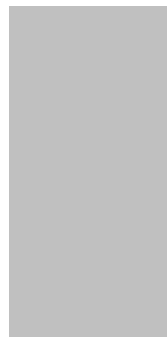


Achieving
Excellence
in Public
Service



**National Forum for Black
Public Administrators
Metro-Atlanta Chapter**

FY2010-2012
Strategic Plan



October 2010

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National Forum for Black Public Administrators

Metropolitan Atlanta Chapter (MAC)

From the Desk of the President – Marshall J. Taggart, Jr., C.M.



*President
Marshall Taggart, Jr., C.M.*

Officers 2010-2012

*First Vice President
(Membership Chair)
Lonnie Ballard, Jr.*

*Second Vice President
(Program Chair)
Monica E. Peete*

*Recording Secretary
Stephanie Thomas*

*Corresponding Secretary
Angela Shuttlesworth,
Ph.D.*

*Treasurer (Finance/ Budget
Chair)
Gregory Clay*

*Emerging Leaders Chair
Shamiah Kerney*

*Parliamentarian
Christain Jallah*

*Board Member-At Large and
Local & National
Corporate Advisory
Council Representative
Linda Jordan*

*Board Member-At Large and
National Board Member
William E. Johnson, III*

*Immediate
Past President & National
Council of President's Chair
Cathy A. Martin*

Please contact us at:
www.nfbpaatlanta.com

On behalf of the entire MAC Executive Board, I bring you greetings from the Metropolitan Atlanta Chapter of the National Forum for Black Public Administrators. I thank you for your ongoing support and confidence in the leadership of your *newly elected* Executive Board. Please help me in congratulating our entire 2010-2012 MAC Executive Committee:

*Mr. Lonnie Ballard, Jr. – First Vice President
Ms. Monica Peete – Second Vice President
Gregory Clay – Treasurer
Ms. Stephanie Thomas – Recording Secretary
Mr. Glennis Curry – Acting Corresponding Secretary
Mr. Christian Jallah – Parliamentarian
Ms. Shamiah Kerney – Emerging Leaders Chair
Ms. Cathy Martin – Immediate Past President
Ms. Linda Jordan – Local & National Corporate Advisory Council Chair
Mr. William Johnson – National Board Member
Ms. Angela Lindsey – Public Sector Relations Chair
Ms. Angela Guzman – Marketing Chair
Ms. Akia Lewis – Legacy Committee Chair
Mr. Tony Hinnant – Membership Services Committee Chair
Mr. Rory Callahan – Private Sector Relations Chair*

Our Strategic Plan has a clear mission statement and vision for our future over the next three years. It includes direct linkages to the key focus areas as identified in the National Strategic Plan. Our emphasis is to increase our local chapter membership to 300 by 2nd Quarter 2012; raise corporate sponsorships by \$10,000 in order to provide scholarships to our emerging leaders (students and young professionals) to participate in the National Mentor Program and Executive Leadership Institute (ELI) programs; train and professionally develop our members through the creation of a *new local professional development institute (PDI) series*; as well as successfully host the *2013 National Conference in our hometown*. Our focus can be accomplished by continuing to develop innovative programs such as our *2011 First Annual Marks of Excellence Banquet* targeting and honoring Atlanta's trailblazers; establishing stronger lines of communication with the launch of a *new MAC web site* and through the use of social media, such as Facebook and LinkedIn, as well as the launch of chapter calling posts; and lastly, developing strong marketing campaigns focusing on attracting new partnerships throughout the metro Atlanta area.

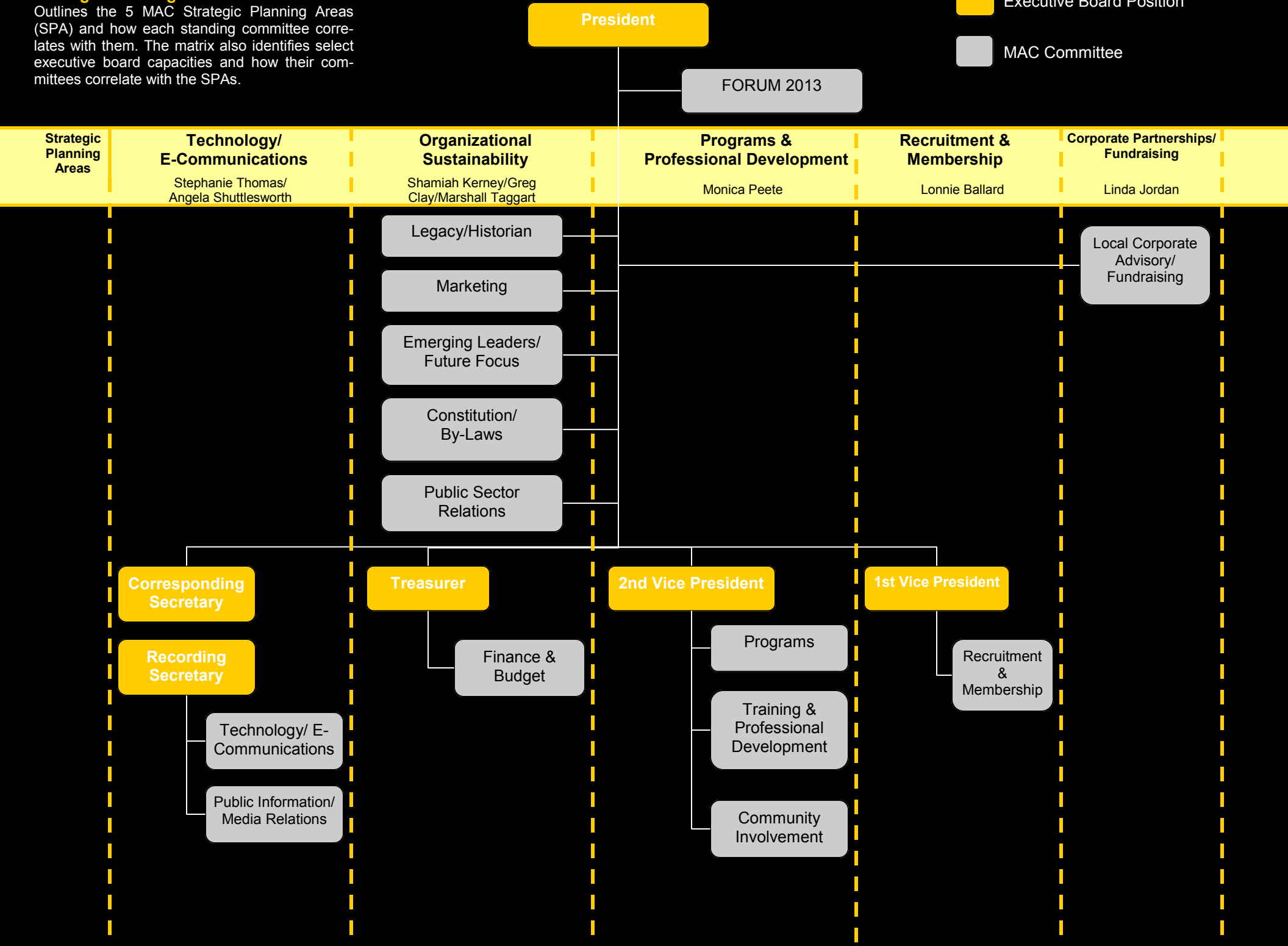
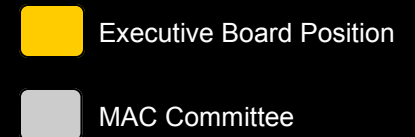
With ever-increasing support from each of you, the future of our chapter remains promising. It is our hope to continue to offer a variety of opportunities to help you grow professionally and personally, and as a result, become an even *savvier* public administrator! With your help we can truly make a difference, and realize and accomplish *all* of our dreams.

You should be congratulated for all your contributions to the premier organization for public administration--NFBPA MAC—and remember--**MAC Rocks!.....and so, do you!**

**“Realize the Dream in ATLANTA” – HOME of Forum 2013 – April 20 – 23, 2013
Atlanta Marriott Marquis Hotel**

Strategic Planning Matrix

Outlines the 5 MAC Strategic Planning Areas (SPA) and how each standing committee correlates with them. The matrix also identifies select executive board capacities and how their committees correlate with the SPAs.



Strategic Plan for NFBPA 2010-2012

Mission

To strengthen the positions of Blacks within public administration in the metro Atlanta area; to increase the number of Blacks appointed to executive level positions in public service organizations in metro Atlanta; to groom and promote younger, aspiring administrators; to serve as a conduit of information to our communities and stakeholders

Goals

To be a chapter that:

- links public and academic institutions to an effective network to support interdisciplinary communication and professional development;
- identifies emerging Black administrators and provides them with relevant exposure to public service;
- sponsors forums to discuss timely issues and concerns in the Black communities of metro Atlanta;
- promotes, strengthens and expands the roles of blacks in all aspects of public administration; and
- Trains, mentors, coaches and develops the next generation of public sector leaders.

Stakeholders: Public sector employees, students and professors, frontline managers and executives in public administration

Strategic Planning

To achieve the goals adopted at both the national and local level of the organization, the focus of the chapter is divided into five (5) Strategic Planning Areas (SPA); Technology/E-Communications, Organizational Sustainability, Programs & Professional Development, Recruitment & Membership, and Corporate Partnerships/Fundraising.

These five areas will drive the planning, decision making process, and actions of the membership of the chapter. Each committee within the chapter, both standing and ad-hoc, is associated with one of the five SPA. Additionally, the roles, responsibilities and duties of the elected officers of the chapter are associated with one of the five SPA.

Strategic Planning Area Descriptions

Technology/E-Communications

Committees: Technology/ E-Communications, Public Information/Media Relations

- Develop and maintain the website and other communication portals
- Develop and maintain tools to communicate with membership
- Manage media outlet relationships and information

Organizational Sustainability

Committees: Finance & Budget, Legacy, Marketing, Future Focus/Emerging Leaders, Constitution/By-Laws, Public Sector Relations

- Facilitate the short, mid, and long term planning process
- Develop and analyze strategies for long term operational expenditures and decision making
- Enhance relationships with external stakeholders
- Develop and implement marketing plan
- Provide sound fiscal advice and financial reports
- Maintain chapter history
- Enhance education, development, and outreach opportunities to the emerging leaders segment of membership

Programs & Professional Development

Committees: Programs, Training & Professional Development, Community Involvement

- Identify professional enrichment opportunities for membership
- Identify training opportunities for membership
- Coordinate and plan membership meetings
- Identify partnership opportunities with other associations, groups, institutions, and organizations

Recruitment & Membership

Committees: Recruitment & Membership

- Develop and evaluate strategies for recruitment and retention of membership
- Facilitate new member orientation
- Maintain active roster of new members, current members, and lapsed members


Corporate Partnerships/Fundraising

Committee: Local Corporate Advisory/Fundraising

- Develop and implement corporate sponsorship strategies
- Maintain relationship with national corporate advisory council and partners
- Coordinate forums and networking opportunities for corporate members to advance the goals NFBPA

Resource Allocation by SPA

In considering the short, mid, and long term goals of the chapter the most critical component of planning are the financial goals and allocation of financial resources by those in leadership positions. The fiscal year budget for the chapter is an integral part of the allocation of financial resources. The budget is simply a financial plan that is tracked on a monthly and quarterly basis. In an effort to maintain consistency and focus on the performance of each SPA, the fiscal year budget is formatted in an SPA structure. This format enables the leadership, membership, and corporate sponsors to clearly see how, and where, financial resources are spent, dedicated, and generated.

						
METRO ATLANTA CHAPTER						
FISCAL YEAR 2010-2011 Revenues						
						FY2010-11 Budgeted Amount
	Fund Balance					13500
General Revenue						
	Membership Revenue					
	Individual					5250
	Corporate					300
	Program Sponsors					3000
Special Revenue						
	Special Events & Activities					15000
	Other Corporate Donations					3650
	Annual Corporate Sponsorships					
	Platinum					20000
	Gold					22500
	Silver					10000
	Bronze					12500
Restricted Revenue						
	Khafra Engineering					1500
					Total	107200



METRO ATLANTA CHAPTER
FISCAL YEAR 2010-2011 Expenditures

Strategic Planning Area	FY2010-11 Budgeted Amount
Technology/E-Communications	
Technology/E-Communications	3000
Public Information/Media Relations	3000
Organizational Sustainability	
Quarterly Leadership Meetings	3600
Legacy/Historian	500
Marketing	3500
Emerging Leaders	3500
Constitution/By-Laws	250
Public Sector Relations	1500
Finance & Budget	500
Programs & Professional Development	
Programs	
Regular	7200
Special	15000
Training & Professional Development	2500
Community Involvement	2500
Recruitment & Membership	
Recruitment & Membership	3000
Corporate Partnerships/Fundraising	
Local Corporate Advisory/Fundraising	4000
General	
Postage	150
Printing	250
Misc. Supplies	250
Professional Fees	1000
National	
Chapter Affiliation Dues	1000
2013 Fund (Restricted)	
Conference	30000
Future Focus (Restricted)	
Scholarships	5000
Mentor Program	2500
ELI Program	3500
Fund Balance (Reserve)	10000
Total	107200



This document outlines strategic planning considerations related to the financing and budgeting process associated with MAC Chapter operations for the upcoming fiscal years 2010-2012. In developing a framework for the overall planning of the chapter, this information is being provided as a living document for executive board feedback and consideration as a comprehensive plan is produced.

While the Finance and Budget Committee has been identified as a component of the 'Organizational Sustainability' strategic planning area, the committee's work ultimately impacts all strategic planning areas with the facilitation of the budget process and the maintenance of funds throughout the fiscal year. It is the responsibility of this committee to not only monitor and track expenditures and revenues related to chapter activities and programs, but to also work with other committees to ensure the proper financial short, mid and long-term planning associated with the goals and mission of the chapter. It is the responsibility of this committee to provide financial planning and oversight for all chapter activities and provide sound financial advice to the executive board. Chaired by the Treasurer and operated by the Finance and Budget Committee, this committee is also responsible for making recommendations for the budget process for the fiscal year and associated chapter activities. Additional duties of the Treasurer include; custodian of all chapter funds; maintenance of records of deposits, receipts, invoices, and disbursements; working with committee chairs to ensure the payment of bills; and, accurate financial reporting to the board when necessary.

There are Five Strategic Planning Areas (SPA) that guide the operations and planning for the chapter:

- Technology/ E-Communications
- (1) Organizational Sustainability
- Programs/Professional Development & Training/Community Service
- Membership Retainment and Recruitment
- Corporate Partnerships/ Fundraising

It is the responsibility of the Finance Committee to take all Strategic Planning Areas into consideration when providing sound fiscal advice to the executive board, and when reporting financial information to the board and chapter members.

Fiscal Year Operating Budget

Budget Preparation & Process

The fiscal year period identified by the chapter begins on June 1st and ends July 31st. During an election year, executive board members begin the service of their term on June 1st. When planning for fiscal year expenditures, it is the responsibility of the executive board to approve a budget that outlines the financial plan for all chapter related revenues and expenditures. A thorough analysis is required of historical financial data, and executive committee goals when creating a budget that accurately reflects the realistic goals of the chapter.

In preparing the budget, all officers and committee chairs are responsible for submitting their proposed fiscal year budgets for their committees to the President and Treasurer for review. These budgetary requests will then be compiled and formulated into a preliminary budget for executive board review. Simultaneously, the President, Finance and Budget Committee, and Local Corporate Advisory Committee will work closely to develop preliminary revenue figures that also become a part of executive board conversations. Proposed budgetary expenditures and revenues will then be reviewed and considered by the executive board when adopting the budget for the current and following fiscal year (following year expenditures only determined if following an election). Fiscal year budgets should be adopted by September 1 of the new election year.

Revenues & Expenditures

Expenditures: Budgeting By Strategic Planning Area

Each committee within the chapter correlates with one of the five SPA. In identifying a framework to track expenditures consistent with the overall plan of the chapter, it is proposed that the budget be constructed by SPA. Similar to program based budgeting, budgeting by SPA enables the chapter to not only identify the percentage of funds that are allocated to each strategic area of focus, but also develop fundraising initiatives around the different SPA amongst other things.

The following outlines how the fiscal year budget will be formatted by SPA with the correlating committee(s):

- **Technology/ E-Communications**
 - Technology/E-Communications
 - Public Information/ Media Relations
- **Organizational Sustainability**
 - Legacy
 - Marketing & Branding
 - Emerging Leaders
 - Constitution/ By-Laws
 - Finance & Budget
- **Programs & Professional Development**

- Programs
- Training & Professional Development
- Community Involvement
- **Recruitment & Membership**
 - Recruitment & Membership
- **Corporate Partnership/ Fundraising**
 - Local Corporate Advisory/ Fundraising

After itemized budgets are compiled for each committee and SPA, the information will be the framework for the comprehensive budget and work plan for each SPA. Budgetary line items are not limited to SPA, but all budgetary expenditures should tie into an SPA to ensure that spending is allocated in a manner consistent with the chapter's overall goals.

Several long term funds have been planned in this budget as well. Included in these funds is consideration for Forum 2013 dollars that must be raised. The overall strategy is to raise funds beginning this year, and compile those dollars with funds raised in the following fiscal years.

Revenues: Existing and Potential

When creating the fiscal year budget it is imperative that goals associated with the budget work plan be realistic in nature-and can eventually be funded if necessary. An essential piece of organizational/chapter sustainability relates to how well we can adapt our goals to our financial resources and be flexible in the use of those resources when applicable. As always, the budget is just a plan and at times that plan has to be modified.

When analyzing revenue sources the following have been considered:

- Existing Membership Revenue
 - Individual
 - The chapter currently receives \$30 from each member that has paid their local and national dues. We currently have 103 members* that have paid chapter dues, yielding **\$3,090** annually.
 - Corporate
 - The chapter currently has 4 corporate members* associated with our chapter. Only 3 have been identified as paying \$30 for chapter dues yielding **\$90** annually.
- Anticipated Income
 - Individual and Corporate Membership Goals

- Options: Advertisement on website and facebook page, direct link to donors website from chapter website, recognition on program materials at meetings, recognition on signage, recognition at hosted events, opportunity to speak at hosted events, invitation to exclusive events
- Funds will be diverted to SPA by donor choice or by executive board
- Program/Event Sponsorships
 - Program Committee or CAC have identified individual sponsors for scheduled events for fiscal year.
 - Sponsor is recognized at the event only; print materials, signage, opportunity to speak, verbal recognition
- Restricted Revenues
 - Revenue from Sponsors directed for a specific purpose

Organizational Sustainability

Managing Reserves and the Budget

Executive Board Policies on Reserves

To ensure the fiscal stability of the chapter, the executive board will need to adopt policies associated with maintaining a reasonable cash reserve balance throughout the fiscal year. Cash reserve levels are normally a percentage of the total fiscal year budget and can range from 8 to 15%. This committee recommends that cash reserve levels be set at 10% of the total budget.

It will be the Treasurer's responsibility to notify the board if these levels are reached anytime during the fiscal year.

Understanding Cash Position

Currently, the President and Treasurer have access to the bank account for the chapter. Financial reports will be provided to the board that clarify the chapter's cash position. It is imperative that the board be cognizant of the cash position of the chapter at all times when making important decisions that might impact the chapter. It is the Treasurer's responsibility to update the board and provide sound financial advice. It is also important for the board to be aware and up to date with this information in case there needs to be an amendment to budgetary spending plans.

The Treasurer will provide historical information to the board when necessary or upon request. Any expenditures related to these requests should be authorized by the board collectively.

Budget Amendments

The board will need to identify and approve a process in the event that the fiscal year budget needs to be amended at any time. If things do not go as planned throughout the fiscal year, it is important that the board communicate to the membership any budget amendments that might be made that will impact chapter activities.

Tracking Adopted Budget Revenues & Expenditures

The Treasurer will provide the board with budget-to-actual reports on a quarterly basis. These reports will be valuable in understanding the revenues that are flowing in and out of the chapter as the fiscal year progresses.

Emerging Leaders Strategic Plan
2010 - 2012
Submitted by: Shamiah T. Kerney, Chair

Introduction

The National Forum for Black Public Administrators (NFBPA) Future Focus program is intended to help prepare the next generation of public administrators. Future Focus concentrates on new entrants into the field of public administration (five years or less), and public administrators that are low to mid-level managers (persons ages 18-40). This plan presents the integrated framework of policies and practices that NFBPA will use to guide its efforts in preparing the next generation of public administrators. The elements of the plan embody the five challenge areas that the Emerging Leaders Committee Chair and the Executive Board have identified as critical to engaging Emerging Leaders and leading to chapter sustainability: increasing membership; professional development opportunities; resource development; and, community involvement.

Challenges

Both nationally and locally, NFBPA is experiencing a decrease in membership. This fact, in part may be attributed to questions or concerns regarding the “value added” of being a member of NFBPA. For the Emerging Leaders target population, this reason, along with many others may affect their ability to join and be active in NFBPA. For example, with the continuing financial crisis, current members, students and new entrants into the workforce or field of public administration that are in the Emerging Leaders target population, may not be able to join NFBPA or sustain their memberships due to associated costs. Further, employers’ monetary assistance for training and professional development opportunities is decreasing. In addition, one impediment to increasing the presence of Emerging Leaders at FORUM is the associated costs. With limited available financial assistance, NFBPA must determine a strategy to increase and maintain their membership.

Another challenge for NFBPA nationally and locally is providing the desired professional development opportunities to its members. This is particularly true of the Emerging Leaders, as the target population is a wide range both in age and work experience. In addition to knowing the kind of the professional development opportunities to provide, logistics can also be a challenge. Many students find it difficult to participate in chapter events because of class schedules, while those in the workforce may find that it is logistically challenging to attend chapter events.

The challenges mentioned above are just a couple of the challenges the NFBPA is currently encountering. The goals identified below establish a framework for an action plan that should assist in meeting the goals of this committee, the Executive Board, and the members of the NFBPA Metropolitan Atlanta Chapter.

GOAL ONE: Increase MAC Membership

In supporting the NFBPA mission to serve the magnet organization for linking public, private and academic institutions into an effective network to support interdisciplinary communications, management innovation and professional development among Blacks choosing public service careers, membership is a key element. NFBPA-MAC must place priority on increasing the number of public administrators that join and remain active in the organization. The following methods can be utilized to meet this goal:

1. Recruit new members and re-engage past members in the Emerging Leaders target population
 - a) Work with the Membership Chair to send correspondence to members within the targeted age and experience range with lapsed memberships.
2. Recruit new members through campus outreach
 - a) Provide formal presentations about the organization at Metropolitan Atlanta colleges and universities. Colleges and universities include, but are not limited to:
 - Central Michigan University
 - Clark-Atlanta University
 - Clayton State University
 - Georgia State University
 - Kennesaw State University
 - Morehouse College
 - Spelman College
 - b) Develop student chapters (i.e. AUC-NFBPA and KSU-NFBPA chapters)
 - High schools with public policy and government tracks could also be included (i.e. Therrell, Grady and Maynard Jackson)
3. Recruit new members through social events
 - a) Social events include, but are not limited to:
 - Executive Chat-n-Chews
 - Quarterly meet and greets
 - Locations will vary across the Metropolitan Atlanta area

GOAL TWO: Provide Professional Development Opportunities

In supporting the NFBPA mission to groom and prepare younger, aspiring administrators for senior public management positions, NFBPA programs such as the Executive Leadership Institute and the Mentor Program are key initiatives needed to meet the mission. In addition, student members will gain additional professional development through participation in the annual FORUM conference. Further, NFBPA should be in the forefront of providing other professional development opportunities that provide the skills needed to become a successful and knowledgeable public administrator. The following methods can be utilized to meet this goal:

1. Conduct a student workshop at FORUM annually

- a) Collaborate with student members to present research papers on a topic relevant to public administration
2. Develop internship opportunities
 - a) Begin the Pathway to Leadership Pilot Program
 - Re-affirm commitment from host cities
3. Develop the Emerging Leaders Professional and Personal Development Training Series
 - a) The training series will include professional development topics such as:
 - Managing Up
 - Leadership Characteristics
 - The Art of Effective Feedback
 - b) The training series will include personal development topics such as:
 - Financial Literacy
 - Retirement Planning
 - Credit 101

GOAL THREE: Increase Community Service and Involvement

In order to be a public administrator, you must FIRST be a servant of the public in which you represent. As executives and managers in the field of public administration, it is vitally important that we engage in community service activities. Engaging in community service activities will not only provide visibility to NFBPA, but it will allow the organization to aid in the areas that are governed by the very individuals in which the organization was founded to support. The following methods can be utilized to meet this goal:

1. Participate in local community service activities (minimum of three per year)
 - a) High visibility community service events
 - Hosea Feed the Hungry
 - MLK Hands on Atlanta Day
 - Fox 5 Toys for Tots
 - V-103 School Supply Drive
 - Mega church events (New Birth, etc)
 - b) Local government community service events
 - Dekalb County Clean-up Day
 - c) Non-profit organization community service events
 - Atlanta Food Bank
 - Children's Restoration Network (various)
 - Salvation Army Angel Tree Program

GOAL FOUR: Increase Marketing of Emerging Leader Events

The aforementioned goals cannot be met without an effective marketing plan to inform NFBPA members about planned events. With the numerous social media outlets currently used by individuals in all age groups, technology is important for recruiting and sustaining members in the organization, keeping current and potential members aware of events, and can increase participation in planned events. The following methods can be utilized to meet this goal:

1. Establish a monthly calendar to provide members with advance notice of MAC planned events
2. Utilize technology to advertise planned NFBPA events
 - a) MAC and National websites
 - b) Eventbrite (for paid events only)
 - c) Facebook
 - d) Twitter
 - e) LinkedIn
3. Utilize traditional media outlets to advertise planned events
 - a) Radio (for larger events)
 - b) Newspapers/periodicals (for monthly meetings and quarterly events)

GOAL FIVE: Increase Funding for Emerging Leader Activities and Events

In order to obtain chapter sustainability, a focus must be placed on recruiting and maintaining individuals that are in the Emerging Leaders target population. One way to incentive this group is through financial support of this group's efforts to be involved with NFBPA locally and at the national level. The following methods can be utilized to meet this goal:

1. Provide memberships to Emerging Leaders
 - a) One-year memberships to four (4) Emerging Leaders annually
 - Criteria-based selection (i.e. economic hardship, participation in chapter events, etc.)
2. Provide financial assistance to students to attend FORUM
 - a) Travel grants to students presenting at FORUM annually
 - Amount and number of travel grants will be contingent upon the budget and fundraising efforts
3. Provide financial assistance to Executive Leadership Institute and Mentor Program participants
 - a) Travel grants to Executive Leadership Institute and Mentor Program participants annually to attend graduation at FORUM
 - 2010 - \$200 per Mentor Program participants; \$500 per Executive Leadership Institute participant
 - 2011 – TBD
4. Establish fundraising events to benefit the Emerging Leaders

NFBPA-MAC E-COMMUNICATIONS STRATEGIC PLAN

I. Purpose

"The newest computer can merely compound, at speed, the oldest problem in the relations between human beings, and in the end the communicator will be confronted with the old problem, of what to say and how to say it."

Edward R. Murrow

The purpose of this strategic e-communications plan is outlined in the identification of the following strategic goal:

To effectively enhance awareness and understanding of events, notifications, policies, issues, and developments by members and/or potential members of the NFBPA, including but not limited to the MAC Chapter.

This strategic plan will serve as the principal roadmap to ensure that the broad strategies and tactics herein are achieved. It should also be noted that this plan is intended to be a living, breathing document that can and will be altered as circumstances change and as strategies, goals, and objectives are achieved.

II. Target Audiences

"Communication leads to community, that is, to understanding, intimacy, and mutual valuing."

Rollo May

The primary target audiences of this plan are identified as the members and/or potential members of the NFBPA, including but not limited to the MAC Chapter in order to effectively enhance awareness and understanding of events, policies, issues, and developments by members of the NFBPA community. NFBPA community consists of potential members, sponsors, the general body, board & committee members, students and leadership.

III. Scope

"The new electronic independence re-creates the world in the image of a global village."

Marshall McLuhan

This plan is limited in scope to the internal audiences identified in the previous section. It is also limited in scope in terms of its purpose, which is to effectively enhance awareness and understanding of events, notifications, policies, issues, and developments.

This plan seeks to address and/or replace procedures and protocols as they relate to e-communications. This plan also seeks to create structured and systematic communications between its leadership and members.

IV. Strategies and Tactics

“The key to success is to get out into the store and listen to what the associates have to say. It’s terribly important for everyone to get involved. Our best ideas come from clerks and stock boys.”
Sam Walton

The following strategies and tactics are identified to meet the overarching strategic goal of this plan. They provide the framework necessary to implement this plan across the NFBPA community:

Strategy 1

Implement a system of communiqué that provides guidance to local NFBPA members in terms of understanding what internal/external messages are and how to deliver those messages across the membership.

Tactics

a. Develop a system of categorical communiqué for events, Notifications, policies, issues, and developments. For the purposes of internal communication, the following levels of communiqué are defined:

Level 1 –Announcements: Such announcements are of high importance, as they affect large numbers of the NFBPA community. Key here is the fact that immediate notification is most often not required (though in some instances it may be). Communication can occur in a planned manner, even if that means hours or days. Such policy announcements are generally sent by Angela Shuttlesworth. Website updates will only be accepted twice a month (1st and 15th). In the development stages it is understood that additional updates may be needed. For this purpose, the communications committee is offering to provide a tutorial to all committee chairs so that updates to their committees individual pages can be adjusted without having to contact a member of the communications committee. This should be a rarity and not a norm.

In such cases where immediate notification may be required and may be of high importance, these news items would be classified as Level 1 communiqué.

Level 2 – Events: Such announcements are generally those events that can be planned well in advance and include but are not limited to functions such as general body meetings, board meetings, surveys award ceremonies, public forums, symposiums, dinners, luncheons, mixers and so forth (under certain circumstances immediate notification may be required). It is suggested that dates and location of events are provided for disbursement to the membership with as much advance notice as possible. Reminder messages will be provided closer to the event; however a long-term confirmed calendar of events would be beneficial to the chapter.

Level 3 – News: Such announcements are generally related to news, past, present or future, that deals with job announcements, training opportunities, conferences, events, notifications, policies, issues, and developments by or related to members of the NFBPA.

b. Develop communication matrices to support the successful dissemination of the various communiqué to identified target audiences. Matrices include procedures and protocols for structured and systematic communications.

Strategy 2

Identify systematic vehicles of communication in order to provide reliable sources of communication so that internal constituencies are aware of events, policies, issues, and job announcements, training opportunities, conferences, events, notifications, policies, issues, and developments with the NFBPA community. Attaining this goal will provide members of the NFBPA community with the greatest opportunity to be actively engaged.

Tactics

a. Develop a list of communication vehicles for dissemination of internal/external messages. Implement "required" and "optional" labels for identified systematic vehicles of communication.

Required Vehicles (as denoted on the attached communications matrices)

- Graphically enhanced HTML e-letter
- Central Calendar
- Updated Web site (appropriate news section)
- Events Digest
- All E-mail lists
- RSS Feeds
- SMS (Text Messages)
- Social Networking (Facebook, Linked-In, Twitter, etc.)

Optional Vehicles Strategy 3

Enhance communications at and between all levels of the NFBPA community by informing and educating members about the plan. Critical to achieving success here is ensuring that all members understand that they are communicators on a daily basis. Not only is it important for the website to communicate with its constituencies; however, it is equally, if not of greater importance for the constituents to be able to communicate needs and if they are being met.

Tactics

a. Develop presentation to be delivered to leadership outlining the strategic communications plan

b. Deliver presentation to boards and committees

c. Develop communication plan to inform the NFBPA community leadership of systematic vehicles identified and employed to enhance awareness and understanding of announcements, training opportunities, conferences, events, notifications, policies, issues, and developments by members of the NFBPA community

It is recommended that we implement an HTML e-letter. A more graphically pleasing and organized (and designed) e-letter and website would not only enhance and highlight news and events, but it would additionally serve to better market MAC. Moving this information from the confines of an e-mail digest and pushing it to the web highlights news and events to prospective members as well as the NFBPA community, sponsors and various other

constituencies, will increase the effectiveness of our communications. It additionally provides content that increases our “Google-ability” so the world can find out how truly vibrant the MAC community is.

Strategy 4

Utilize quantitative/qualitative research methods to measure the effectiveness of the strategic communications plan, employing outcome goals to gauge effectiveness.

Tactics

- a. Develop survey mechanism to measure attitudes and opinions of employees regarding the MAC’s internal communications to determine their sources of information and their informational preferences and needs and fine tune the communications plan according to findings after three month period.
- b. Develop set of outcome goals as a baseline for measuring effectiveness of internal/external communications

Outcome Goals:

1. Enhance the sense of community by better informing the membership of events, policies, issues, and developments so that they are provided with an opportunity to be wholly engaged in MAC activities.
2. Break down feelings of we-they between by developing and encouraging open communications principles. NFBPA is a member driven organization and thereby should operate as such.
3. Enhance pride among NFBPA-MAC by better informing them of noteworthy accomplishments on a regular basis.
4. Increase awareness of job announcements, training opportunities, conferences, events, notifications, policies, issues, and developments by the NFBPA community by deploying a modern media-style approach to internal communication.
5. Enhance the understanding by community members of the critical role they play in contributing to the information flow as it relates to developing and sustaining messages related to events, policies, issues, and developments that impact NFBPA-MAC community

Supporting Documentation

- I. Guiding Principals
- II. Challenges to be Addressed
- III. Optional Communication Vehicles
- IV. Internal Communications Operational Rollout Plan**
- V. Communication Matrices

I. Guiding Principles

“There is more than a verbal tie between the words common, community, and communication.... Try the experiment of communicating, with fullness and accuracy, some experience to another, especially if it be somewhat complicated, and you will find your own attitude toward your experience changing.”

John Dewey

This strategic plan is based on communications principles that offer the greatest likelihood of success, given the nature and scope of the environment in which the NFBPA-MAC community operates and functions. These principles state that proactive communication is more effective than reactive, that open communication is more effective than closed communication, and that decentralized systems (coupled with centralized distribution methods) best complement open systems of communication.

This plan employs systematic, centralized communication vehicles that allow the disparate divisions and units within the NFBPA-MAC community to contribute to the information flow. A proactive vs. reactive approach affords the community the opportunity to implement communications channels and tools that the NFBPA-MAC community can effectively rely upon to disseminate news related to job announcements, training opportunities, conferences, events, notifications, policies, issues, and developments that impact the members therein. Moreover, it ensures such information is communicated in advance using formally identified channels of communication. First, members of the community can be actively engaged in the association, and second, they understand the formal structure identified to communicate.

Layering an open communications approach on top of this provides a means for everyone to contribute to the information flow. A fundamental characteristic of successful communication suggests that information needs to be shared throughout an organization. An open system will allow information to be shared top-down, laterally, and bottom-up. Such a system necessitates that members of the NFBPA-MAC understand that each plays a role in disseminating job announcements, training opportunities, conferences, events, notifications, policies, issues, and developments that affect others in the NFBPA-MAC community.

A decentralized communications system best complements open communications. This is attributable to the fact that the best source of information is likely the individuals that oversee E-Communications such as the Recording & Corresponding Secretaries.

To ensure that information is communicated, however, this plan provides a centralized vehicle that collects and disseminates the information provided by individuals who are interested in getting information to the general body. It is of critical importance that members are equipped to successfully engage this centralized vehicle, and this plan addresses this point. Of additional importance is the fact that this plan embraces technology as its primary means of delivering the MAC's messages. This makes sense for two reasons:

- 1) The various new media employed best allow for systematic delivery of communication characterized by a proactive, open, and decentralized model; and
- 2) This plan allows the NFBPA-MAC to leverage existing resources during a time of great economic uncertainty.

It should be noted that electronic communications do not equate to less effective communications, but rather modern media are more and more the accepted norm. No greater example of this can be seen than at Washington State University, where President Elson Floyd issued a directive stating that "all internal communications at Washington State University will be shifted from paper to electronic formats." He further said, "I view this as one important step toward saving money and resources. However, I certainly do not view it as an attempt to downplay the importance of robust internal communications. Never has it been more important for people around the university to be informed of and included in the decisions we are making."

Like Washington State University, the NFBPA-MAC is presented with an opportunity to modernize its communication strategy, while at the same time saving valuable resources.

II. Challenges to Be Addressed

*"Communication works for those who work at it."
John Powell*

The following is a list of identified challenges to implementing this strategic communications plan. This plan offers an opportunity to positively enhance communications to the end of meeting the identified strategic goal outlined in section one. It represents a different and more effective way of communicating to its members. In short, it is a change in culture. These challenges can be overcome by leadership's continued support for bold initiatives that seek to effect positive change.

Challenge 1 – Achieving buy-in. This plan represents, as suggested earlier, a change in culture, a different way of communicating. It requires complete support and buy-in from the board.

Challenge 2 – Some identified channels of communication do not yet exist (e.g., An enhanced e-letter), require further development, or currently need revamping (e.g., e-mail distribution lists). To effectively meet the strategic goal of this plan, different ways of communicating have been proposed with the idea that successful communication can be achieved not by employing the current set of tools available to disseminate information but by employing a set of tools and strategies that can best achieve the strategic goal identified herein.

Challenge 3 – Resources are scarce. Those responsible for allocating resources will need to refocus priorities to ensure that the resources required to implement this plan are available to meet and achieve the strategic goal, strategies, and tactics herein.

Challenge 4 – This plan's reliance on new media builds upon the need to improve overall communications, which speaks to the website being the best vehicle to reach the members.

Support for the plan sends a clear signal to all members that the website plays a primary role in how the NFBPA-MAC communicates, not only internally but to the world. Additionally, support of this plan allows electronic communications to further be leveraged with other strategic external groups, potential members and/or sponsors who either visit the website to find information or by developing targeted communications (e.g., the e-letter or through social networking) or that could be developed in the future such as an electronic form subscribed-to community e-letter that promotes the association in terms of outreach and involvement.

For this to be successful, everyone must comply with the notification requirements established under **Strategy 1, Tactics, Level 1 –Announcements.**

III. Optional Communication Vehicles

This is not an exhaustive listing of optional communication vehicles. This representative list is provided in order to create awareness of the various vehicles beyond the required vehicles of communication that will allow NFBPA-MAC to build an effective communications mix in order to expand and/or reinforce awareness of messages:

- E-Letters
- Video Streaming
- Text Messaging
- Lunch-and-learn events
- Face-to-face small meetings
- Off site meetings, retreats, and events
- On-site events, speeches, training sessions
- Facebook
- Twitter
- Youtube
- Various other social media

Communications Operational Rollout Plan

ISSUE	ACTION	ACCOUNTABILITY	DELIVERY DATE	MEASUREMENT
Job announcements, training opportunities, conferences, events, notifications, policies, issues, and developments by or related to members of the NFBPA community	Effectively enhance dissemination of such information by developing strategic communications plan	Stephanie Thomas, CMC & Dr. Angela Shuttlesworth	Draft Strategic Plan Completed 08/12/2010	Requires approval from the Executive Board
NFBPA-MAC community needs to be aware of the existence of the strategic communications plan	Share plan with the general body	Marshall Taggart, MAC President	All Members to be notified of strategic plan no later than September meeting.	Plan to Take Action after Board Approval
Accountability system must be developed by key areas for strategic communications plan	Develop process/procedures for ensuring compliance with the required channels of communication, including delegation (Dr. Shuttlesworth) of posting various levels of communiqué to appropriate web site and central calendar	Stephanie Thomas, CMC & Dr. Angela Shuttlesworth	9/1/2010	Plan to Take Action after Board Approval
No centralized communication system is in place	Develop (electronic newsletter) and integrate push/pull strategies & web and central calendar to put in place centralized communication vehicles	Stephanie Thomas, CMC & Dr. Angela Shuttlesworth	E-mail delivery system obtained	
Funding for delivery vehicle must be procured.	Determine cost for delivery vehicle and procure funding	Stephanie Thomas, CMC, Dr. Angela Shuttlesworth and Greg Clay		
Plan must be formally launched	Develop launch plan and communicate to the NFBPA-MAC community	Stephanie Thomas, CMC & Dr. Angela Shuttlesworth		
	Official launch of communications plan, including moderated e-mail list	TBD		
Is this new communications strategy effective?	Develop quantitative/qualitative survey to show whether plan is effective in terms of achieving the goal stated herein.	Three months After Adoption by the board		Survey of internal target audiences

Communication Plan Implementation Matrix

PURPOSE	AUDIENCE	TIMING/ FREQUENCY	PROTOCOL	METHOD	ACCOUNTABILITY
Level 1 – Announcements	General Body, Prospective Members, Sponsors	Dr. Shuttlesworth to establish frequency and/or deadlines.	Extensively outlined under Strategies and Tactics	Extensively outlined	Leadership
Level 2 – Events	General Body, Prospective Members, Sponsors	Dr. Shuttlesworth to establish frequency and/or deadlines.	Notification through methods outlined under the heading methods channels	Required: Calendar; appropriate website news section; e-mail lists	Leadership or designee responsible for communicating the administrative directive
Level 3 – News	General Body, Prospective Members, Sponsors	Dr. Shuttlesworth to establish frequency and/or deadlines.	Notification through methods outlined under the heading methods channels	Required: Calendar; appropriate website news section; e-mail lists	Leadership or designee responsible for communicating the administrative directive



METRO ATLANTA CHAPTER

Programs Strategic Plan

2010-2012

Monica. E. Peete, 2nd Vice President – Program Chair

INTRODUCTION

The Program Committee is primarily responsible for planning, organizing and facilitating the Metro Atlanta chapter's scheduled monthly meetings and events. Designed to engage members and increase their public administration knowledge, these meetings always maintain the theme of professional development, as well as peer and career networking. The meetings are focused around various topics and bring recognized public, industry, and corporate leaders to the forefront. Through these programs, members are provided with greater knowledge of key social, economic and political issues within their sphere and Metro Atlanta.

PROGRAMS PLANNING

The 2nd Vice President – Programs Chair, in conjunction with the input of fellow board members, will outline the schedule for the year ahead, to include:

- Topics
- Speakers/ Panelists
- Meeting locations
- Sponsors

TARGET AUDIENCE for MEETING

- Students/Directors of the Program – MPA/ Institute of Higher Learning
- Entry Level Management (1-5yrs)
- Middle Managers (6-15)
- Executives (16-25yrs)
- Elected Officials
- Retired/Legacy
- Partnerships - Transportation/Health Care/Academia/Non Profits/Youth Programs



METRO ATLANTA CHAPTER

Programs Strategic Plan

2010-2012

LOCATIONS

To increase the membership and participation of the Metro Atlanta Chapter, during the general body meetings, the program committee will work to bring meeting and events to new areas, including DeKalb, Clayton, Cobb, and Gwinnett counties.

MARKETING

Work with the Marketing Committee to develop marketing material to assist in the branding of the chapter. Completion targeted for 3rd quarter of 2010.

- Chapter Logo
- MAC Retractable Banner
- MAC Hanging Banner
- MAC Table Cloth for Membership Table

COMMUNICATION

Develop communication means to increase the awareness of the chapter through print, broadcast, cable, radio, and Internet media outlets to send press releases , news alerts, and other related information.

- Black Media Outlets
- Social Media
- Newsprint
- Magazines
- Radio
- News Stations



METRO ATLANTA CHAPTER

Programs Strategic Plan

2010-2012

COMMUNICATION SCHEDULE to MAC LIST SERVE

- Save the Date with limited info: 3 weeks out
- Full Detailed Info: 2 Weeks out
- Full Detailed Info Reminder: Thursday before event
- Full Detailed Info Reminder- Day of event

COMMUNITY AFFAIRS

Respond to the community needs of the Metropolitan area. Community projects will be performed in the fall and the spring.

NFBPA MAC

Monica E. Peete, 2nd Vice President, Programs Chair

Programs 2010-2012

Purpose: Develop an annual calendar that strategically aligns all membership, community service, public policy, marketing, program, finance, corporate advisory, and budget initiatives/goals, associated with each NFBPA's strategic plan.

(June 17, 2010) - Mandatory MAC Quarterly Board Meeting - Hartsfield-Jackson Atlanta International Airport)

June 2010: (June 24, 2010) Meet & Greet NFBPA MAC Executive Board (confirmed) - Carpe Diem - 105 Sycamore Place, Decatur, GA 30030

(July 15 - 17, 2010) NFBPA National Board Meeting and National Leadership Awards Dinner: "Redefining Excellence in Leadership"-Washington, D.C./District Cup - Washington D.C. Chapter - 07/15/10) – confirmed

*July 2010: (July 22, 2010) - NFBPA MAC (proposed) Partners in Education - Atlanta Public School - Proposed speaker Randolph Bynum Associate Superintendent, Intro APS Principal/Administrator

*August 2010: (August 22 - August 28, 2010) - NFBPA MAC (proposed) Public Service Week: "Realizing the Dream: Building on Leadership & Public Service Excellence"

-08/23/10 – Public Policy Forum Partnership **with National Black MBA Association, Atlanta Chapter, Atlanta Business League (ABL), Conference of Minority Transportation Officials (COMTO), Georgia Minority Supplier Council** - Governor's Forum – **Fulton County Government Center, Assembly Hall. 141 Pryor Street SW, Atlanta, GA 30303**

-08/26/10-MAC General Body Meeting/2010-2012 Inauguration – One Ninety One Club

September 2010: September 21, 2010 Public Policy Forum partnership with the Georgia Association on Black Women Attorneys and Dekalb Bar Association.

October 2010: Winter Quarterly: (October 21 & 22, 2010) Symposium 2010: ("Time for Change: Equipping Yourself with the Tools to Succeed") - Austin, Texas: Proposed National NFBPA Board Meeting – confirmed

*October 2010: (October 28, 2010) - NFBPA MAC (proposed) Meet and Greet/Fall Membership Drive/New Member Orientation - honoring Women in Public Administration, Law, Education, and Politics (Place: TBD) **

*November 2010: (November 22/23, 2010) - NFBPA MAC (proposed) Thanksgiving participation - Hosea Feed the Hungry – Community Affairs

*December 2010: (December 12, 2010) - (proposed) NFBPA MAC Holiday Party/Toy Drive & Member Recognition Ceremony (proposed– Sunday December 12, 2010 6:00-10:00pm at Mercedes Benz of Buckhead

*January 2011: (January 27, 2011) - (proposed) NFBPA MAC host (TBD): Executive Leadership Institute Class of 2011 – Place TBD

[January 2011: Winter Quarterly](#)

*February 2011: (February 24, 2011) - NFBPA MAC Black History Month Reception honoring MAC Corporate & Legacy Committee History Makers/New Member Orientation - Place: TBD

*March 2011: (March 24, 2011) - NFBPA MAC (proposed) Health Care - "Premiums and Profits" Awareness Public Policy Forum

March 2011 – Community Service Project

*April 2011: (April 16 - 20, 2011) - NFBPA Forum - Chicago, IL
(April MAC Breakfast – Date/Place to be confirmed)

*May 2011: (May 19, 2011) - (proposed) NFBPA MAC Public Policy Forum (City Going Green Economic Development) - (Targets: Nationwide and Cigna Insurance Companies) Annual Business Meeting – year in review

*June 2011: (June 23, 2011) - (proposed) NFBPA MAC Celebrating Juneteenth Parking Lot BBQ and Braves Outing

*July 2011: (July 28, 2011) - (proposed) Kick-Off of NFBPA MAC Local Pathways to Leadership Program/Professional Development Institute - Future Focus - Proposed Atlanta Metropolitan College

July 2011: Summer Quarterly:

*August 2011: (August 26 or 27, 2011) – 1st Annual Scholarship NFBPA MAC Boat Ride - Stone Mountain Park - DeKalb County, GA

*September 2011: (September 22, 2011) (proposed) NFBPA MAC Meet and Greet/Fall Membership Drive/New Member Orientation - honoring Men in Public Administration, Law, Education, and Politics (Place: TBD)

*October 2011: (October TBD) (proposed) NFBPA MAC 1st Annual Celebrity Golf Outing Fundraiser (Place: DeKalb County)

October 2011: Winter Quarterly

*November 2011: (November 22, 2010) - NFBPA MAC (proposed) Thanksgiving participation - Hosea Feed the Hungry – Community Affairs

(December 8, 2011 - Mandatory MAC Board Meeting - Hartsfield-Jackson Atlanta International Airport)

*December 2011: (December 15, 2011) - (proposed) NFBPA MAC Holiday Party/Toy Drive & Member Recognition Ceremony (proposed)

*January 2012: (January 28, 2012) - (proposed) NFBPA MAC host (TBD): Executive Leadership Institute Class of 2012 – Place TBD

January 2012: Winter Quarterly

*February 2012: (February 25, 2012) - (proposed) NFBPA MAC 1st Annual "Marks of Excellence Awards Luncheon" Hotel: Marriott Marquis Atlanta Hotel

*March 2012: (March 25, 2012) - NFBPA MAC (proposed) Public Policy or Political Action Forum - TBD Annual Business Meeting

*April 2012: (Dates: TBA) - NFBPA Forum - Virginia Beach, VA
(April MANDATORY Breakfast MAC Board Meeting - Date to be confirmed)
Atlanta presents at FORUM 2012

*May 2012: (May 20, 2012) - 2012 - 2014 NFBPA MAC Elections (Place: TBD/Chair to be appointed)