

BLACKS IN GOVERNMENT®

STRATEGIC PLAN



Vision Strategy Plan Success

“A WORLD CLASS TRAINING ORGANIZATION”

2015 – 2019

Revision Approved by the NBoD February 15, 2019

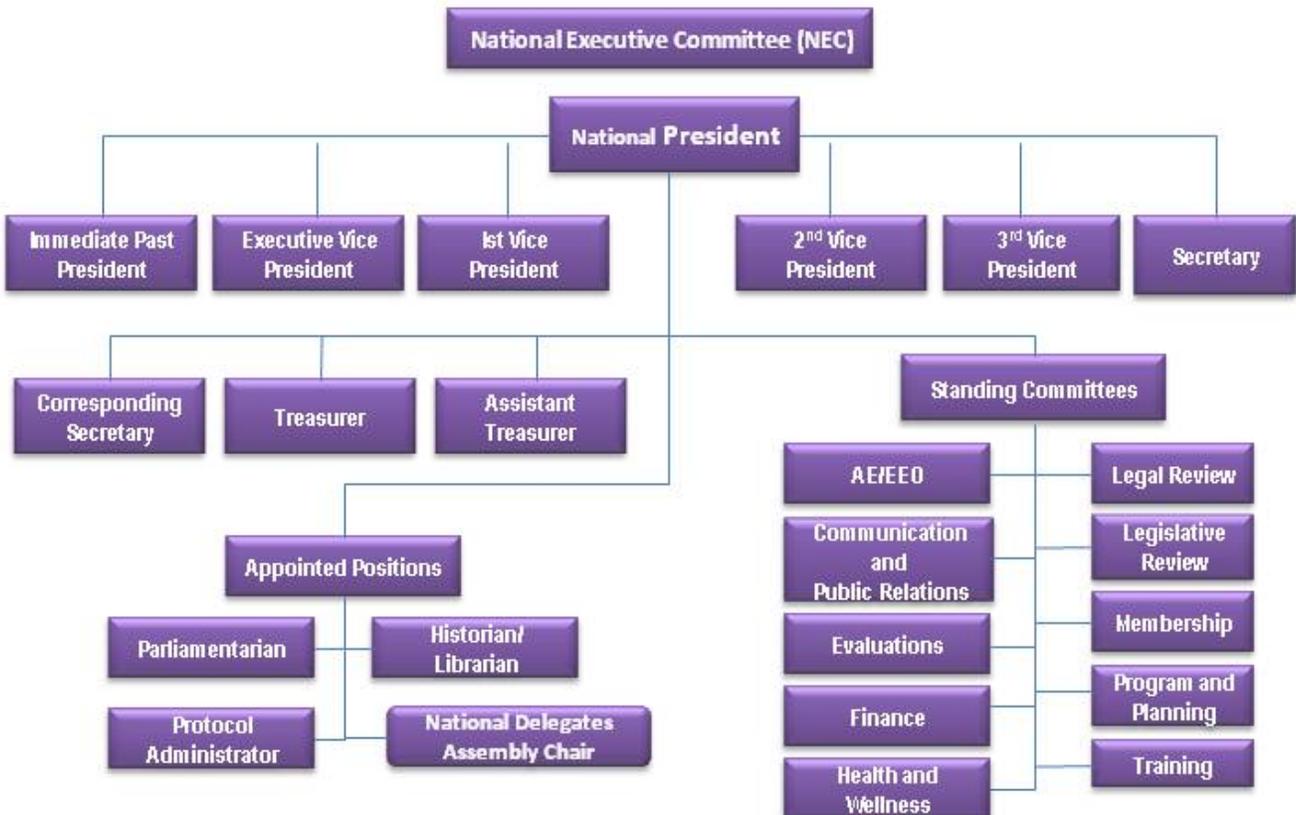
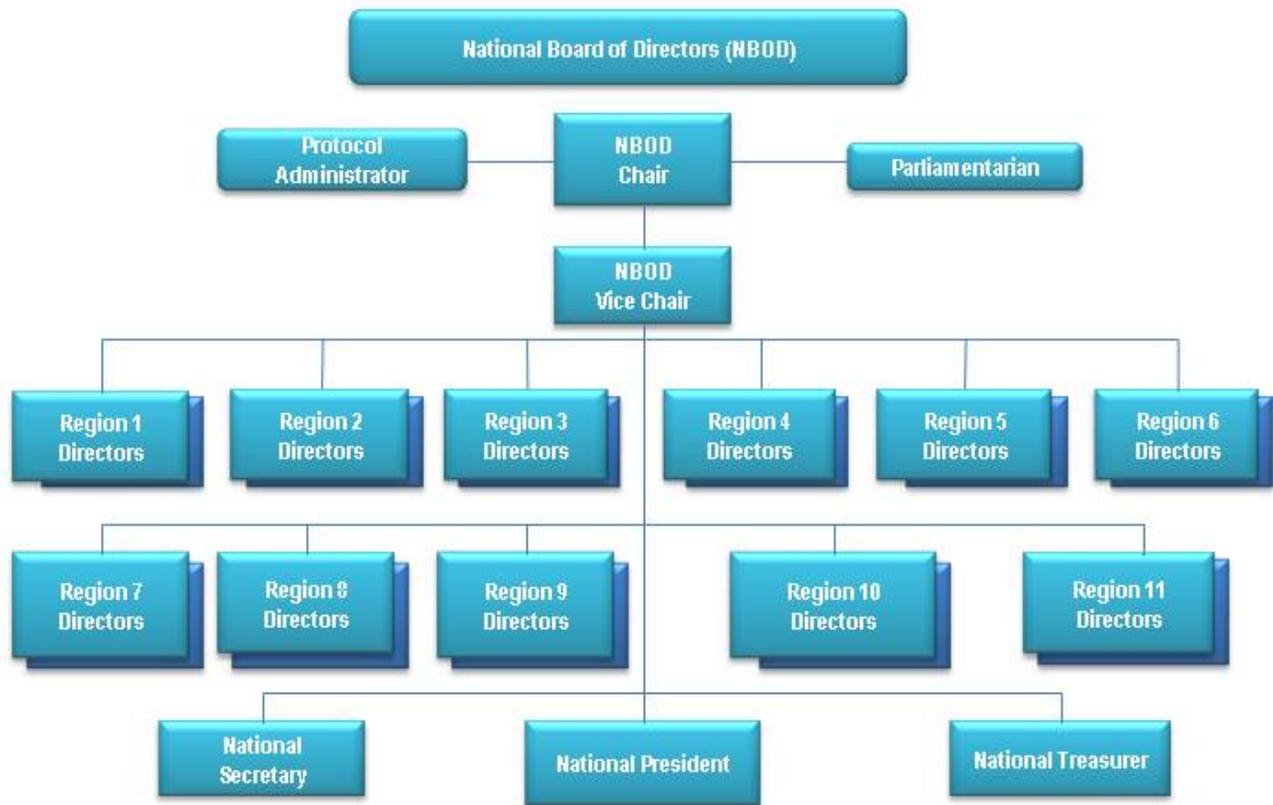
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National Organizational Chart





Blacks In Government®

3005 Georgia Avenue, NW
Washington, DC 20001-3807
(202) 667-3280 — FAX (202) 667-3705
www.bignet.org

BOARD OF DIRECTORS

Region I

Jacquelyn D. Allen
Daniel Comia

Region II

Lee Lawrence
Gwendolyn Townsend

Region III

Regina D. Kennedy, Vice Chair
Dr. Lynwood A. Townsend

Region IV

Honorable Mary D. Peoples
Honorable Anthony Rhodes

Region V

Loretta Beavers
Deena Sheppard

Region VI

Honorable B. Faye Stewart
Katherine Cage

Region VII

Delores Ivy
Tracey C. Bradford

Region VIII

Michelle Blackmon
Audrey McCray

Region IX

Edna P. White
Sheila B. Johnson

Region X

Duane Hill
Cheryl Peterson

Region XI

Dr. Hezekiah Braxton III
Honorable Darlene H. Young, Chair

EXECUTIVE COMMITTEE

National President

Honorable Dr. Doris P. Sartor

National Executive Vice-President

Dr. Contress Braxton

National 1st Vice-President

Jesse Sharpe

National 2nd Vice-President

Matthew Fogg

National 3rd Vice-President

Dr. Deborah A. McClanahan

National Secretary

Sandra F. Glenn

National Corresponding Secretary

Paula E. Davis

National Treasurer

Norma Samuel

National Assistant Treasurer

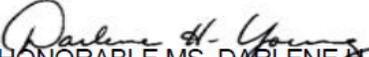
Rochelle Bryant

National Immediate Past President

Honorable Darlene H. Young

April 4, 2017

TO: ALL BLACKS IN GOVERNMENT MEMBERS

FROM: 
HONORABLE MS. DARLENE H. YOUNG
Chair, National Board of Directors

SUBJECT: 2015-2019 Strategic Plan Update

The National Board of Directors (NBoD) has updated the 2015 – 2019 Strategic Plan. The Strategic Planning Committee was tasked with reviewing the current plan and updating it to reflect any changes in internal and external norms previously established. The committee assessed each phase of the plan and made adjustments accordingly and has created a dash board for a quicker view of NBOD's overall Strategic Plan at a glance.

The committee ultimately evaluated how well we were executing the organizational mission, realizing goals and effectively aligning financial resources with desired outcomes. In going through this process, it became blatantly clear that we must take into consideration that there is a direct correlation between organizational goals and resources needed to achieve those goals.

Recent trends have made us keenly aware of the changing dynamics of a global and government economy. These changes have substantially impacted our ability to be responsive to members, due to constraints on our income streams. This is a primary reason why we are taking a greater look in identifying how best we can serve you. Consequently, going forward greater emphasis will be placed in identifying programs and earmarking financial resources for programs which have a greater impact and/or meet the needs of a larger segment of our membership base.

Strategic planning can be a difficult task, but if we are going to be responsive to the needs of our members and serve you better, it's a task worth our efforts! We thank you for your commitment and continued support.

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Dr. Hezekiah Braxton III
Honorable Darlene H. Young, Chair
- ## EXECUTIVE COMMITTEE
- National President
Honorable Dr. Doris P. Sartor
 - National Executive Vice-President
Dr. Contress Braxton
 - National 1st Vice-President
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 - National 2nd Vice-President
Matthew Fogg
 - National 3rd Vice-President
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 - National Secretary
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 - National Corresponding Secretary
Paula E. Davis
 - National Treasurer
Norma Samuel
 - National Assistant Treasurer
Rochelle Bryant
 - National Immediate Past President
Honorable Darlene H. Young

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 important 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 Federal, State and local governments and to establish a national network of Black

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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.

STRATEGIC PLANNING COMMITTEE

NBoD Chair	Honorable Ms. Darlene H. Young	Region XI	Carl T. Rowan Chapter
NBoD Vice Chair	Dr. Lynwood A. Townsend	Region III	NSWC DD Chapter
Committee Chair	Ms. Delores Ivy	Region VII	Saint Louis Metropolitan Chapter
	Ms. Esther Seabrook	Region II	Lower Manhattan Chapter
	Ms. Gwendolyn Townsend	Region II	U.S. Customs & Border Protection Chapter
	Mr. Kenneth C. Pearson	Region IX	Ventura County Chapter
	Mr. Michael Smith	Region VIII	Denver Federal Center Chapter

COMMITTEE RESPONSIBILITIES

“Develops the National Strategic Plan and oversees the implementation. Responsible for updating the plan as goals are met and new goals are established.”

COMMITTEE MESSAGE

The Strategic Planning Committee is pleased to release the Blacks In Government Strategic Plan for Fiscal Years 2015 through 2019. The Strategic Plan reflects a new strategy to address the shift in paradigm that has impacted BIG and the Federal, State and Local governments.

Economic restraints and a training program built on inclusion are paramount to the future of Blacks In Government. The success of our Strategic Plan depends on the daily efforts of approximately 6,400 dedicated members, located in 11 Regions across the nation, working homogeneously to meet our goals and objectives. In creating the Strategic Plan, we sought the input of the delegates and all levels of the organization. As a result, the plan is a true reflection of our membership and all those who share an interest in the goals and objectives of BIG.

These lean budgetary times require BIG prioritizing its objectives and goals and being realistic in identifying strategies and setting results based accountability measures. Thus, while this plan is forward-thinking, it assumes that **NTI** revenue and budgetary resources must be supplemented over the next three years, with additional funding provided from fundraising, grants and increased membership.

FOUR MAJOR FOCUS AREAS

Four focus areas underlie the Strategic Plan, as we have tried to address ways to make the organization more transparent and encourage Results-Based Accountability. *The focus areas are as follows:*

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

Communication: It is critical to the successful execution of this strategic plan that communication is clear, open and transparent. Information must flow from our leadership to committee, from committee to committee and to all levels of the organization timely and with integrity.

Finance: If this organization is to be fiscally responsible, it is imperative that the Treasurer and 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 evaluated for efficiency and effectiveness. Budgets must be flexible and spending managed by cost analysis. In order to maintain the intrinsic value of Blacks In Government, the Treasurer, FAOC, Program oversight, Time and Place and Personnel committees should interact consistently to do cost analysis and provide data to the NBoD to make informed financial decisions.

Advocacy: Our advocacy role should define Blacks In Government as a World Class Training Organization focused on barriers and enhancements to career development and the eradication of racial discrimination by establishing a coordinated Government-Wide initiative to promote diversity and inclusion IAW Executive order 13583.

Partnerships with DoD, OPM and other government agencies should be continued to share strategies and resources. As we redefine and strengthen our relationships with the 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 intend to 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 most critical part of Blacks In Government is its members. Our focus should 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 will show the current and potential members the benefits of being an active member of BIG. Our attempt is to show the members and others that BIG can greatly improve the implementation of its programs, financial position, and advocacy efforts when we have an increasing and strong membership. Our belief is that we are “Strength in Numbers.”

RATIONALE FOR REVISION

The revision of the Strategic Plan is designed to enhance the natural nexus between Blacks In Government’s Purpose, Vision, Mission, Goals/Objectives, Programs and Strategies. It attempts to link us to our internal and external resources, stakeholders and provide pathways and/or clearer alignments to achieve the organization’s vision, with a Results Based Accountability system. This system uses indicators that measure input, process, output and outcomes. These indicators can be identified for our programs, services, and initiatives. In pursuant of Blacks In Government Organization Policy and Procedures Manual Policy #2:14: Subject: Strategic Plan Reporting Requirements herein lies these revisions for identifiable reports and reporters, timelines, responsibilities and quantitative measures. These efforts will greatly assist us in reaching our goals of Equity, Excellence and Opportunity.

ORGANIZATIONAL DESCRIPTION

Blacks In Government® (BIG) was established in 1975 and incorporated in 1976 by a small group of African Americans at the Public Health Services which is a part of the Department of Health, Education and Welfare in the Parklawn building in Rockville, Maryland. The organization was viewed as essential to the Black civil service employee, based on a wide assortment of racially motivated problems faced by the HEW Black employees in Rockville. Initially, it was thought that the umbrella organization would address only the problems at the Federal level. However, it was soon determined that State, County, and Municipal Black employees were faced with the same general type of employment problems. Nonetheless, Blacks In Government was organized in 1975 and incorporated as a non-profit organization under the District of Columbia jurisdiction in 1976. BIG has been a national response to the need for African Americans in public service to organize around issues of mutual concern and use their collective strength to confront workplace and community issues. BIG's goals are to promote EQUITY in all aspects of American life, EXCELLENCE in public service, and OPPORTUNITY for all Americans.

Purpose	Serves as an advocate of equal opportunity to address practices of racial discrimination against Blacks in government and promote professional development for Black government employees at the Local, State and Federal government levels and others dedicated to justice for all.
BIG Vision	Member focused, world class enterprise, recognized for excellence.
BIG Mission	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	<ul style="list-style-type: none"> • Be Accountable • Commit to Excellence • Act with Integrity • Take Responsibility • Work as a Team • Remain Loyal and Dedicated

GOALS AND OBJECTIVES

BIG functions as an employee support group, an advocacy group and a resource group for Black civil servants.

The stated goals are:

- I.** To be an advocate of equal opportunity for Black 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 the gathering and dissemination of information to Blacks in Government.
- VI. To provide a nonpartisan platform on major issues of local, regional, and national significance that affect Blacks in Government.

GOALS AND OBJECTIVES

Goal I: To be an advocate of equal opportunity for Blacks in Government.

Strategies:

- a) BIG **will** communicate with government agency officials (and all other employers) the purpose of BIG at least twice per year.
- b) BIG **will** create events that would advertise and encourage all minorities to join BIG at the National and Regional levels.
- c) BIG **will** examine the annual OPM Report Card on federal government and other agencies to compare the statistics to determine the trends of minority employees as it relates to recruiting, promotions, demographics, etc.

Goal II: To eliminate practices of racism and racial discrimination against Blacks in Government.

Strategies:

- a) BIG **will** meet with agency management officials to point out practices of racism and racial discrimination against Blacks (and other minorities) in government and offer solutions to eliminate unfair practices.
- b) BIG **will** use the MD 715 reports to show patterns of racism and racial discriminatory practices at agencies.

Goal III: To promote professionalism among Blacks in Government.

Strategies:

- a) BIG's **will** ensure the National Training Institute (NTI) creates and designs venues to offer its members a wide variety of professional development training.
- b) BIG **will** ensure that obtaining and enhancing professional development training should be the goal of every employee in the public or private sector.
- c) BIG **will** offer all of its members the opportunity to become involved in some phase of professional development training on an annual basis.

Goal IV: To develop and promote programs which will enhance ethnic pride and educational opportunities of Blacks in Government.

Strategies:

- a) BIG **will** promote programs that emphasize ethnic pride to its members and to communities that value this Organization by having its own programs during Black History Month and by supporting other Black History Month programs.
- b) BIG **will** promote ethnic pride by providing information through the use of pamphlets and brochures at the NTI and other programs BIG sponsors about its own rich history, its members, and the challenges that BIG has faced to advocate equal opportunity in the workplace.
- c) BIG **will** monitor and track government members who complete the Darlene H. Young Leadership Academy on their career advancement opportunities on an annual basis.

Goal V: To establish a mechanism for the gathering and dissemination of information to Blacks in Government.

Strategies:

- a) BIG will gather and disseminate information by using various tools i.e., email & all other electronic communication venues to keep BIG members informed on issues and activities that impact government employees
- b) BIG will develop methods to evaluate the quality of information received by its members.

Goal VI: To provide a nonpartisan platform on major issues of local, regional, and national significance that affect Blacks in Government.

Strategies:

- a) BIG will stay informed about legislative affairs that are important to its members and reports that may be at various stages of approval; and communicate the impact that certain legislative documents would have on public policy that affect BIG members.
- b) BIG will emphasize voter education, voter registration, and the need to get out and vote in record numbers.
- c) BIG will assist with organizing those activities independently and with other organizations.

**FOCUS AREAS
SPECIFIC GOALS, OBJECTIVES, AND MILESTONES**

FOCUS AREA COMMUNICATION FLOW					
	2015	2016	2017	2018	2019
Goal 1 - Institute visits by the National President to visit different Regional Council meetings or attend programs.	20%	20%	20%	20%	20%
Goal 2 - Enhance the mechanism for gathering and disseminating information to Blacks In Government membership.	Ongoing	On-going	On-going	Ongoing	Ongoing
Objective 2a: Survey the membership on how they would like to receive information.					
Objective 2b: Create a calendar of events/activities, i.e., NEC and NBoD meetings, visits, etc., and share the results to the membership.					
Goal 3 - Continue all current interest groups, activities and programs periodically evaluating the need for new groups, activities and program, eliminating groups that have out-lived their useful purpose.	40%	50%	50%	Ongoing	Ongoing
Objective 3a: Consider restructuring of the group to appeal to a wider audience.					
Objective 3b: Foster self-government by groups responsible for setting up meetings and agendas of the greater interest and benefit to the membership.					
Goal 4 - Establish mechanism for small groups to brainstorm on topical issues.	25%	40%	10%	15%	10%

Objective 4a: Allow the membership to request to be part of the groups.					
Objective 4b: Allow a topic of interest to be raised by the membership.					
Objective 4c: Establish a mechanism for the membership to submit topics of interests through the BIGNET.					
Goal 5 - Develop methods to evaluate the quality of information received by the membership.	30%	25%	20%	10%	15%
Objective 5a: Posting to the BIGNET and quarterly newsletters, etc.					
Objective 5b: Surveys of the membership at all levels, e.g., regions, chapters, individual members.					
Objective 5c: Standardize reports and management tools to provide transparent, consistent management data across programs to measure progress and identify bottlenecks in program activities.					
Goal 6 - Continue to improve the interoperability of the BIGNET website for optimum functionality and content.	30%	50%	10%	5%	5%
Objective 6a: Make the BIGNET more open and accessible to the membership by significantly expanding the amount of information available online about the programs, our funding and our progress.					
Objective 6b: Use of Facebook and You Tube platforms to disseminate information for optimum transparency.					
Objective 6c: Use traditional media outlets (trade shows, speaking venues, community events and other organizations).					

FOCUS AREA FINANCIAL ACCOUNTABILITY					
	2015	2016	2017	2018	2019
Goal 1. Increase revenue from new sources by at least 10% the first year and afterwards, 20% annually	10%	20%	20%	20%	20%
Objective 1(a) – Rent office space in national office building to other organizations, professionals, and businesses					
Objective 1(b) – Use the BIG Website for small businesses and organizations to advertise – Omitted as of 2018					
Objective 1(c) – Encourage new and innovative ideas to raise money to support the organization - Ongoing					
Currently, the various fundraising initiatives sponsored by the Region II designated to pay the mortgage on the national headquarters.	Completed				

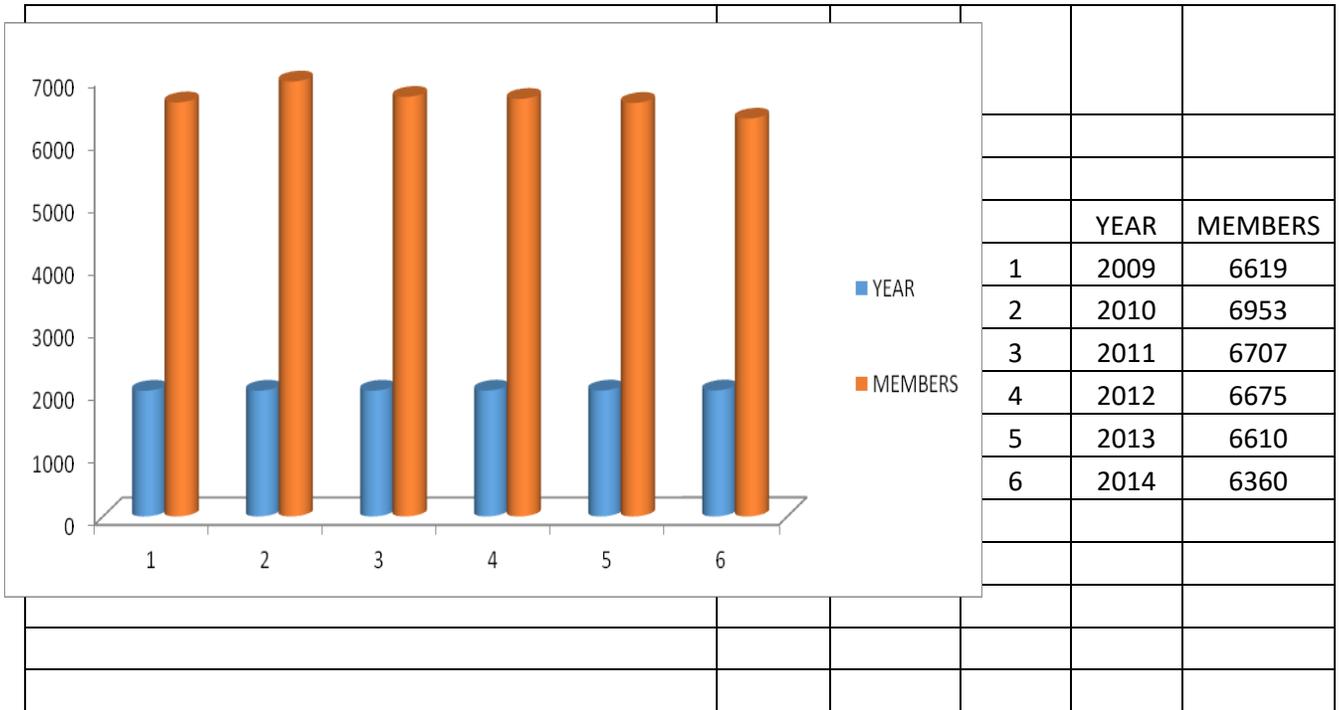
Loans and donations from chapters, regions, and BIG members.	Completed				
Objective 1(d) – Increase membership dues at all levels, which will provide additional unrestricted revenue. Omitted as of 2017					
Goal 2. Reduce operating costs and NTI obligations by at least 15% annually	15%	15%	15%	15%	15%
Objective 2(a) - The FAOC and/Board review hotel and other contracts prior to the National President and National Treasure signing them. Note: The reason is to make sure that the terms and conditions are beneficial and affordable to BIG. Also, ensure that an escape clause is in each contract and BIG shall use the escape clause to its benefit.					
Objective 2(b) – The NEC and Board 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.					
Goal 3. Improve overall oversight of financial operations by the NEC and Board daily, weekly, monthly, quarterly, and annually					
Objective 3(a) - The NEC and Board 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 form.	Daily	Daily	Daily	Daily	Daily
Objective 3(b) – The FAOC conduct the quarterly credit card review and report to the Board the results of its review.	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly
Objective 3(c) – The Board shall make sure that the bid for the annual audit go out no later than the end of the calendar year. This will expedite the audit.	Annually	Annually	Annually	Annually	Annually
Objective 3(d) – The NEC and Board honor BIG’s obligation to repay loans from regions, chapters, and individuals. Completed 12/2015	Monthly	Monthly	Monthly	Monthly	Monthly
Objective 3(e) – Hire a Financial Advisor to provide financial consulting to BIG in order to sustain the organization. Omitted in 2016	Annually	Annually	Annually	Annually	Annually

FOCUS AREA ADVOCACY					
	2015	2016	2017	2018	2019
Goal 1. Advocate via BIG programs					
Objective 1a – NEC, Regions, and Chapters distribute information emphasizing BIG’s advocacy programs via the internet and other media. This emphasis should be done on a quarterly basis. The advocacy programs are on Appendix A (SWOT) Strengths of this plan.	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly
Goal 2. Eliminate practices of racism and racial discrimination against Blacks in Government at the federal, state, and local levels. The BIG programs to address this goal are on Appendix A (SWOT) Strengths of this plan.	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly
Objective 2a – Region and chapter EEO Chairs report to the NEC AE/EEO Chair of the effectiveness of the programs on Appendix A (SWOT) Strengths.	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly

FOCUS AREA MEMBERSHIP (RECRUIT, RETENTION, BENEFITS)					
	Year 1 12/31/ 2015	Year 2 12/31/ 2016	Year 3 12/31/ 2017	Year 4 12/31/ 2018	Year 5 12/31/ 2019
Goal 1 - Recruit					
Objective 1a - Increase regular member by 5% for the first year and 10% every year afterwards.	5%	10%	10%	10%	10%
Objective 1b - Chapters and Regional Councils become more visible and sponsor projects and programs in line with overall BIG goals in their respective areas.					
Objective 1c - Chapters aggressively recruit former members of their chapters via one-on-one -contact, email, and other media.					

Objective 1d - Chapters recruit from current and previous at-large membership listings.					
Objective 1e - Chapters and Regional Councils aggressively recruit state and local employees. Chapters, Regional Councils and BIG National sponsor workshops, training sessions, and other initiatives that address the needs of the state and local government employees.					
Goal 2 - Retention					
Objective 2a - Retain membership numbers at a rate of 90% per year	90%	90%	90%	90%	90%
Objective 2b - Chapters and Regions become more visible and sponsor projects and programs in their respective areas that are in line with BIG's vision and goals.					
Objective 2c - Chapters involve all members in chapter projects and programs on a consistent basis.					
Objective 2d -All Chapter and Region leaders establish and maintain frequent communication with their members via newsletters, emails, telephone, and other means of communication.					
Goal 3 - Benefits To The Members					
Objective 3a - Clearly identify the benefits to current and potential members of BIG.	On-going	Ongoing	Ongoing	Ongoing	On-going
Objective 3b –NEC (Evaluation and Membership Committees) create and provide a survey to all regions to distribute among their respective chapters seeking feedback from current members and potential members in reference to the benefits they want from BIG. National and regions should establish a deadline for the members and potential members to respond and report their inputs. If desire by the Board, other surveys can be done in 2016 and 2018.	12/2015	12/2016	12/2017	12/2018	12/2019
3c - BIG National President and Executive Committee report on the results of the survey; establish a plan of action; and report the status to the Board on a quarterly basis addressing the question "How would it benefit me by joining BIG?"	9/30/2015 1/15/2016	4/15/2016 7/15/2016 10/15/2016 1/15/2017	4/15/2017 7/15/2017 10/15/2017 1/15/2018	4/15/2018 7/15/2018 10/15/ 2018 1/15/2019	4/15/19 7/15/19 10/15/19 1/15/20
1. Per the membership data provided by the BIG National Office, membership decreased during the last six years as depicted in the graph below:					

2. The NEC will be asked to provide Quarterly membership data to the Strategic Planning Committee in order to properly measure our progress.



APPENDIX A: SWOT

THE OPERATION OF BLACKS IN GOVERNMENT

STRENGTH, WEAKNESSES, OPPORTUNITIES, AND THREATS

STRENGTHS	WEAKNESSES
<p>EFFECTIVE PROFESSIONAL DEVELOPMENT TO MEMBERS AND OTHERS</p> <ul style="list-style-type: none">➤ NATIONAL TRAINING INSTITUTE➤ REGION TRAINING CONFERENCES➤ CHAPTER WORKSHOPS AND TRAINING INITIATIVES➤ DYLA <p>EFFECTIVE YOUTH DEVELOPMENT</p> <ul style="list-style-type: none">➤ FLAG PROGRAM➤ STEM-SC PROGRAM➤ TIC➤ MEMBERSHIP PROGRAMS➤ CONFERENCE ASSISTANCE➤ ATTORNEY ASSISTANCE➤ MAP➤ STACK➤ OLT➤ HEALTH➤ PUBLIC SERVICE ANNOUNCEMENT➤ LEGAL REVIEW <p>ADVOCACY PROGRAMS</p> <ul style="list-style-type: none">➤ AGENCY COMPLIANCE REVIEW➤ ATTORNEY REFERRAL➤ EEO INSTITUTE➤ COMPLAINT ADVISORY ASSISTANCE➤ DISCRIMINATION AWARENESS PROGRAM (DAP)	<ul style="list-style-type: none">➤ VERTICAL AND HORIZONTAL COMMUNICATION➤ LIMITED REVENUE SOURCES➤ INEFFECTIVE FUTURE PLANNING➤ CONTROLLING COSTS

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ➤ INCREASE MEMBERSHIP FROM ALL FEDERAL AGENCIES, STATE AND LOCAL GOVERNMENTS ➤ NEW REVENUE SOURCES TO HELP PAY BILLS, DEBTS, AND PROGRAM EXPENSES ➤ INCREASE CORPORATE SPONSORSHIP ➤ INCREASE BIG'S VISIBILITY AMONG SMALL BUSINESSES AND ORGANIZATIONS THROUGHOUT THE UNITED STATES ➤ SEEK AVAILABILITY OF GRANTS ➤ INCREASE VISIBILITY ON ISSUES INVOLVING RACIAL CONCERNS IN FEDERAL, STATE AND LOCAL GOVERNMENT ENTITIES 	<ul style="list-style-type: none"> ➤ REDUCTION OF GOVERNMENT FINANCIAL SUPPORT ➤ REDUCTION OF FINANCIAL SUPPORT FROM CORPORATE SPONSORS ➤ A NEGATIVE IMAGE OF BIG AMONG FEDERAL, STATE, AND LOCAL GOVERNMENT EMPLOYEES ➤ A NEGATIVE IMAGE OF BIG AMONG THE COMMUNITY

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 Approved by NBoD	Strategic Planning Committee
February 2019	Updated to reflect feedback	Strategic Planning Committee



CONTINUALLY EVOLVING