



# BLACKS IN GOVERNMENT STRATEGIC PLAN: 2020 – 2024

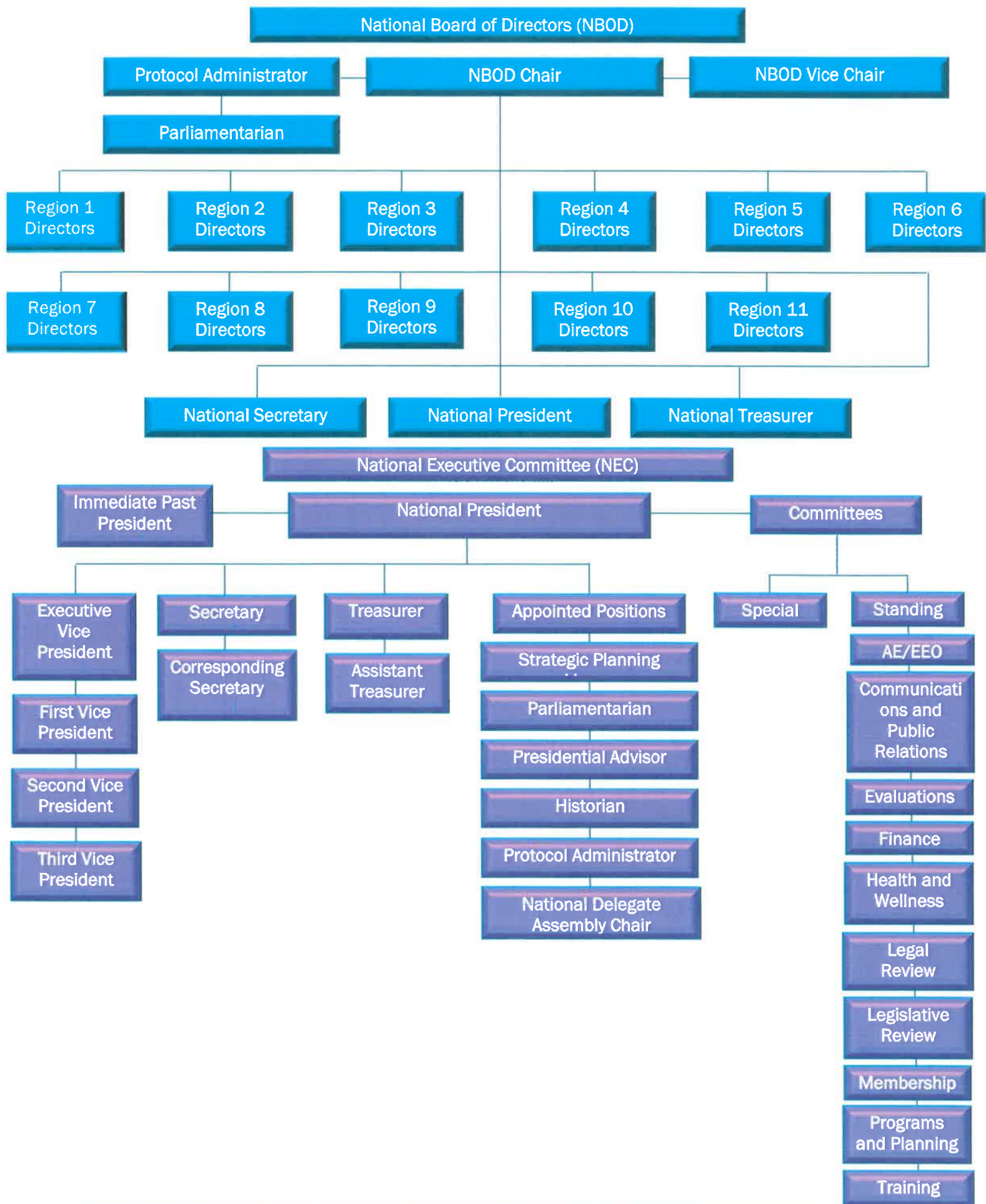
## OUR ROADMAP TO SECURING BIG'S FUTURE

Approved by the National Board of Directors on December 10, 2020

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## ***EXECUTIVE SUMMARY***

Over the last decade, the National Board of Director's (NBoD's) Strategic Planning Committee has developed and implemented some form of a Strategic Plan to report the activities of Blacks In Government. With the development and execution of the 2015-2019 BIG Strategic Plan, great strides were made in this area.

The Committee is now building on what the Organization was able to establish over the last five years with the establishment of a new 5-year Strategic Plan for the fiscal years 2020 through 2024. This new Plan is a continuation of our efforts to fulfill BIG's Mission and Vision through the alignment of the Goals and Objectives with our National Constitution. Additionally, it supports BIG's Purpose of advocating for equal opportunity, addressing racial discrimination, and promoting professional development.

While establishing the new Strategic Plan, the Strategic Planning Committee considered the following important factors:

- ◆ The need to embrace our members' suggestions and interests, as derived from the membership survey conducted by the National Evaluation Chair.
- ◆ The need to review the Organization's Strengths, Weaknesses, Opportunities, and Threats (SWOT) to assess how BIG can optimize its performance under the four focus areas.
- ◆ The need for clear and precise performance measure indicators to give greater focus to what must be done under each focus area to successfully achieve the Organization's Goals and Objectives with desired outcomes.

The 2020 – 2024 Strategic Plan is essential for BIG in utilizing available resources to be more effective and efficient in the execution of our services, programs, and operations. We acknowledge that this is *“a living document”* and changes will be made when necessary. Continual training is needed for our members to better understand, support, and execute the Strategic Plan at all levels of the Organization. Therefore, we strongly encourage all Officers and Members to use the “Guide for Executing BIG's Strategic Plan” at the Regional and Chapter levels.

***“We value the implementation of the process that turns strategies and plans into actions in order to accomplish our Goals and Objectives successfully.”***



## Blacks In Government ®

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### BOARD OF DIRECTORS

#### Region I

Atricia L. Irons  
Jacquelyn D. Allen

#### Region II

Gwendolyn Townsend  
Ester Seabrook

#### Region III

Johnita Pitts  
Dale Scott

#### Region IV

Famos Johnson  
James C. Clausell, Sr.

#### Region V

Deena Sheppard  
Patricia M. Thompson

#### Region VI

Shelly L. Warren  
Gwenda J. Lowe

#### Region VII

Tracey C. Bradford  
Christine Wilder

#### Region VIII

Honorable Gary Blackmon, Vice Chair  
Michael Smith

#### Region IX

Kenneth C. Pearson  
Edward Wilson

#### Region X

Patricia Brooks Ly  
LaMart A. Glenn

#### Region XI

Honorable Darlene H. Young, Chair  
Glynis M. Hill

### EXECUTIVE COMMITTEE

#### National President

Honorable Dr. Doris P. Sartor

#### National Executive Vice-President

Honorable Shirley A. Jones, Esquire

#### National 1<sup>st</sup> Vice-President

Dr. Jesse Sharpe

#### National 2<sup>nd</sup> Vice-President

Faye Rashid

#### National 3<sup>rd</sup> Vice-President

Dr. Deborah A. McClanahan

#### National Secretary

Paula E. Davis

#### National Corresponding Secretary

Tracy Clements

#### National Treasurer

Honorable B. Faye Stewart

#### National Assistant Treasurer

Rochelle Bryant

TO: All Blacks In Government Members

FROM:  Chair, National Board of Directors Honorable Darlene H. Young

SUBJECT: Strategic Plan Message from Chair, National Board of Directors

The National Board of Directors (NBOD) is excited to announce the 2020 – 2024 BIG Strategic Plan. The Strategic Planning Committee was tasked with reviewing and updating the 2015-2019 Strategic Plan to reflect needed changes in the goals and objectives under the following four focus areas:

- 1) Communication Flow
- 2) Financial Accountability
- 3) Advocacy
- 4) Membership

The National, Regional and Chapter officers are commended for their diligence and timely submission of information and data included in the Annual Strategic Performance Evaluation Reports used to evaluate the organization's performance, as well as the efficacy of the organization's goals and objectives.

The 2020 – 2024 BIG Strategic Plan is designed to place greater emphasis on identifying programs and earmarking financial resources for those programs to optimize BIG's ability to realize its mission and vision while meeting the needs of its members.

We look forward to seeing the organization achieve great things over the next five years with your steadfast commitment and dedication to the execution of BIG's 2020 – 2024 Strategic Plan.

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Jacquelyn D. Allen

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Esther Seabrook

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Dale E. Scott

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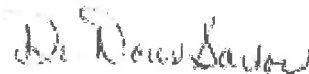
##### National Treasurer

Honorable B. Faye Stewart

##### National Assistant Treasurer

Rochelle Bryant

TO: Members of Blacks In Government



FROM: National President, Honorable Dr. Doris Sartor

SUBJECT: Strategic Plan Message from the National President

I commend the National Board of Directors' Strategic Planning Committee for developing an operational strategic plan that provides the direction for enhancing our organization's purpose as an advocate of equal opportunity and professional development. This organizational plan focuses on four major areas:

- 1) Communication Flow
- 2) Financial Accountability
- 3) Advocacy
- 4) Membership

Using this forward-thinking plan and being accountable for our results will make our organization more transparent and provide clearer alignments with our organization's vision. It is essential that we facilitate the buy-in and commitment of this plan throughout our entire organization. When our entire membership is committed to our plan, we will have increased strategic success in reaching our goals and objectives.

Members should always remember our Preamble in the Blacks In Governments' National Constitution which states:

We believe that Blacks in government should have the opportunity for full, complete and equitable access to jobs, education, advancement, housing and health services, and that they must have recourse in adverse situations without discrimination because of race.

We further believe that Blacks should unite in order to obtain and secure the rights and privileges of full citizenship participation. It is necessary to develop a mechanism for inclusion, growth and power for all present and future Black employees in Federal, State and local governments.

Therefore, we, the members of Blacks In Government (BIG), in order to act as an advocate for the employment and general welfare of Blacks employed in

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Federal, State, and local governments and to establish a national network of Black Federal, State and local government employees, do hereby establish this constitution for a national organization of Blacks in government.

Finally, BIG's Goals and Objectives:

- 1) To be an advocate of equal opportunity for Blacks in government.
- 2) To eliminate practices of racism and racial discrimination against Blacks in government.
- 3) To promote professionalism among Blacks in government.
- 4) To develop and promote programs which will enhance ethnic pride and educational opportunities for Blacks in government.
- 5) To establish a mechanism for the gathering and dissemination of information to Blacks in government.
- 6) To provide a nonpartisan platform on major issues of local, regional, and national significance that affect Blacks in government.

This is the foundation that this organization will use to move the paradigm forward by actively using this Strategic Plan at the National, Regional and Chapter levels. Thanks for the vision to successfully use this strategic plan to maximize opportunities for Black employees in Federal, State and Local governments.

## **PURPOSE OF THE STRATEGIC PLAN**

BIG's 2020 – 2024 Strategic Plan is a roadmap for successfully fulfilling the Organization's purpose of advocating for equal opportunity and promoting the professional development of its members employed in Local, State, and Federal government. To this end, the Plan shall:

- ◆ Align the Organization's Goals and Objectives with the four focus areas (Communication Flow, Financial Accountability, Advocacy, and Membership).
- ◆ Identify strategies based on reliable monitoring of BIG's internal strengths & weaknesses and external opportunities and threats.
- ◆ Serve as a learning tool to promote continuous improvements in BIG's operations and services through active member participation.
- ◆ Promote inclusion and transparency at all levels of the organization.
- ◆ Increase awareness of BIG's programs for our members.

## **BIG VISION**

To be a member-focused, world-class enterprise, recognized for excellence.

## **BIG MISSION**

To enable all present and future Black employees in Local, State, and Federal governments to have the ability to maximize their career opportunities and provide a mechanism for inclusion, growth, and advocacy.

## **BIG GUIDING PRINCIPLES**

- ◆ To be Accountable
- ◆ Commit to Excellence
- ◆ Act with Integrity
- ◆ Work as a Team
- ◆ Remain Loyal and Dedicated

## **BIG GOALS AND OBJECTIVES**

- I. To be an advocate of equal opportunity for Blacks in Government.
- II. To eliminate practices of racism and racial discrimination against Blacks in Government.
- III. To promote professionalism among Blacks in Government.
- IV. To develop and promote programs which will enhance ethnic pride and educational opportunities for Blacks in Government.
- V. To establish a mechanism for gathering and disseminating information for Blacks in Government.
- VI. To provide a nonpartisan platform on major issues of local, regional, and national significance that affect Blacks in Government.



## **STRATEGIC PLANNING COMMITTEE**

NBoD Chair	Honorable Ms. Darlene H. Young	Region XI	Carl T. Rowen Chapter
NBoD Vice Chair	Honorable Mr. Gary Blackmon	Region VIII	Denver Center Complex Chapter
Committee Chair	Ms. Gwendolyn D. Townsend	Region II	JFK Chapter
Member	Ms. Esther Seabrook	Region II	Lower Manhattan Chapter
Member	Mr. Michael Smith	Region VIII	Denver Federal Center Chapter
Member	Ms. Gwenda Lowe	Region VI	Dallas Metroplex Chapter
Member	Ms. Christine Wilder	Region VII	St. Louis Metropolitan Chapter

## **COMMITTEE RESPONSIBILITIES**

In accordance with NBoD Policy 3:13, Subject – “National Board of Directors Committees”: It is the Strategic Planning Committees’ responsibility to develop the National Strategic Plan and oversee the implementation. This Committee is also responsible for updating the Plan as goals are met and new goals are established.

Additionally, the Strategic Planning Committee is responsible for developing, maintaining, and overseeing the preparation of an annual report addressing the key strategic performance activities of Blacks In Government. The National Executive Committee, with coordination from the National Strategic Liaison, is responsible for providing and collecting input data for inclusion in the report.

## **RATIONALE FOR THE NEW 5-YEAR STRATEGIC PLAN**

This revision of the National Strategic Plan further enhances the natural nexus between Blacks In Government’s Purpose, Vision, Mission, Programs, Goals and Objectives. It links us to our internal and external resources and stakeholders, while providing pathways and clear alignments to achieve organizational success through a results-based accountability system. This system uses performance measure indicators that serve as a basis for measuring the organization’s effectiveness in achieving its goals and objectives.

## STRATEGIC PLAN FOCUS AREAS

The following four focus areas underlie the Strategic Plan.

- ◆ **Communication Flow**
- ◆ **Financial Accountability**
- ◆ **Advocacy**
- ◆ **Membership**

These focal points provide transparency and encourage results-based accountability within Blacks In Government. Emphasis is placed on related goals and objectives the Organization must meet in order to achieve maximum success in fulfilling its Mission.

### FOCUS AREAS DEFINITIONS

**Communication Flow:** It is critical to the successful execution of this strategic plan that communication is clear, open, and transparent. Information must flow freely on all levels: from National to Region, Region to Chapter, Chapter to Region, and Region to National, with timeliness and integrity. An effective, clear line of communication that links the other focus areas and supports our membership's efforts is necessary. The communication process must be user-friendly to share and link relevant information that support our Goals and Objectives.

**Financial Accountability:** To achieve fiscal responsibility, it is imperative that the National Treasurer, National Financial Chair, and Financial Advisory and Oversight Committee (FAOC) develop a financial plan that provides oversight for short and long-range spending. All spending must be revenue driven and adhere to policy. Spending must be managed and monitored for efficiency and effectiveness. Budgets must be flexible with spending managed by cost analysis.

**Advocacy:** Advocacy is the foundation of Blacks In Government. Our advocacy role must define Blacks In Government as a World Class Training Organization focused on breaking barriers, career development and enhancement, and the eradication of racial discrimination. This will be accomplished by establishing a coordinated Government-Wide initiative to promote diversity and inclusion (IAW Executive Order 13583).

Partnerships with DoD, OPM, and other Government Agencies must be continued to share strategies and resources. As we redefine and strengthen our relationships with these agencies, Executive Order 13583 provides a common lexicon for Chapters and Agencies to engage in dialogue that addresses EEO statistical data indicating disparities in promotions, awards, details, disciplinary actions, hiring, retaining and firing of government workers as captured in MD 715. We will establish a better rapport with all state and local governments to ensure these agencies comply with their respective laws and guidance when dealing with African American employees.

**Membership:** It is a known fact that the greatest asset of Blacks In Government is its members. Our focus must be to consistently retain and recruit members at the federal, state, and local levels. It is also our goal to clearly identify, implement, and communicate initiatives that show current and potential members the benefits of being an active member of BIG. Our aim is to demonstrate to membership and others that BIG can greatly improve the implementation of its programs, financial position, and advocacy efforts through a strong, increasing membership.

**FOCUS AREAS**  
**SPECIFIC GOALS, OBJECTIVES, AND PERFORMANCE MEASURE INDICATORS**

**FOCUS AREA**  
**COMMUNICATION FLOW**

Indicate if objectives were met by showing the numbers or percentage increase or decrease from the previous year.	2020	2021	2022	2023	2024
<b>Goal 1 - To promote professionalism among Blacks In Government.</b>					
Objective 1a: Ensure visits by the National President or other National Officers to attend at least two different Regional Council meetings or Regional/Chapter programs.					
Objective 1b: Increase the number of sponsored initiatives, projects, and programs that promote professionalism among the membership.					
Objective 1c: Enrollment increase in the Darlene Young Leadership Academy from all Regions.					
Objective 1d: Promote and conduct leadership training (including Officer Leadership Training) at all Regional Training Conferences.					
<b>Goal 2 – Establish and enhance the mechanism for gathering and disseminating information to Blacks In Government membership.</b>					
Objective 2a: National Evaluation Committee conducts annual surveys of the membership to determine preferred methods of receiving information.					
Objective 2b: The Telecommunications Committee leads effort to make the BIGNET more open and accessible to the membership by significantly expanding the amount of information available online about the programs, funding and BIG's progress. Create a calendar of events/activities, i.e., NEC and NBoD meetings, visits, etc., and share the results with the membership.					
Objective 2c: Increased use of Facebook, YouTube and other media platforms to disseminate information for optimum transparency on all levels of the organization.					
Objective 2d: Increased use of traditional media outlets (trade shows, speaking opportunities..., at community events and other organizations).					
Objective 2e: Greater use of virtual technology to conduct various meetings.					
<b>Goal 3 - Continue to develop and promote programs that will enhance ethnic pride and educational opportunities for Blacks in Government.</b>					
Objective 3a: Sponsor programs and events on the Chapter, Regional, and National levels that are of interest to African Americans and promote diversity.					

Objective 3b: Develop new written documents (newsletters, pamphlets, factsheets) to appeal to a wider audience.					
Objective 3c: NEC and Regions promote partnerships with similar organizations or community groups to expand member interest. This will increase opportunities for organizational growth and impact.					
Objective 3d: Allow the Members to be part of groups or participate with committees of interest at the National, Regional or Chapter levels.					
Objective 3e: Allow Members the opportunity to introduce new topics of interest (i.e.: new projects or programs).					
<b>Goal 4- Develop methods to evaluate the quality of information received by the membership.</b>					
Objective 4a: Promote membership surveys at all levels of the Organization to assess the quality and relevance of information received by the membership.					
Objective 4b: Create standardized reports and management tools to provide transparent, consistent management data across programs that measure progress and avoid duplicate reporting.					
<b>Goal 5 – Improvement in the Organization’s branding and marketing at all levels.</b>					
Objective 5a: Develop and execute a process for brainstorming and planning for BIG’s marketing and branding approach.					
Objective 5b: Develop a process for ensuring that elements of BIG’s Mission are embedded in its internal programming and external messaging.					
Objective 5c: Promote BIG’s brand through greater efficiency and effectiveness in all BIG programs.					

## PERFORMANCE MEASURE INDICATORS

### (Communication Flow)

- ◆ Increase in the number of resources to support BIG’s programs and initiatives.
- ◆ Greater participation of Chapter Members on NEC Committees.
- ◆ New media outlets are used to promote BIG.
- ◆ Assessment of current programs and initiatives to determine their appeal to the members is completed.
- ◆ Evaluation of completed NEC surveys to solicit feedback on the quality of information and benefits available to all membership within BIG.
- ◆ Increase in number and strength of partnerships with organizations interacting with BIG.
- ◆ Improvement in the participation, effectiveness, and delivery of BIG’s programs and services.



<b>FOCUS AREA</b> <b>FINANCIAL ACCOUNTABILITY</b>					
Indicate if objectives were met by showing the number or the percentage increase or decrease from the year.	2020	2021	2022	2023	2024
<b>Goal 1. Increase revenue from new sources by at least by 20% annually.</b>					
Objective 1a: Identify and use new and innovative ideas to raise money to support the Organization's operations and programs at all levels.					
Objective 1b: Rent office space in the National Office building to organizations, professionals, and businesses in the DC area as a source of income.					
<b>Goal 2. Reduce operating costs and NTI obligations by at least 15% annually.</b>					
Objective 2a: The FAOC and NBoD continue to review hotel and other contracts prior to the National President and National Treasure signing them. <b>Note:</b> The reason is to make sure that the terms and conditions are beneficial and affordable to BIG.					
Objective 2b: The NEC and NBoD continue to ensure that the appropriate process is followed to make sure that the requested expenditure is in the approved budget and there are actual funds available before the obligation is made. Use approved expenditure request forms.					
<b>Goal 3. Improve overall oversight of financial operations by the NEC and NBoD daily, weekly, monthly, quarterly, and annually.</b>					
Objective 3a: The FAOC continues to conduct the quarterly credit card review and report results of its review to the NBoD.					
Objective 3b: The NBoD continues to ensure that the bid for the annual audit go out no later than the end of the calendar year. This will expedite the audit.					

## PERFORMANCE MEASURE INDICATORS

### (Financial Accountability)

- ◆ Organization's budgets and spending are aligned with the strategic goals.
- ◆ Innovative, new ways to raise funds for operational expenses and programs on every level are identified and implemented.
- ◆ Rental of space in the National Office to other businesses and organizations.
- ◆ BIG Officials are in full compliance with the Organization's financial management policies and procedures.

**FOCUS AREA  
ADVOCACY**

Indicate if objectives were met by showing the number or the percentage increase or decrease from the previous year.	2020	2021	2022	2023	2024
<b>Goal 1. To be an advocate of equal opportunity for Blacks in government.</b>					
Objective 1a: All AE/EEO Chairs in the BIG organization provide information to increase awareness of the resources available at the National, Regional, and Chapter levels that emphasize BIG's advocacy programs via the internet and other media.					
Objective 1b: Regions and Chapters provide ongoing training to enhance the knowledge of how to proceed when faced with adverse issues and discrimination in the workplace.					
Objective 1c: Information on all Advocacy programs and resources (see list of programs under SWOT) is disseminated and utilized at the Chapter, Regional, and National levels.					
Objective 1d: Periodic progress reports are received from a skillful team of representatives within the Chapter, Regional, and National levels who assist with the workload from the National AE/EEO Committee.					
<b>Goal 2. Eliminate practices of racism and racial discrimination against Blacks in government at the Federal, State, and Local levels.</b>					
Objective 2a: All AE/EEO Committees monitor and assist agencies at all levels of government to ensure adherence to fairness and equity in the workplace.					
Objective 2b: Regional and Chapter AE/EEO Representatives report on the effectiveness of the Advocacy Programs to the National AE/EEO Chair, as required.					
Objective 2c: Develop alliances with advocacy organizations, law firms, and agencies to expand the opportunity for Members to address workplace discrimination and inequality on a pro bono basis or with limited legal expense to the Member.					
<b>Goal 3. To provide a nonpartisan platform on major issues of Local, Regional, and National significance that affect Blacks in government.</b>					
Objective 3a: BIG National, Regional, and Chapter leaders engage agencies, organizations, and elected officials on the Local, State, and National levels concerning topics that affect Blacks in government.					
Objective 3b: Continued development of programs and services that provide a safe, neutral environment for individuals that need assistance and support with major issues.					

**PERFORMANCE MEASURE INDICATORS**

### (Advocacy)

- ◆ AE/EEO Training provided to the Regions and Chapters.
- ◆ Reports received from the National AE/EEO Chair on all programs and activities.
- ◆ Increased number of EEO briefings or presentations provided to BIG members.
- ◆ The National AE/EEO Committee posts Congressional National Report Card on issues that are important to Members on the BIGNet website.
- ◆ Increased number of Members accessing and utilizing BIG's Advocacy Programs.
- ◆ Increased number of agencies and organizations monitored and engaged by BIG to address advocacy issues in the workplace that affect Blacks in government.
- ◆ Expanded advertisement, usage and functionality of all BIG Advocacy Programs and resources.
- ◆ Increased interaction with elected officials on issues affecting Blacks in government at the Federal, State, and Local levels of government.

### FOCUS AREA

#### MEMBERSHIP (RECRUIT, RETENTION, BENEFITS)

Indicate if objectives were met by showing the number or the percentage increase or decrease from the previous year.	2020	2021	2022	2023	2024
<b>Goal 1 – Opportunities for enhancing recruitment.</b>					
Objective 1a: Increase regular membership by 10 % each year. Note if there are any membership drives, etc. Monitor the annual percentage of increase or decrease.					
Objective 1b: Regions obtain new charter chapters while growing existing chapters.					
Objective 1c: Recruit Members from other organizations with the same objectives as BIG.					
Objective 1d: Chapters and Regions aggressively recruit state and local employees by sponsoring workshops, training sessions and other initiatives that address the needs of state and local government employees.					
<b>Goal 2 – Continue to enhance the efforts to retain membership.</b>					
Objective 2a: Chapters aggressively reach out to retain Members and recruit former Members through one-on-one -contact, email, and other media.					
Objective 2b: Identify any past or new projects that effectively drew the interest and involvement of Members.					
Objective 2c: Chapters develop new initiative to involve all Members in the Chapter's retention projects and programs.					

<b>Goal 3 - Benefits available used to support Members.</b>					
Objective 3a: Clearly identify benefits provided to current and potential Members during the performance year.					
Objective 3b: NEC Evaluation and Membership Committees conduct a Membership survey to elicit feedback from current and potential Members on the benefits they desire from BIG.					
Objective 3c: Members participate in a mentoring or other professional development program at the National, Regional or Chapter level.					
Objective 3d: Ability for all Members to access their personal Membership data in the Membership Database System.					
Objective 3e: NEC (Evaluation and Membership Committees) conduct a survey to all Members, seeking feedback on the effectiveness of the Membership Database System and report the results.					
<b>Goal 4 – Benefits available used to support Chapters/Regions.</b>					
Objective 4a: Ability for Regional Presidents and Chapter Membership Chairs to access their respective membership rosters.					
Objective 4b: NEC (Evaluation and Membership Committees) conduct a survey with all Regions, seeking feedback on the effectiveness of the Membership Database System and report the results.					
Objective 4c: NEC Evaluation and Membership Committees report on the Membership Database survey results and establish a plan of action to improve its functionality.					

## PERFORMANCE MEASURE INDICATORS

### (Membership)

- ◆ Develop and manage programs that motivate the interest of current and potential Members.
- ◆ Annual report on the overall increase or decrease in Membership.
- ◆ Increased participation in the annual National, Regional, and Chapter Membership drives.
- ◆ Comprehensive surveys conducted and assessed at the National and Regional levels.
- ◆ Increased interaction between Chapters and their respective agencies or community groups.
- ◆ Increase in number of new State and Local Chapters.
- ◆ Increased chartering new Chapters in the Regions.
- ◆ Favorable report on the Membership Database survey results.
- ◆ Establishment of a plan to effectively implement and improve the BIG Membership Database.



## THE OPERATION OF BLACKS IN GOVERNMENT

### ***STRENGTH, WEAKNESSES, OPPORTUNITIES, AND THREATS***

STRENGTHS	WEAKNESSES
<p style="text-align: center;"><b>PROFESSIONAL CAREER DEVELOPMENT &amp; PROGRAMS</b></p> <ul style="list-style-type: none"> <li>◆ NATIONAL TRAINING INSTITUTE</li> <li>◆ REGIONAL TRAINING CONFERENCES</li> <li>◆ NATIONAL PROGRAMS (ALL)</li> <li>◆ CONFERENCE (NTI) ASSISTANCE</li> <li>◆ HEALTH &amp; WELLNESS</li> <li>◆ MONETARY ASSISTANCE PROGRAM (MAP)</li> <li>◆ SCHOLARSHIPS TO ACQUIRE KEYS (STACK)</li> <li>◆ OFFICERS LEADERSHIP TRAINING (OLT)</li> <li>◆ DARLENE H. YOUNG LEADERSHIP ACADEMY (DYLA)</li> <li>◆ NOW GENERATION</li> <li>◆ MILITARY EMPHASIS</li> </ul> <p style="text-align: center;"><b>INITIATIVES/BIG SERVICES</b></p> <ul style="list-style-type: none"> <li>◆ DISTINGUISHED SERVICE HALL OF FAME</li> <li>◆ PRESTIGE AWARDS PROGRAM</li> </ul> <p style="text-align: center;"><b>EFFECTIVE YOUTH DEVELOPMENT/PROGRAMS</b></p> <ul style="list-style-type: none"> <li>◆ FLAG PROGRAMS</li> <li>◆ STEM PROGRAM</li> <li>◆ TRAINING IN COMMUNICATION (TIC)</li> </ul> <p style="text-align: center;"><b>ADVOCACY PROGRAMS</b></p> <ul style="list-style-type: none"> <li>◆ AE/EEO INSTITUTE</li> </ul>	<p style="text-align: center;"><b>COMMUNICATION</b></p> <ul style="list-style-type: none"> <li>◆ LIMITED COMMUNICATION THAT PROMOTES OPENNESS AND TRANSPARENCY</li> <li>◆ LIMITED LEADERSHIP DEVELOPMENT AT THE REGIONAL AND CHAPTER LEVELS</li> <li>◆ CONTROLLING COSTS</li> <li>◆ OUTDATED POLICIES</li> <li>◆ INEFFECTIVE REDUNDANT REPORTING SYSTEMS</li> <li>◆ INEFFECTIVE FUTURE STRATEGIC PLANNING</li> <li>◆ MINIMAL USE OF DATA DERIVED FROM REGIONAL AND CHAPTER REPORTS</li> <li>◆ SELF-SERVICING INTERESTS AMONG OUR LEADERS AND MEMBERS.</li> <li>◆ LIMITED PARTICIPATION FROM YOUNG GOVERNMENT EMPLOYEES.</li> </ul> <p style="text-align: center;"><b>FINANCIAL ACCOUNTABILITY</b></p> <ul style="list-style-type: none"> <li>◆ REDUCTION OF GOVERNMENT FINANCIAL SUPPORT</li> </ul>

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>◆ INCREASE IN MEMBERSHIP THROUGH RECRUITMENT AT THE FEDERAL, STATE, AND LOCAL GOVERNMENT LEVELS.</li> <li>◆ DEVELOP NEW REVENUE SOURCES TO SUPPORT PROGRAMS AND OPERATIONAL EXPENSE</li> <li>◆ INCREASE CORPORATE SPONSORSHIP</li> <li>◆ INCREASE BIG'S VISIBILITY AMONG ORGANIZATIONS WITH SIMILAR GOALS AND AGENDAS</li> <li>◆ DEVELOP MENTORING PROGRAMS TO BRIDGE THE GENERATION AND KNOWLEDGE GAPS</li> <li>◆ STRATEGIC USE OF THE REPORTING DATA FROM REGIONS AND CHAPTERS</li> </ul> <p style="text-align: center;"><b>INCREASED USE OF ADVOCACY PROGRAMS</b></p> <ul style="list-style-type: none"> <li>◆ AGENCY COMPLIANCE REVIEW</li> <li>◆ ATTORNEY REFERRAL</li> <li>◆ COMPLAINT ADVISORY ASSISTANCE</li> <li>◆ DISCRIMINATION AWARENESS PROGRAM (DAP)</li> </ul> <p style="text-align: center;"><b>MEMBERSHIP</b></p> <ul style="list-style-type: none"> <li>◆ ABILITY TO ACCESS PERSONAL MEMBERSHIP DATA AND RESPECTIVE CHAPTERS/REGIONS MEMBERSHIP ROSTERS</li> <li>◆ GUIDANCE AND INSTRUCTION ON USING THE BIG MEMBERSHIP DATABASE SYSTEM</li> <li>◆ IMPROVED FUNCTIONALITY OF THE BIG MEMBERSHIP DATABASE SYSTEM</li> </ul>	<p style="text-align: center;"><b>ADVOCACY</b></p> <ul style="list-style-type: none"> <li>◆ UNFAVORABLE IMAGES OF BIG AMONG GOVERNMENT EMPLOYEES</li> <li>◆ DECREASED ATTENDEE SUPPORT FOR THE NTI FROM GOVERNMENT AGENCIES</li> <li>◆ AGENCY DELAY IN IMPLEMENTATION OF COMPLIANCE REQUIREMENTS</li> </ul> <p style="text-align: center;"><b>MEMBERSHIP</b></p> <ul style="list-style-type: none"> <li>◆ REDUCTION IN MEMBERSHIP GROWTH</li> </ul> <p style="text-align: center;"><b>FINANCIAL ACCOUNTABILITY</b></p> <ul style="list-style-type: none"> <li>◆ RISK OF LOSING FINANCIAL SUPPORT FROM CORPORATE SPONSORS</li> </ul>

## REVISION HISTORY

Date of Revision	Description	Author
July 21, 2015	Initial Document Approved by NBoD	Strategic Planning Committee
April 27, 2017	Updated to reflect feedback and Approved by NBoD	Strategic Planning Committee
April 26, 2018	Updated to reflect feedback and Approval by NBoD	Strategic Planning Committee
February 15, 2019	Updated to reflect feedback and Approval by NBoD	Strategic Planning Committee
April 30, 2020	New Five-Year Strategic Plan	Strategic Planning Committee
November 04, 2020	The Final Revision	Strategic Planning Committee



**CONTINUALLY EVOLVING**