continued Commitment to Members in Job Transition and Retirees
5. Establish a New Membership Initiative (Membership Growth)
6. Renewed Emphasis on Public Policy
7. International Focus

The Planning Process

The NFBPA Strategic Planning Vision 2025 process was designed to build on the accomplishments of the past 30+ years and continue strengthening its influence on leadership. In developing this new plan, we sought broad participation and consultation from our members. During summer 2019, an environmental scan survey was conducted, and results were favorable but also revealed areas of opportunity. This scan comes on the heels of another environmental scan conducted prior to developing the Vision 2020. Post the scanning effort, the Board and committee chairs met to set the strategic direction of the organization through the development of its goals and actions for the next five years. Since summer 2019, the Strategic Planning & Development Committee has worked to build out the Vision 2025 Strategic Plan for NFBPA.

2020-2025 Strategic Plan Goal Areas

This plan includes six goal areas as identified during the strategic planning. The six goal areas support the President's 7-Point Plan for NFBPA. The following are highlighted more in detail within the plan document:

Goal Area 1: Administration

Goal Area 2: Members

Goal Area 3: Programs

Goal Area 4: Marketing & Branding

Goal Area 5: Fund Development

Goal Area 6: Technology

For each goal area, there are multiple goals and actions to be taken by the various committee chairs and Board members. These actions reflect the core work to be done over the next five years. Additionally, for each quarter within a calendar year, goal owners will be asked to report on progress, based on prescribed criteria.

Strategic Advantages

NFBPA has several key advantages that assist in fulfilling its mission in addressing new opportunities and challenges associated with future African American leadership. Foremost is the ability to reach out and impact policy; secondly, to provide leadership opportunity to African Americans in the public sector and thirdly, to strengthen and grow the influence of African American leadership in a broad base of disciplines. NFBPA will focus its efforts on the areas covered below over the next 5 years. We believe establishing a long term view with periodic review, positions the organization to institutionalize its impact. NFBPA will provide leadership in a broad base of disciplines.

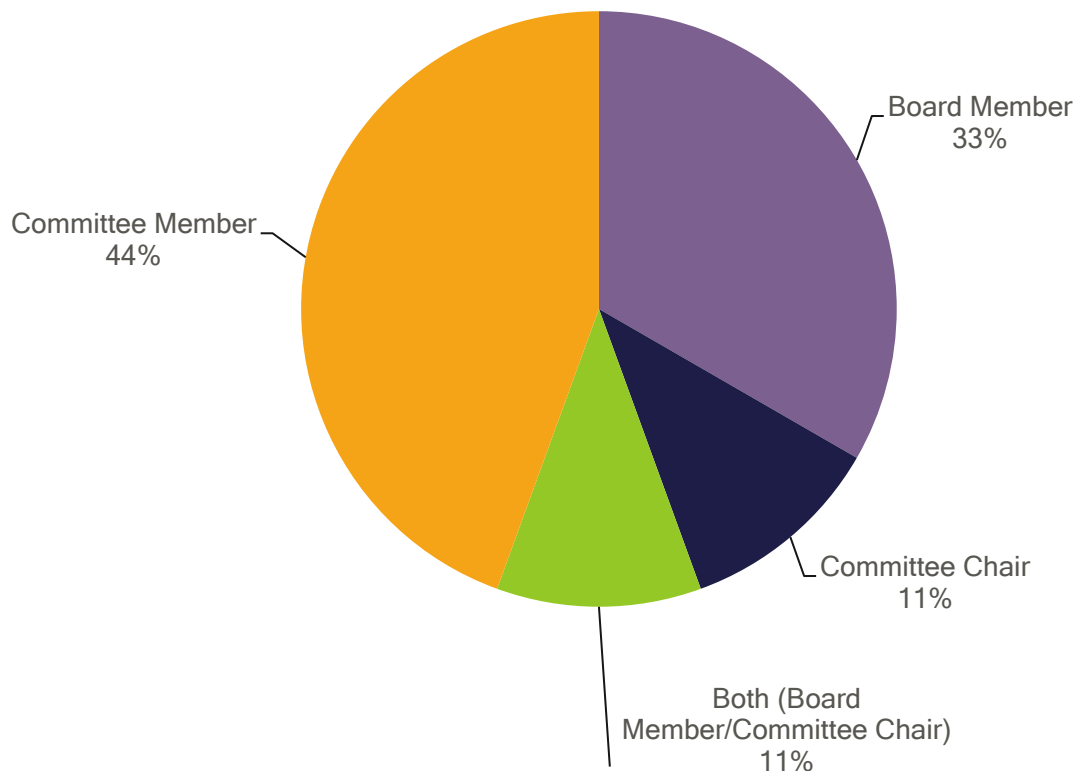
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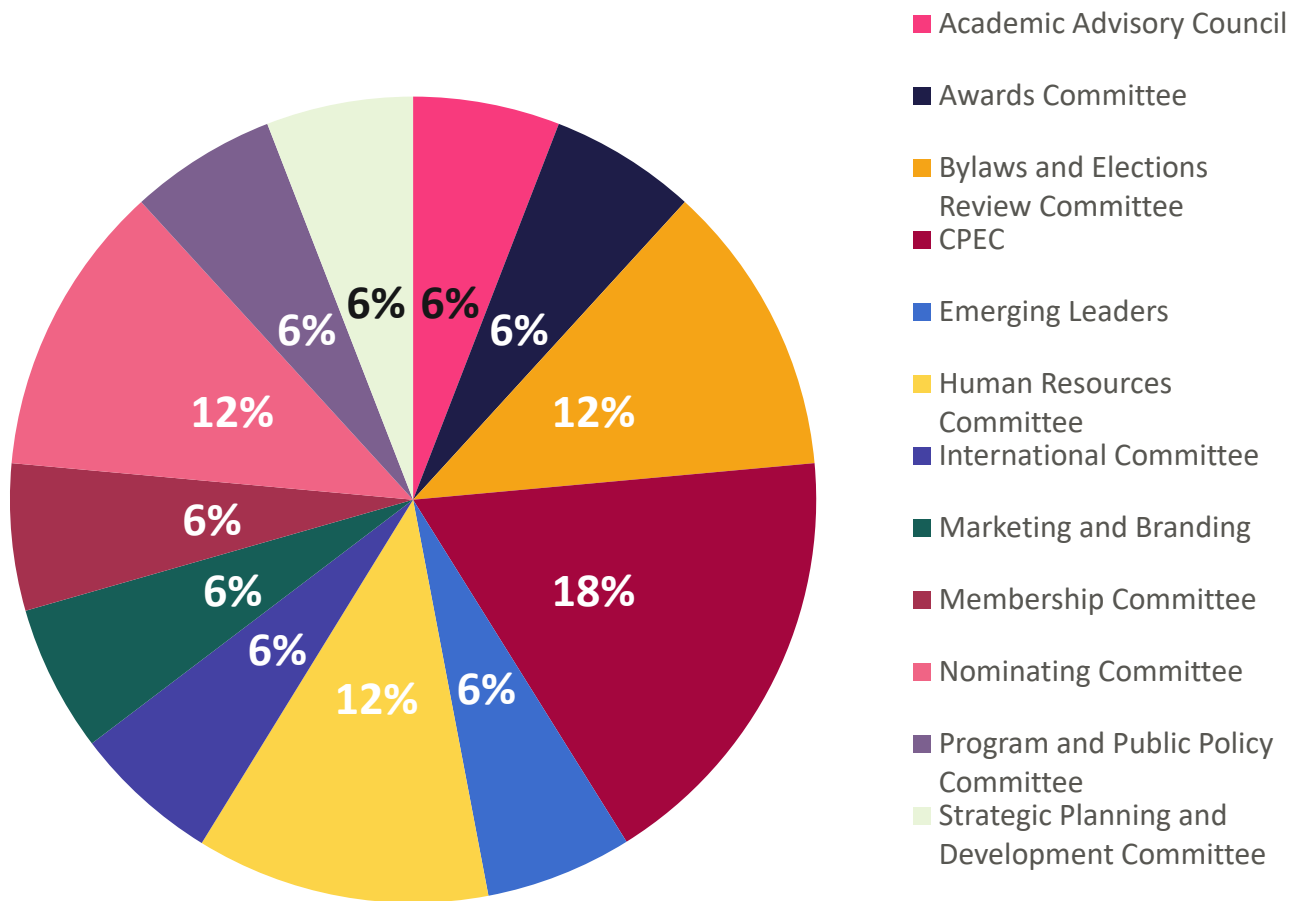


Environmental Scan

To continue the successes of the Vision 2020 Strategic Plan, an environmental scan was conducted to ensure a tight and robust strategic planning process. In July 2019, a survey was sent to 151 NFBPA Board of Directors, Chairs for the various Board Committees and Committee Members. The survey was open for two-weeks. Out of the number of individuals that received the survey, 48 responded to the survey with only 28 valid responses for a response rate of 19%. Responses represented the various groups and are presented as follows:



Committee representation was as follows:



When asked about the order of importance with regards to **President Anthony Snipes 7-point plan**, the following results revealed:

Item	Rank Overall	Board	Committee Chair	Both	Committee Member
Fund Development and Revenue Generation	1	1	3	2	4
Re-Emphasis to the Emerging Leaders and the Next Generation of Leaders	2	2	2	3	1
Close out the 2020 Strategic Plan and Launch Efforts to Create the Vision 2025 Strategic Plan	3	4	1	1	2
Establish a New Membership Initiative (Membership Growth)	4	3	4	4	3
Renewed Emphasis on Public Policy	5	6	6	5	5
Continued Commitment to Members in Job Transition and Retirees	6	5	5	6	6
International Focus	7	7	7	7	7

A **Strengths, Weaknesses, Opportunities and Threats (SWOT)** analysis was also conducted. Findings suggest that NFBPA is well positioned to build on its strengths but also solidly focus on its weaknesses, exploit opportunities and mitigate threats to ensure the viability of the organization for the next 5, 10 and 30 years.

Strengths

- History
- Networking
- Professionals

Weaknesses

- Lack in several areas that should be of focus (clarity, youth in leadership, strong value justification, diversity in funding streams, accountability)
- Recruitment and retention of members, students
- Dues
- Fiscal/financial discipline

Opportunities

- Professional growth, networking
- Engaging younger members and new members
- Brand
- Partnerships with other organizations
- Governance

Threats

- Decline in government support
- Not recruiting young professionals
- Adaptation to change/lack of value proposition
- Leveraging technology

Individuals also had an opportunity to state the most critical priorities for the organization. As such, several themes emerged from the survey:

- Members
- Programs
- Funding
- Technology
- Marketing/PR
- Staffing
- Local Chapter Relationships

In summary, the survey yielded a wealth of information used to inform the 2020-2025 NFBPA Strategic Plan.

- Out of the 7-Point Plan items, the following ranked the highest in terms of priority:
 - Fund Development and Revenue Generation
 - Re-Emphasis to the Emerging Leaders and the Next Generation of Leaders
 - Close out the 2020 Strategic Plan and Launch Efforts to Create the Vision 2025 Strategic Plan
- Respondents embraced our history, networking opportunities and professionals in our organization are strengths but that we may need to strengthen the areas of recruitment and retention, the criteria for dues, and fiscal discipline
- Respondents indicated our opportunities are in professional growth and development, networking, member engagement, branding and partnerships and that the threats could be the result of a decline in government support, not recruiting young professionals, not adapting to change or defining a value proposition and not leveraging technology
- Respondents mentioned priority areas should include ones that were also determined in the previous strategic plan: Staffing, Funding, Programs, Chapter Membership and Public Relations/Technology
- In terms of whether or not the organization is positioned to go forward, individuals that selected “disagree” mainly focused on the need for members to be more proactive in providing input, making sure the organization increases its visibility otherwise it may become extinct. Openness, transparency, and the ability to hold critical conversations are key to effective organizational change and growth

The next several pages highlight the key goal areas, goals, actions and committee alignment.



Introduction to the Strategic Plan

The National Forum for Black Public Administrators (NFBPA) is the principal and most progressive organization dedicated to the advancement of Black public leadership in local and state governments. NFBPA is an independent, nonpartisan, 501(c)(3) nonprofit organization founded in 1983. With over 2,500 members, NFBPA has established a national reputation for designing and implementing quality leadership development initiatives of unparalleled success. Our members are leaders and managers of public programs and agencies in more than 350 jurisdictions nationwide. Thirty-six chapters support the growth of NFBPA at the local level. We invite you to join us.

Vision

NFBPA is the nation's premier organization which inspires leadership development and service excellence with integrity and accountability, while transforming the way we govern.

Mission

To serve as a catalyst for linking public and private organizations, as well as academic institutions to support the professional development of African-Americans choosing public service careers.

We prepare and groom leaders by mentoring, coaching and providing leadership development for African Americans choosing public service.

We employ multiple modes of communication and cutting-edge leadership principles to enhance knowledge and skills for professional advancement of its members.

NFBPA Core Values

- Accountability
- Commitment
- Excellence
- Inspiring
- Integrity

GOAL AREA 1: ADMINISTRATION

Goal Area 1: Administration

This goal area includes the following committees leading the work efforts for each goal: Conference Planning & Evaluation, Bylaws & Elections, Human Resources, Council of Presidents, National Office and Finance

Goals	Actions	Timeline	Success Measures	Committees
Goal 1: Improve workshop selection process for FORUM	Create an objective selection process for speakers for FORUM	2021 - 2025	<ol style="list-style-type: none"> Objective selection process created (Yes/No) % of conference attendees satisfied with speakers at FORUM 	Conference Planning & Evaluation
Goal 2: Increase Continuing Education offerings for members	Identify opportunities that are easily accessible to the membership.	Fall 2020 for Forum 2021	<ol style="list-style-type: none"> Number of CEU offerings for members 	Conference Planning & Evaluation
Goal 3 : Enhance the planning efforts of the Conference Planning & Evaluation Committee	<p>Develop an RFP for an event planner (3-5 year plan)</p> <p>Create a training plan for the Council of Presidents on how to host FORUM</p> <p>Encourage experienced planners to engage potential planners in discussions and other activities leading up to the FORUM</p> <p>Improve the project management component of the committee and National Office outside of the contracted event planner</p>	2021 - 2025	<ol style="list-style-type: none"> RFP Developed (Yes/No) Training plan created for COPs (Yes/No) % of members or conference speakers satisfied with CPECs planning and project management efforts 	Conference Planning & Evaluation

Goal Area 1: Administration (cont'd)

Goals	Actions	Timeline	Success Measures	Committees
Goal 4: Enhance the management of governance documents for the organization	<p>Create a repository for governance documents using best practices in document management and retrieval</p> <p>Actively engage chapters to ensure they have the most up-to-date information</p>	2021 or 2022	<ol style="list-style-type: none"> 1. Central repository created for governance documents (Yes/No) 2. % of chapter presidents satisfied with governance documents and engagement 	Bylaws & Elections (primary) + National Office
Goal 5: Ensure NFBPAs bylaws and other governance documents are current and reflective of the needs of the organization	<p>Review and amend bylaws for the Council of Presidents, CPEC and National Corporate Council</p> <p>Document operating procedures for national and local chapters using best practices in document management and revision tracking</p>	2021 or 2022	<ol style="list-style-type: none"> 1. Amended bylaws (Yes/No) 2. Formal documented procedures for national and local chapters (Yes/No) 	Bylaws & Elections (primary) + National Office + COP + CPEC + NCC
Goal 6: Improve the compliance, enforcement, training and monitoring activities across the organization	Formalize a compliance process with appropriate metrics and traceability to organizational goals	2022	<ol style="list-style-type: none"> 1. Formal compliance process created (Yes/No) 	Human Resources
Goal 7: Establish an annual FORUM Career Fair	Host career fairs at each annual FORUM w/ jurisdictions and private companies	Ongoing	<ol style="list-style-type: none"> 1. # of Career Fairs held 	Human Resources (primary) + National Office

Goal Area 1: Administration (cont'd)

Goals	Actions	Timeline	Success Measures	Committees
Goal 8: Implement the criteria that defines chapters in “good standing”	<p>Define the criteria for chapters in “good standing”</p> <p>Implement accountability measures for chapters that are non-compliant</p>	2021 – 2022	<ol style="list-style-type: none"> 1. Formal set of chapter criteria created (Yes/No) 2. % of chapters that remain compliant (yearly measure) 	Council of Presidents
Goal 9: Enhance the partnership between the Council of Presidents and Board members	Create a plan that reflects Board of Directors enhanced support of COP w/compliance requirements	2021 - 2022	<ol style="list-style-type: none"> 1. Formal plan created that reflects the BOD support of COP (Yes/No) 	Council of Presidents
Goal 10: Maximize the organization’s sources of revenues by diversifying funding streams	Work with the Fund Development committee to explore new sources of revenue	Ongoing	<ol style="list-style-type: none"> 1. # of new revenue sources 2. Long-term sustainability of the revenue sources (Yes/No) 	Finance (primary) + Fund Development
Goal 11: Enhance the investment portfolio	<p>Receive and review quarterly and annual financial investment reports;</p> <p>Provide timely feedback to investment manager</p> <p>Review and update organization’s investment polices as needed</p> <p>Provide transparent reporting to general membership</p> <p>Annually review investment portfolio performance</p>	Ongoing	<ol style="list-style-type: none"> 1. Positive year-over-year growth in investment portfolio (Yes/No) 2. # of quarterly adjustments (as needed) to the portfolio reflecting the best financial interest of the organization 3. Performance meets or exceeds annual investment benchmarks (Yes/No) 	Finance (primary) + Executive Committee + National Board

Goals	Actions	Timeline	Success Measures	Committees
Goal 12: Have a robust cash reserve policy	Benchmark with similar organizations (revenue comparison) determine appropriate cash reserve for the organization. Present recommendation to Board of Directors	October 2020	<ol style="list-style-type: none"> 1. Establish a cash reserve policy (Yes/No) 2. % of reserve established and maintained 3. Annual budget contribution to the cash reserve (Yes/No) 	National Office (primary) + Finance + National Board
Goal 13: Improvement audit outcomes by having a timely annual audit and mitigating findings	Monitor annual audit process. Work closely local chapters on submissions Assist in mitigating audit findings timely	Ongoing	<ol style="list-style-type: none"> 1. Timely annual closeout of annual audit (Yes/No) 2. % reduction in audit findings 3. % reduction of repeat findings 	National Office (primary) + Finance + COP
Goal 14: Reduce financial and programmatic risk of organization	Explore best practices for reducing financial risks for non-profit organizations Assess Programmatic Risk Examine areas of financial risk. Develop risk mitigation strategy Develop appropriate organizational policies to reduce financial risk Establish and report organizational financial trends	January 2021	<ol style="list-style-type: none"> 1. Complete risk mitigation strategy (Yes/No) 2. Have organizational policies in place to reduce financial risk (Yes/No) 3. # of regular reports of organizational financial trends (Yes/No) 	National Office (primary) + Finance + COP + National Board

Goals	Actions	Timeline	Success Measures	Committees
Goal 15: Enhance financial transparency	<p>Provide Regular Reports to Board of Directors: (Quarterly Financial reports)</p> <p>Review reports with Finance Committee:</p> <ul style="list-style-type: none"> - Monthly financial reports - Annual 990 - Annual 5500 Tax Report 	October 2020 - Ongoing	1. Consistent reporting for Board and Finance Committee (Yes/No)	National Office (primary) + Finance + Fund Development
Goal 16: Improve the annual budget process	<p>Develop a 3 – 5 Year Budget Forecast</p> <p>Develop and present annual proposed budget by October for Board of Directors deliberation.</p>	Annual	<ol style="list-style-type: none"> 1. Annual balanced budget (Yes/No) 2. Completed budget forecast (Yes/No) 	National Office (primary) + Finance + Board of Directors

GOAL AREA 2: MEMBERS

Goal Area 2: Members

This goal area includes the following committees leading the work efforts for each goal: Emerging Leaders, Membership, Building Greater Futures

Goals	Actions	Timeline	Success Measures	Committees
Goal 1: Increase the number of new chapters chartered	Identify communities across the nation that have the potential to charter successful chapter	June 2025	<ol style="list-style-type: none"> Chapter five new chapters by June 2025 (Yes/No) Re-activate one lapsed chapter annually (Yes/No) 	Membership
Goal 2: Increase member acquisition	Secure membership management software	April 2021	<ol style="list-style-type: none"> Increase membership by 10% annually 	Membership (primary) + Technology + Council of Presidents + Building Greater Futures
	Conduct 2 membership drives	June 2021		
Goal 3: Increase membership engagement to support member acquisition goals	Develop Member Referral Program to Incentivize member referrals	December 2020	<ol style="list-style-type: none"> Secure 15% Participation in Membership Survey Provide 12 Unique Content for Communication on Social Media Platforms 	Membership (primary) + Marketing & Branding
	Develop and Conduct Bi-Annual Membership Survey (every 2 years)	Ongoing		
	Provide Monthly Content for Social Media Platforms Highlighting Membership Benefits and Member Accomplishments	February 2021		

Goal Area 2: Members (cont'd)

Goals	Actions	Timeline	Success Measures	Committees
<p>Goal 4: Increase member retention (focuses on increasing member value as well)</p>	<p>Aggressively market the value proposition of the organization to members and member organizations (add testimonials shared w/members and non-members)</p> <p>Review Ambassador Initiative</p> <p>Identify and promote membership value propositions</p> <p>Review membership categories and fees/dues annually, benchmark against comparable organizations and present findings and recommendations to the Executive Board.</p> <p>Develop a program to present at each FORUM to showcase the value of membership and highlight organizational accomplishments.</p> <p>Conduct a survey every 2 years of NCC members to gauge interest, results and feedback on interactions with local chapters and individual members</p>	Ongoing	<ol style="list-style-type: none"> 1. % increase in members retained for each sub-group 2. % of members retained over a 2-year period 3. 10% renewals from lapsed members annually 4. 15% Corporate survey participation 5. # of new collateral material promoting organizational resources for members (including end of career and retired administrators) 6. # of promotional/collateral material distributed 	<p>Membership (primary) + Building Greater Futures (primary) + Marketing & Branding + Council of Presidents + NCC</p>

Goal Area 2: Members (cont'd)

Goals	Actions	Timeline	Success Measures	Committees
<p>Goal 5: Increase member diversity</p>	<p>Identify and Quantify Corporate Sectors, Target Audiences, Organizations, Affiliates, etc.</p> <p>Meet with 10 Organizations Annually</p> <p>Support 5 Affiliate Organizations Annually through shared events, presentations, etc.</p> <p>Develop and Outreach to data-base of all existing Black City/County Managers and public sector Authority CEOs and work with the NFBPA Board to do a personal call to each about joining NFBPA personally and support within their organization.</p>	<p>September 2020 - Ongoing</p>	<ol style="list-style-type: none"> 1. 5 organization memberships annually 2. 2 agreements with affiliate organizations annually 3. New Corporate Council memberships annually 	<p>Membership (primary) + Emerging Leaders + Council of Presidents</p>

Goal Area 2: Members (cont'd)

Goals	Actions	Timeline	Success Measures	Committees
Goal 6: Improve communication between the national office and local chapters	Engage monthly both the COP, local chapters and the national office	Monthly + Ongoing	1. Create document with agreed upon joint actions and timelines for implementation as result of the meetings (Yes/No)	Building Greater Futures (primary) + Membership + COP + Marketing & Branding
Goal 7: Improve dissemination of information to local chapters	Conduct briefings and share committee charge, etc. Exploit the use of social media to maximize opportunities for engagement and information sharing	October 2019 - Ongoing	1. # of social media impressions for all platforms (Twitter, FB, Instagram, LinkedIn)	Building Greater Futures (primary) + Membership + COP + Marketing & Branding
Goal 8: Increase executive – those not affiliated with NFBPA – engagement practices by NFBPA executives	Identify the executives across the nation that are not affiliated with NFBPA and provide incentives for them to join the organization, or at least participate in organizational activities.	Ongoing	1. # of invitations to service as speakers, hosts for events 2. # of new executive members 3. # of new organizational memberships 4. # of new mentors (retirees)	Building Greater Futures

Goal Area 2: Members (cont'd)

Goals	Actions	Timeline	Success Measures	Committees
Goal 9: Increase member value within and outside NFBPA for mid-career, seasoned and retired P.A.	Determine a value proposition for seasoned/retired public administrators (ensure the value proposition is aligned for other target groups)	September 2020 – Ongoing	<ol style="list-style-type: none"> 1. % of members with positive perceived established value proposition 2. Value proposition published and promoted (Yes/No) 	Building Greater Futures (primary committee) + Membership + Emerging Leaders + Programs and Policy
	Conduct surveys of mid-career, seasoned, and retired former members	Fall 2020 – Ongoing	<ol style="list-style-type: none"> 1. % of members with positive perceived established value proposition 	
	Review Ambassador Initiative for valuing the status of the retiree	Fall 2020	<ol style="list-style-type: none"> 1. Value proposition completed with initiative and description and promoted to retiree members (Yes/No) 	
Goal 10: Increase the number of Public Admin Day events nationally	Develop concept papers for initiatives being introduced to chapters as required action	Ongoing	<ol style="list-style-type: none"> 1. # of MPA Days hosted by local chapters or jurisdictions 2. # of youth who participate in MPA Days 	Building Greater Futures
Goal 11: Formulate 5 new I4X engagements during the 2-year term	<p>Create I4X workshop</p> <p>Document Black US City and County Managers and other executive staff members</p>	Fall 2020 to April 2021	<ol style="list-style-type: none"> 1. # of completed I4X engagements 2. # of new jurisdictions exposed to I4X services 	Building Greater Futures
Goal 12: Create a member transition program	Benchmark with 5 organizations nationally who have a program in place that may be considered a best practice	December 2020	<ol style="list-style-type: none"> 1. Complete member transition program design (Yes/No) 2. Complete full implementation by April 2021 	Building Greater Futures

Goal Area 2: Members (cont'd)

Goals	Actions	Timeline	Success Measures	Committees
<p>Goal 13: Foster an inclusive environment that promotes innovation, professional development, and growth for the next generation of public leaders</p>	<p>Improve and expand marketing/outreach for Emerging Leaders</p> <p>Ensure FORUM workshops focus on Emerging Leaders and promote active-participation</p> <p>Ensure Emerging Leaders are present and included in ALL NFBPA activities</p>	2021 - 2025	<ol style="list-style-type: none"> 1. % of Emerging Leaders satisfied with marketing and outreach efforts 2. % of Emerging Leaders satisfied with workshop content 	Emerging Leaders (primary) + National Office, Board of Directors and other committees
<p>Goal 14: Expand the value proposition for Emerging Leaders specifically</p>	<p>Work with the Policy Committee to assist in recruiting new Emerging Leaders into the Mentor and ELI programs</p>	Ongoing	<ol style="list-style-type: none"> 1. Number of Emerging Leaders in the Mentor and ELI programs (yearly) 	Emerging Leaders
	<p>Host at least three workshop sessions at FORUM to include topics that are focused on Emerging Leaders in addition to the Chat Café</p>	Ongoing	<ol style="list-style-type: none"> 1. Number of workshop sessions at Forum focused on Emerging Leaders 	

Goal Area 2: Members (cont'd)

Goals	Actions	Timeline	Success Measures	Committees
<p>Goal 15: Identify Emerging Leaders that are current members of NFBPA</p>	<p>Add qualifying questions to membership application to help identify Emerging Leaders and other demographics for all members</p> <p>Enhance membership database to allow for adhoc reporting on membership demographics</p>	2020	<p>1. Questions added to the membership application (Yes/No)</p>	Emerging Leaders (primary) + National Office
<p>Goal 16: Create an Emerging Leaders public administration scholarship program</p>	<p>Collaborate with National Office, Local Chapters and NCC to create fund</p>	Ongoing	<p>1. Scholarship program created (Yes/No)</p>	Emerging Leaders

GOAL AREA 3: PROGRAMS

Goal Area 3: Programs

This goal area includes the following committees leading the work efforts for each goal: Program + Public Policy, International

Goals	Actions	Timeline	Success Measures	Committees
Goal 1: Establish and receive an accreditation	Determine the steps for obtaining accreditation and develop a plan to achieve accreditation using a virtual delivery approach with the Georgetown Pilot	2021 – 2022	1. Accreditation received (Yes/No)	Program + Public Policy (primary) + Technology
Goal 2: Develop public policy priorities for the five-year period of the strategic plan (consider topics that focus on ELI + mentor classes)	Develop priorities base on the requirements needed to support more robust public policy initiatives (The leadership challenge) Develop public policy priorities that focus on current and future impact issues for Public Administrators (Example: youth Violence, Public Health, Housing, etc.)	2020 (Revisit Annually)	1. Priority document developed for public policy initiatives (Yes/No)	Program + Public Policy
Goal 3: Establish a process to vet policies for marginalized groups	Conduct research and create a white framework with policies that affect marginalized groups (focus on healthcare, police report) and share with the organization and communities	Ongoing	1. White paper framework created and disseminated to the organization and communities (Yes/No)	Program + Public Policy
Goal 4: Revamp the City/County Manager's Summit	Expand to Include a stronger focus on County Administrators Expand the summit to other potential host organizations	Ongoing (began work in 2020)	1. # of individuals touched by the Summit (yearly)	Program + Public Policy

Goal Area 3: Programs (cont'd)

Goals	Actions	Timeline	Success Measures	Committees
<p>Goal 5: Increase the number of program offerings</p>	<p>Partner with the building greater futures committee and emerging leaders committee to help design webinars, professional development, career development programs virtually to expose individuals to careers in public service. (Note: Consider PA days, career days, etc.)</p>	<p>Ongoing</p>	<ol style="list-style-type: none"> 1. # of programs offered by type 2. # of programs held by type 3. # of individuals participating in programs 	<p>Program + Public Policy</p>
<p>Goal 6: Implement an agency executive (or city/county manager equivalent) academy focused on essential skills needed to be promoted to the C-Suite</p>	<p>Pending staffing, develop outline and plan that includes the timeline for completion</p> <p>Create guidance criteria i.e., soft skills and other skills needed to be promoted to the C-Suite</p> <p>Develop selection criteria including pre-requisites, financial model, and evaluation/outcomes for maximizing the experience</p>	<p>2023</p>	<ol style="list-style-type: none"> 1. Implement an agency executive academy focused on essential skills for C-Suite roles (Yes/No) 	<p>Program + Public Policy</p>

Goal Area 3: Programs (cont'd)

Goals	Actions	Timeline	Success Measures	Committees
Goal 7: Enhance the type and level of analytics needed via the partnerships with universities and institutes	Phase I: Develop framework (include analyzing data and information to determine what to focus on and how the program will be successful).	2021	1. Framework developed to be used with universities and institutes (Yes/No)	Program + Public Policy
	Phase II: Refine the criteria with the universities and institutes to have a greater focus on tracking outcomes and reinforcement the need to be data driven Create a plan to capture anecdotal stories of persons involved with the universities and institutes	2022 - 2023	1. Implementation of framework to be used with universities and institutes (Yes/No)	

Goal Area 3: Programs (cont'd)

Goals	Actions	Timeline	Success Measures	Committees
<p>Goal 8: Establish partnerships and relationships with the following organizations: Conference of Minority Transportation Officials (COMTO), National Academy of Public Administration (NAPA), Consortium for International Management, Policy, and Development (CIMPAD), State and Local Government Benefits Association (SALGBA), and United Cities and Local Governments (UCLG), Blacks in Government (BIG), National Association for the Advancement of Colored People (NAACP), and the Urban League (UL)</p>	<p>Determine what the partnership looks like with the organizations and determine what needs to be strengthened</p> <p>Create an outreach plan and create MOUs/MOAs and other agreements with the organizations</p> <p>Participate in the upcoming UCLG Congress in Durban, South Africa</p>	2020 - 2021	1. # of MOUs/MOA's created	Program + Public Policy (primary) + International

Goal Area 3: Programs (cont'd)

Goals	Actions	Timeline	Success Measures	Committees
<p>Goal 9: Strengthen the relationship of NFBPA with other international partners in Africa and the Caribbean countries</p>	<p>Leverage capacity building through research, innovations and support of the organizations (e.g., IREX – Mandela Washington Fellowship Program, SALGA, NAPA, ICMA and CIMPAD)</p> <p>Foster continuous professional development through intensive skills building for members (e.g., Coordinate participation as hosts in Professional Development Experiences, connections with Leadership Institute hosts, and opportunities to build on relationships with Fellows that can provide future opportunities for African collaboration + create one international focused workshop for Annual Forum + determine the feasibility of creating a Public Management Leadership Institute focused on African Cities/Countries)</p> <p>(Note: Priority should be given to those areas where there are programs aligned to NFBPA and where the organization can conduct programs virtually)</p>	<p>Ongoing</p>	<ol style="list-style-type: none"> 1. # of international partner agreements executed 2. # of professional development experiences created in connection with Leadership Institute hosts 3. % of members that participate in the Mandela Washington Fellowship Program that are satisfied with experiences 	<p>International (primary) + CPEC + Membership + Programs + Public Policy</p>

GOAL AREA 4: MARKETING & BRANDING

Goal Area 4: Marketing & Branding

This goal area includes the following committees leading the work efforts for each goal: Marketing & Branding

Goals	Actions	Timeline	Success Measures	Committees
Goal 1: Create a tagline for the organization	Develop contest to engage membership in developing tagline that exemplifies their experience and understanding of NFBPA	2020 + Ongoing	1. Tagline created for the organization (Yes/No)	Marketing & Branding
	Provide recommendation for Board approval during Summer 2020 Board Meeting	2020		
Goal 2: Create a communications and brand management plan that uses the engagement continuum model	Review the engagement continuum with stakeholders to develop actionable steps to accomplish the goal	2020	1. Communications and brand marketing plan created (Yes/No)	Marketing & Branding
	Execute action plan that accomplishes key steps to accomplish the goal	2021 + Ongoing		
Goal 3: Increase the value of the marketing & branding committee to the organization	Require Chapter Marketing and Branding officers participate on the committee to ensure coordination between local and national efforts	2020 + Ongoing	1. % of members satisfied with branding and marketing efforts 2. % of NCC members satisfied with branding and marketing efforts 3. NFBPA Style Guide implemented (Yes/No)	Marketing & Branding
	Identify the roles and responsibilities associated with marketing and branding	2020		
	Determine who owns the plans and strategies in terms of administering through the various committees	2020		
	Create and implement a NFBPA Style Guide for use on the national and local level to enhance the marketing and branding of NFBPA	2021		

GOAL AREA 5: FUND DEVELOPMENT

Goal Area 5: Fund Development

This goal area includes the following committees leading the work efforts for each goal: Fund Development and Endowment

Goals	Actions	Timeline	Success Measures	Committees
<p>Goal 1: Increase the number of types of relationships leveraged (corporate, direct contribution to the organization), peer in kind, scholarships, ELI</p>	<p>Engage Amazon Simple and similar vendor programs that provide funds to organizations based on members' purchasing activities</p> <p>Engage with Georgetown University to partner and create an executive leadership fellowship program</p> <p>Work with the Public Policy Committee to connect to Youth Gun Violence Prevention Strategies (NOBLE)</p> <p>Establish a community of practice to connect to other municipal entities with effective strategies and data sharing</p> <p>Establish Regional Conferences geared to Mid Managers/Mid-Career Professionals</p>	2020 - 2025	<ol style="list-style-type: none"> # and types of relationships leveraged % increase in the relationships leveraged # of individuals engaging with AmazonSmile Partnership created with Georgetown University (Yes/No) # of Regional conferenced held 	Fund Development (primary) + Programs Public Policy
<p>Goal 2: Implement a funding sustainability model for the organization</p>	<p>Market NFBPA "gear" hats, mugs, etc. as well as the NFBPA logo</p> <p>Create other new funding sources and obtain multi-year commitments to increase revenue to the organization</p>	2021 - 2025	<ol style="list-style-type: none"> Funding sustainability model implemented (Yes/No) 	Fund Development

Goal Area 5: Fund Development (cont'd)

Goals	Actions	Timeline	Success Measures	Committees
Goal 3: Increase the number of grants opportunities	Seek funds to work collaboratively with other Black organizations, like 100 Black Men, Council of Minority Transportation Officials, Fraternities, etc. that serve a common population to offer a “one stop shop” for a variety of services.	2021 - 2025	<ol style="list-style-type: none"> # of grants obtained % increase in the number of grants obtained 	Fund Development
Goal 4: Attract at least \$50k a year in legacy donations until 2025	<p>Promotion of the NFBPA website on a going basis</p> <p>Consider partnership with United Way to implement a campaign to raise funds</p>	2021 - 2025	<ol style="list-style-type: none"> % growth year-over-year in the Endowment Fund 	Endowment
Goal 5: Increase the number of channels for persons to make contributions to the organization	<p>Increase the local chapter opportunities(participation goals)</p> <p>Research non-profit organizations to determine if there are opportunities for partnerships and utilization of an email strategy to increase contributions</p>	Ongoing	<ol style="list-style-type: none"> # of channels for persons to make contributions through to the organization % increase in the number of channels for persons to make contributions through to the organization 	Endowment

GOAL AREA 6: TECHNOLOGY

Goal Area 6: Technology

This goal area includes the following committee leading the work efforts for each goal: Technology

Goals	Actions	Timeline	Success Measures	Committee
Goal 1: Improve the technology	<p>Assess the current technology to determine if what NFBPA is investing in is still the right technology</p> <p>Refresh cycle for the current technology</p> <p>Verify security</p> <p>Review contracts for service level agreements</p> <p>Streamline the integrations of various technology platforms</p>	Ongoing	1. # of technology systems improved	Technology
Goal 2: Invest and maintain technology infrastructure to support the vision + mission of the organization	<p>Gather input from the other committees to create a new IT plan for NFBPA, including but not limited to: Website, Social Media Analytics, Accounting System, Graphic design platform/contracts, digital records, etc.</p> <p>Refresh IT strategy document</p>	Ongoing	<p>1. % of members satisfied with technology</p> <p>2. IT strategy document refreshed (Yes/No)</p>	Technology

The logo for the National Federation of the Blind (NFBPA) is centered on a white rectangular background with a fine grid pattern. The letters 'N', 'F', 'B', and 'P' are rendered in a bold, black, sans-serif font. Each of these letters is filled with vertical black lines of varying thicknesses. The letter 'A' is also in a bold, black, sans-serif font but is filled with diagonal black lines. The entire logo is set against a white background that is part of a larger page layout.

NFBPA