

Strategic Plan

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Strategic Plan

4A's African American Accountability Plan African American Elected and Appointment Officials

Project:	4A's - African American Accountability Alliance
Project Manager:	TBD
Involved Parties:	African-American Elected and Appointed Officials, African-American Health Care, Civic, Social Organizations and Community Leaders, Law Enforcement & Criminal Justice Community, African-American Business Owners and Leaders, Fraternities and Sororities, Faith Based Organizations, African-American Educators, African-American Culture, History & Arts, African-American Media and Journalists, African-American Future Leaders, Community Development & Housing
Strategic Intent:	To create a credible mechanism for assuring elected officials serving African American citizens of Alachua County are accountable for their decisions. To disseminate information on issues related to the African American community in the political arena. To establish a mentorship and training component to identify and assist African American candidates seeking elected office in Alachua County. To invite and conduct quarterly forums with all elected officials in Alachua County. To work with community based groups on development of strategic plans to address social and cultural issues that impact the quality of life for all African American Citizens.
Budgetary Consideration:	TBD
Deliverable Outcomes:	<ol style="list-style-type: none">1. Develop mechanism for accountability of all elected officials.2. Empower community groups to develop a network for dissemination of information related to the African American community in the political arena.3. To establish a mentorship and training component to identify and assist African American candidates seeking office that represent Alachua County.4. Create a political action committee to support issues and candidates deemed worthy by participation in the 4A's process developed by the alliance.

5. To work with the community on development of long range strategic plans to address poverty reduction/wealth generation, increase home ownership, increase minority own business and reduce health care disparities.

Pre-Implementation Phase:

1st Quarter September 2005 – December 2005

1. Develop joint implementation team with key stakeholders (African-American Elected and Appointed Officials, African-American Health Care, Civic, Social Organizations and Community Leaders, Law Enforcement & Criminal Justice Community, African-American Business Owners and Leaders, Fraternities and Sororities, Faith Based Organizations, African-American Educators, African-American Culture, History & Arts, African-American Media and Journalists, African-American Future Leaders, Community Development & Housing

Special Note: Invite one representative of each group to work on implementing and adjusting plan.

2. Develop proposal for accountability plan.
 - a. Establish format for elected official's accountability.
 - Narrow scope to short and long term objectives.
 - Establish research component for required issues and candidates voting record.
 - Identify key past and present issues that relate to minority community.
 - Develop workshop formats.
 - Speakers
 - Subjects
 - Target population
 - Refine mission
 - Develop strategy
 - Select site and space requirements
 - Select time frame for conducting workshops and assign two groups as

primary facilitators for each workshop.
(i.e. Alachua County School Board – 2nd
quarter, City Commission – 3rd quarter,
County Commission – 4th quarter, etc.)

3. Develop pre-election strategy.
 - a. Research development of PAC (Political Action Committee). Identify team with definitive dates.
 - b. Identify team for initial draft of candidate screening criteria.
 - c. Establish critical date calendar.
 - d. Work with existing community based entities for performing forums for candidates seeking election.
 - e. Identify potential costs and budgetary restrains. Establish potential funding resources as required.

4. Leadership Development
 - a. Identify minority managers in public and private sectors and establish a stakeholders group to work in succession planning for key community positions (FOL/NFBPA, University of Florida, Santa Fe Community College based leadership components, etc.).
 - b. Develop linkage and community activities between groups, i.e. Second Friday, to discuss community/political issues within arena.
 - c. Develop publicity plan on Ground Exposure Event Publicity Plan.
 - Develop 4A's message for leadership development. Six major talking points - must include data elements.
 - Explore stakeholders opportunities for communication and determine most effective means for distribution of information.

- Use creativity to stimulate interest. Focus direction and establish confidence among stakeholders.
- Work with implementation team on publicizing established program measures and accountability tools.
- Use available technology to present community message, websites, e-mail groups, database and phone contacts.
- Identify media opportunities; adjust communication themes based upon outlet and requirements.
- Work on initial plans for development of mentorship-protégé relationships; inclusion in government powers and maintenance of recruitment base.

Implementation Phase:

January 2005 – March 2005

1. Adjust stockholders group and invite any groups identified as not participating.
2. Proposal For Accountability Plan
 - a. Review research data from stakeholders and prepare information for 2nd quarter meeting.
 - b. Assure accountability and responsibility maintained on workshop format development.
 - c. Validate group response for facilitation and development of strategy.
 - d. Publicize plan implemented.
 - e. Conduct first workshop with established group.
3. Develop post and pre-election strategy.

- a. Establishment of PAC completion by January 30, 2006.
 - b. Review plan for screening criteria of applicants. Establish procedure and format for implementation. Review current candidates seeking office and criteria for support. Criteria must be established prior to support and be non-partisan based on the issues identified by alliance.
 - c. Publish election forum date calendar. Work with established groups to combine efforts, and affirm commitments.
 - d. Establish key components of governmental inclusion plan.
4. Conduct Second Friday event to introduce concept – tentative date in March 2006.

Law Enforcement and Criminal Justice Community

Short Term: One to two years

1. Develop a plan to form a chapter of the National Association of Blacks in Criminal Justice.

Strategy: **Identify 12 members** needed to charter the chapter.

Performance: Complete within one year.

2. Support current efforts related to restoration of rights.

Strategy: Alignment with organizations involved in this effort.

Performance: Have a committee member attend meetings of the Legal Committee (100% attendance required).

Medium Term: Two to five years

1. Monitor African American admissions and release from incarceration facilities locally.

Strategy: Mirror current report that is generated for juveniles in Alachua County.

Performance: Produce an annual report that documents juvenile and adult statistics. Work with existing organizations. **Identify organizations, key stakeholders and processes currently in place.**

2. Improve offenders access to Vocational Rehabilitation opportunities

Strategy: Explore offender work/employability programs with community involvement.

Performance: Create a plan to address the issues of employment of ex-offenders.

Long Term:

1. Support recreational opportunities with middle and high school students. Expand recreational opportunities in facilities that support the black community.

Strategy: Include young adults. **This strategy should be discussed and planned with youth group as key stakeholders.**

Performance: Work with churches, community organizations and community efforts. Increase recreational opportunity in the black community. (***Action network, Alachua County School Board, Alachua County/City of Gainesville on revision of alternative plans for recreational activities.***)

African American Healthcare

Increase awareness and knowledge of health conditions thus improving health outcomes.

Short Term: One to two years

1. African American healthcare provider's directory by December 2005.

Strategy:

- Reception for African American Providers August 18, 2005. ***Has this occurred?***
 - Work with Black Nurses Association
 - Referral from providers, University of Florida Minority Affairs Office and other groups
 - National Medical Association
2. Work with **black focus media** on educating African Americans on Choices – Discuss management.

Strategy:

- Work with Choices, churches, clubs and organizations
3. Identify health services available and accessibility

Strategy:

- Survey – “What is”
- Identify
- Parking Lot
- African American Research
- Research patient pool

Medium Term: Two to five years

1. Body Mass Index – Choices
 - a. “Know your body mass index” campaign strategy
2. Identify Service Gaps – Create Action Plan
 - a. Phase 2 of Survey – African Americans
3. Work with various African American health care groups to identify and share your research. (Black Nurses Association, Dr. Maxey, etc.).

Long Term:

1. Implementation of Action Plan. ***Good overall plan – easy to place in plan.***

African American Culture, History and Arts

Short Term: One to two years

1. Identify historical and cultural groups in the city and county. Apply for historical markers.
2. Develop and execute/support – H & C prog.
 - a. “Literature to Life” series of African Americans
 - b. Videos
 - c. Oral presentations/living histories
 - d. Real History
3. Provide consultation services to churches and other institutions regarding:
 - a. Bed Tax
 - b. Cultural and history resources
4. Identify institutions, events, individuals and places in need of historical and cultural documentation.
5. Cultural gatherings.
6. Tour historical points in Gainesville.
7. Letter to Alachua County School Board addressing the need to teach on accurate, complete history of African Americans.
8. Host gathering of local African American artists.
9. Establish a directory of historical and cultural groups and activities (distribute).

Medium Term: Two to five years

1. Identify funding (Tourism dollars and grants).
2. Lobby for state funds for artists, cultural and historical institutions.
3. Plan and support efforts to teach African, African Diaspora, (Negro), African Americans and local historians 24/7. (Fall 2006)
4. Plan a regional conference addressing African American history and culture. Support other efforts already underway. Cotton Club – Ayoka Gifts, etc.
5. All fourth graders introduced to African American history at the museum.

6. Get the support of all elements of the community.
7. Support artists.

Long Term:

1. Full service African American history and culture and performance education complex.
2. Ensure that all students in Alachua County receive an accurate African American history.
3. To make Alachua County's art and history community so strong, that this will be a major tourist destination.

Plan needs significant input as to realistic scheduling of goals. Some goals are duplicate and can be combined in a more effective manner.

Community Development and Housing

Short Term: One to two years

1. Offer information to homeowners on how to stabilize/maintain and revitalize communities.

Medium Term: Two to five years

1. Educate “Community Capacity”

How to maintain properties so that we do not “devalue” our neighborhoods.

Long Term:

1. Promote “better quality” single and multi-family development. Continuing education of entire process of home purchase for our residents.

Strategies:

Short Term: Our goal is to address Social Issues (be responsible for upkeep of personal properties, neighborhoods and the community as a whole).

1. Action
 - Training, neighborhood watch/community associations.
 - Develop strategies for community revitalization.
 - Code Enforcement.

Mid Term: Our goal is to go door to door and distribute information, conduct workshops, meetings, etc. on maintenance (invitations to laborers, contractors, home inspectors, etc. for information).

1. Action
 - Establish clean up committees.

Long Term: Our goal is to develop a system(s) promoting home owners and tenant associations for property maintenance.

1. Action

- Organize a coalition of local government builders, bankers and planners to ensure quality development for all residents in Alachua County.

Plan needs significant work as to implementation phases, measurable criteria and action plans.

Civic, Social Organizations and Community Leaders

Short Term: One to two years

1. To create a directory of community/civic organizations (This directory would include name, contact information, mission and/or description, programs and activities, meeting dates and three major events).

Strategy 1: Identify all community and civic organizations.

Strategy 2: Create a document and send to each community/civic organization.

Strategy 3: Develop funding for production.

Performance Measure: Distribute directory to public.

Medium Term: Two to five years

1. To create a community/civic website with a calendar.

Strategy 1: Create a list serve.

Strategy 2: Send a document requesting calendar of events for the year for each organization (not meeting dates).

Strategy 3: Develop website calendar based on submissions.

Performance Measure: Analysis/measure website with active calendar.

Long Term:

1. Collaboration and coordination of programs and activities that can be beneficial for African-Americans in Alachua County.

Strategy I: Develop an annual meeting of community/civic organizations.

Performance Measures: Annual meeting analysis of previous year's information.

This goal should include training and mentoring of community leaders, may be combined with data base concept of several other organizations.

African American Information & Technology /Media and Journalists

Short Term: One to two years

- Three months goal
 1. Develop African American Community Network Webpage
 - a. Concepts/Design Links
 - b. Parameters
 - c. Budget
- Six month goal
 1. Identify funding sources to create and maintain the webpage
- One year goal
 1. Create site
 2. Maintain and expand
- City public access station
- People programming (*definition*)
- African American community generated shows
- Research
- List Serv – 1,000 names
 - a. Collect
 - b. Input
 - c. Develop parameters
 - Limited Distribution
 - Funnel

Must remain realistic, several goals must be shifted to midrange two to five years.

Medium Term: Two to five years

Long Term:

- Radio and African American owned television station in five years.

African American Educators

Short Term: One to two years

1. Empowering parents to be a positive influence on African American Children.
 - a. Positive verbal reinforcement for good behavior
 - b. Planning family time (encourage working on African American art history and images)
 - c. Modeling positive behavior
 - d. Support intergenerational contracts
 - e. Creating a home environment that support African American history
 - f. Have high expectations (parents)

How can you measure accomplishment and what data elements support success?

2. Parental involvement and participation in the school system
 - a. Being part of the team in the classroom
 - b. System to monitor homework
 - c. Sharing positive family stories
 - d. Parental surrogate to accompany parents at school
 - e. Creating a forum to teach parents how to interface with schools (PU).

Order needs to be reviewed between goals 1 & 2 and possible re-alignment required to implement planned task.

Performance Measures:

1. Collaborate with established groups to assist in the accomplishments of our goals.

Medium Term: Two to five years

1. Implement the study of Dr. Tucker. (*Study in relation to what factors and how does this relate to overall plan*).
2. Tracking system to monitor our effectiveness and progress.
3. Encourage complete history in the school system.

Evaluation component should be completed, as a short term objective. It is too late to effectively maintain measures once you begin the process.

Long Term:

1. Develop a generation of African Americans who have knowledge of self and retain commitment to their heritage.

Goal too lofty, not necessarily measurable or quantifiable.

2. Realize the infusion of African American history across the curriculum.

Faith Based Organizations

Short Term: One to two years

1. Monthly prayer outreach for elected officials.
2. Database of county pastors (three months).
Combine with overall data-base plans.
3. Train leaders to do outreach in poverty areas.
4. Plan an annual prayer breakfast.

Medium Term: Two to five years

1. Annual informational summit.
2. Comprise a church business directory.
Move to short term goals.
3. Plan monthly business support day.
Identify key stakeholders and utilize efforts of Chamber of Commerce/diversity groups and business section of strategic plan.

Long Term:

1. Initiate own financial institution.
Work must begin in short term.

African American Business Owners and Leaders

Short Term: One to two years

1. Establish African American Business Network
2. Accomplish loosely based network meeting through various socials.
 - a. Utilize existing structure of Chamber of Commerce to become one of its entities.

Medium Term: Two to five years

1. Establish a sustainable publication that highlights African American Businesses (Black Pages, Ebony Connection, etc.).
2. Utilize existing editor and chiefs to build a framework of sustainability.

Long Term:

1. Ensure a commitment from public and private markets utilization of African American Businesses.
2. Becoming actively involved with those that influence the decisions (monitoring hiring practices, use political leverage; affiliate with various organizations and associations).

Requires strategies and performance measures.

African American Future Leaders

Short Term: One to two years

1. Unite student leaders from respective areas.
2. Form a union for student leaders.
3. Develop a sound rapport with community/political.

Medium Term: Two to five years

1. Expose leaders to current tissues – promote development of leaders.
2. Secure backing/support from local businesses and leaders.
3. Invite students to attend panels/symposiums.
4. Consult Gainesville Chamber of Commerce (Quarterly Business Meetings)/Contact List

Long Term:

1. Develop consistent student leaders and a system that will produce them.

African American Elected and Appointed Officials

Short Term: One to two years

1. Increase numbers/sustain
 - a. Leadership development
 - b. Candidate recruitment
 - c. Teach fundraising skills
 - d. Increase African American giving

2. Creating a comms vehicle
 - a. Quarterly meeting
 - b. List serv/web page including community calendar
 - c. Improve relations with surrounding municipalities
 - d. Annual town hall meeting

Medium Term: Two to five years

1. Developing/implementing African American Accountability Alliance
 - a. Adopt strategy
 - b. Create PAC
 - c. Candidate screening process
 - d. Including existing adopted plans

2. Sustain/increase African American appointees
 - a. Recruitment
 - b. Include in government plans as a goal
 - c. Form stronger partnership with NFBPA

3. Caretakers of plan
 - a. Alachua County African American Strategic Plan

Long Term:

1. Reduce poverty/wealth generation
2. Increase home ownership
3. Reduce healthcare disparities
4. Increase business ownership

Develop initial strategic plan draft.

Common Themes:

African-American Community Based Website
Health Care Surveys
Directory
Historical Cultural Activities
Community Calendar for all Civic Social Organizations
List Serve for contact to significant clients
Quarterly Meetings of African-American Elected Officials
Restoration of Civil Rights
Development of Recreation Opportunities

Annual:

Civic & Community Leaders Prayer Breakfast
Reception for African-American Health Care Providers
Minority Youth Leadership Conference
Local African-American Artist gathering

Samples:First two years agenda

African-American Health Directory by December 2005
Develop Union of Student Leaders
Monthly prayer outreach for elected officials and data base for county pastors (90 days)
Develop African-American Community Network Page
Develop Annual Meeting of Community Civic Organizations
Identify historical and cultural groups. Apply for historical markers.
Implement African-American Accountability Alliance
Create Political Action Committee
Develop Accountability Plan for Elected Officials
Establish leadership development for minority citizens in public and private sectors
Efforts for Restoration of Civil Rights
Establish African-American Business Network

African American Legal Community

Short Term: One to two years

1. Increase and enhance communication among all African American Attorneys in Alachua County.

Strategy: Utilize the Josiah T. Walls Bar Association membership role and Bar Journal to identify attorneys.

Measure in one month we will produce a document that lists all the African American attorneys in Alachua County and their expertise.

In task can occur in one month, should not be the goal. This does in no way indicate a measure for an increase in communication.

Medium Term: Two to five years

1. Identify and publish a list of African American attorneys to provide legal advice and litigate problematic issues that affect the African American community.

i.e. Employment and housing discrimination.

2. Support efforts to restore restoration of civil rights. Assist in increasing the number of persons who apply and obtaining supporters for future constitutional amendments.
Serves better as a short term due to ongoing efforts – measurable and obtainable.

Long Term:

1. Increase the number of African American Attorneys.
2. Increase the information and education about the legal profession in elementary, middle and high school.
3. Create public interest legal groups that focus on issues affecting the black community.

Good goals in long term area, need extensive work on structure.

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