



*Celebrating 10 Years of Service to the Jamaican Community  
1998-2008*



*Promise. Potential. Progress*

***Jamaica Impact, Inc. (JAMPACT)***

***Administrative Plan 2008-2009***

P.O. Box 3794, Grand Central Station, New York, NY 10163

Telephone: 212-459-4390

Email: [jampact@jampact.org](mailto:jampact@jampact.org)

Website: [www.jampact.org](http://www.jampact.org)

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## EXECUTIVE SUMMARY



Jamaica Impact, Inc. (JAMPACT) is now in its tenth year of operation. As we look to another decade of service, we are challenged as an organization to strongly review our relevancy and level of impact. Our contributions to Jamaica have varied with grant giving, community education, scholarships and the maintenance of four adopted basic schools (formerly five). Our mission drives us to address the socio-economic needs of our people manifesting in improved quality of living.

Throughout this administrative year 2008 - 2009, we will be celebrating ten years of service to the community, culminating in our 10<sup>th</sup> Anniversary fundraiser in June 2009. Our committees (Education, Membership, Think Tank and Fundraising) will be hosting a variety of activities in keeping with JAMPACT's tradition of service. These activities include, but are not limited to, a Shoe Box Toy & School Supplies Drive, Christmas Treats at our Adopted Basic Schools, and our Annual Member Community Service Trip to Jamaica.

This anniversary period also brings a good measure of sobriety. This sobriety calls us to increase our level of giving and strengthen our foundation. We will be engaging in a strategic planning process to critically review our programmatic service areas, and how we may position ourselves to better serve our community over an extended period of time. We will also review the structure of the organization and all its components, and where necessary, improve the infrastructure to ensure greater efficiency and maximize the impact of our service.

We recognize that our beloved homeland, Jamaica, is threatened by a great deal of social issues. The very existence of those social issues indicates the need and importance of an organization like JAMPACT. It is imperative that we work harder and smarter as an organization and with other community systems to eradicate that which blurs the strength and beauty of Jamaica.

*Yours truly,  
Akelia A. Lawrence  
President*

## BOARD OF DIRECTORS/OFFICERS

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**President**

Akelia A. Lawrence, MSW

**Vice President**

Camile Beckford

**Treasurer**

Ceflyn Wilks-Tarradath

**Secretary**

Dahmahlee Lawrence

**Communications Chair**

Raine Martin

**Communication Co-Chair**

Kimberley Lue Lim

**Constitution Chair/Education Co-Chair**

Wayne Melbourne, Esq.

**Education Chair**

Angella Golding

**Fundraising & Development Chair**

Kamen Blackwell

**Membership Chair**

Ajene Green

**Think Tank Chair**

Allison Tomlinson, Esq.

**Think Tank Co-Chair**

Sacha Comrie, Esq.

## MISSION STATEMENT

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### **Mission:**

Jamaica Impact, Inc. (JAMPACT)'s mission is to use our collective energies, intelligence and resources to make positive contributions towards the social and economic conditions in Jamaica.

## OBJECTIVES & GOALS

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### **Objectives:**

#### **Objective I:**

**Contributing to the Policy Debate in Jamaica** - raising awareness about issues affecting Jamaica, stimulating constructive dialogue and seeking to influence public debate regarding topical issues in Jamaica;

#### **Objective II:**

**Charitable Initiatives** - supporting educational initiatives and social welfare programs, primarily targeted to the youth of Jamaica;

#### **Objective III:**

**Networking** - acting as a resource base and contact center for Jamaican students and professionals in the United States.

### **Goals:**

- Conduct a strategic planning process that will guide the organization's focus and activities over a multi-year period.
- Conduct a constitutional review, specifically with a focus on term limits, board transitioning, & committee descriptions.
- Develop & implement internal controls, specifically an organizational manual (policies and procedures) with an immediate focus on a financial policies and procedures manual.
- Revamp and redesign the organization's website to archive old information, update with current information, make it more informative & interactive, and ensure written accuracy.
- Develop a leadership enhancement program for the board of directors, which includes board retreats, training, and performance review.

- Formalize the adopt-a-school program to address service period, service goals, termination of service to specific schools, and engagement of new schools.
- Develop the organization's marketing tools such as brochures, official letterhead & envelopes, business cards, etc.
- Expand the membership base of the organization by enhancing the member benefits, considering the creation of chapters, etc.
- Fundraise \$20,000 for the administrative year, to be immediately distributed to our program areas.
- Hire an executive or operations director to manage the day to day business of the organization

## ADMINISTRATIVE PLANNING



### **Board of Directors Orientation & Development:**

It is critical that Jamaica Impact, Inc. (JAMPACT) invests in its board members to ensure that they are appropriately informed; that they are maturing as professionals; and have the know-how to effectively manage and provide diligent oversight of a not-for-profit.

JAMPACT's board members are primarily young professionals with varying levels of experience in JAMPACT, and the non-profit industry. The success of the organization will depend on the board members' growth and expanding knowledge of the industry, the organization, and the people we serve. Although individuals join the organization to serve, they should also leave the organization feeling they have grown professionally. The following is an outline of the plan towards board development:

<b>Task</b>	<b>Sub-Activities</b>	<b>Due By</b>	<b>Person Responsible</b>
Orientation/Board Retreat	- Review Constitution - Review general duties & expectations - Review individual responsibilities	1 <sup>st</sup> Quarter	President
Leadership Training	Ongoing mini-sessions addressing key leadership	Quarterly	Vice President

	development issues		
Performance Review	Quarterly one on one with President to review performance. President must then document review.	Quarterly	President

**Advisory Board:**

The purpose of the Advisory Board of Jamaica Impact, Inc. (JAMPACT) is to provide a strong balance to the Board of Directors (BOD) in terms of expertise, experience, and influence in the global community. They are to guide the BOD in their decision-making, particularly how the BOD may effectively serve the community and garner the necessary resources to do so.

The following is an outline of the plan towards the Advisory Board recruitment and involvement:

<b>Task</b>	<b>Sub-Activities</b>	<b>Due By</b>	<b>Person Responsible</b>
Board Recruitment	Announcement for Board Nominations	Nov. 1	President/Communications/Secretary
	Nominations submission	Nov. 30	
	Review of nominations and confirmation of new Board members	Jan. 2	
Board Involvement	Joint Meeting	Nov./Dec. '08	President/VP
	Involve in Strategic Planning meeting	During Strategic Planning Period	
	Invitation to participate in	GB Meetings	

	general body meetings		
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**Budget:**

The budget must be finalized by November 30, 2008, reflecting current funds, fundraising goals, and projected spending. The budget should be segmented according to administrative commitments, and intended spending on upcoming events. As a point of fiscal responsibility, the projected spending should not exceed the organizations current deposits as of the start of the administrative year, without a sound plan for revenue generation.

**Treasury:**

It is imperative that the organization exhibits fiscal responsibility through the maintenance of accurate and up to date fiscal records. The Treasurer should have a basic understanding of maintaining the fiscal records of JAMPACT including drafting the financial statements, and making appropriate filings, particularly as a not-for-profit.

The Treasurer will be expected to:

1. Guide the relevant committees on creating a budget, and ensuring that a final comprehensive budget is completed by November 30, 2008.
2. Work closely with the Membership Chair to strongly encourage dues payment.
3. Provide quarterly reports.
4. Pay bills for operational activities such as the website, P.O. Box, voicemail system.
5. Ensure prudence in spending.

Specific Activities:

1. Comprise a final administrative budget for the year 2008-2009 by November 30, 2008.
2. Conduct an internal review of JAMPACT's financial records to be completed by January 31, 2008. This includes compiling JAMPACT's financial records, and requesting relevant documents (501 certification and tax exemption form) from the Internal Revenue Service.
3. Develop a financial policies and procedures that will guide spending and income decisions, including monetary requests, reimbursements, petty cash, tax filings, etc.

## **Communications:**

The purpose of the Communications Committee is to manage the public relations and marketing activities of the organization. The Committee is expected to work closely with the other committees in assisting and guiding with the promotion of their events.

The Communications Committee will be defined according to key activities areas, and the recruitment of personnel should be done accordingly. All official documents (letterhead, business cards, envelopes, fact sheet, website) must be consistent in appearance and basic information. The Communications Committee is to develop a calendar of community events for appearances, partnerships, and tabling.

### Key Activity Areas

- Public Relations/Community Outreach
- Website Redesign & Maintenance:
  - o A web team should be immediately formulated to begin upgrading JAMPACT's website with the Webmaster. This includes reviewing the web design template and ensuring that it is consistent across all web pages; removing and/or archiving old information; assuring that the website is user friendly; etc. The website upgrade should eventually yield a site that allows:
    - Timely publishing of JAMPACT activities and events on the website.
    - Update member profiles, particularly marketing the professional/business background of our members. This leads to the eventual view of a member database that can inform Jamaica and the Diaspora of the professional backgrounds and skill sets in the community that may be utilized in Jamaica. Possible consideration may be to allow member access for updating of their profiles.
    - Development of a community service page that provides information on immigration and social services in New York.
    - Overall, a published look that reflects the enhanced image of JAMPACT.
- E-Updates via email & social networking sites
  - o Consider changing the listserv program for the email updates
- Event Promotions
- Marketing Tools Updating

- Development of a Communications Protocol for the organization

## ORGANIZATIONAL DEVELOPMENT



### **Strategic Planning:**

An ad hoc committee will be formed to facilitate the strategic planning of the organization. The hiring of a strategic planner should be considered to help guide this process. The suggested strategic planning period should be between January and July 2009, with the final document presented at the Annual Member Meeting in August.

The role of the strategic planning process is to develop a multi-year plan for the Jamaica Impact, Inc. (JAMPACT)'s expansion and development. This process will be evaluative and guide the future of the organization.

### **Constitution Review:**

Constitution Chair will be asked to facilitate a review of the Constitution, including making corrections and requesting any amendments to the Constitution.

### **Policies and Procedures:**

The Vice President, Secretary and Treasurer will be tasked to begin the development of a policies and procedures manual. This includes reviewing past documents for agreed upon policies and procedures and inputting them into a single manual. Policies and procedures should also be developed that address fiscal management in the organization.

As the organization will be undergoing strategic planning, the development of the policies and procedures manual may be carried over into the next administrative year. It is strongly suggested that a board committee be created for the purpose of policy and procedures development and review.

Having a policies and procedures manual indicates management prudence on the part of JAMPACT and its leadership, and a good indicator to key stakeholders including sponsors, partners and the membership.

### **Marketing Plan:**

Following the strategic planning, JAMPACT will be developing and implementing a marketing plan to clearly communicate JAMPACT's brand: mission, objectives, and services. The primary objective of the marketing plan is to increase the resources needed to effectively implement our services.

## KEY PROGRAMMING INITIATIVES



As JAMPACT celebrates its 10<sup>th</sup> year of operations and undergo organizational development, we also want to ensure that we continue to fulfill our service mandate. For administrative year 2008-2009, efforts will be coordinated around four major initiatives addressing our service responsibility.

### **Annual Christmas Treats and Shoe Box Drive**

Annually, in partnership with United for Jamaica, JAMPACT hosts Christmas Treats for the adopted basic schools: Coles Basic School, Crescent Road Basic School, St. Steven's Basic School, and Maxfield Park Basic School. During the treats, members and friends traveling to Jamaica are invited to celebrate the Christmas season with the children, parents, teachers and school administrators. A number of festive activities are implemented, including the distribution of toys and school supplies.

This year, JAMPACT adds another level to the spirit of giving. Prior to the Christmas Treats, a Shoe Box Drive will be coordinated. This drive mobilizes the United States overseas community to donate shoeboxes filled with toys and school supplies. The shoeboxes will be gift wrapped and shipped to Jamaica in time for distribution at the Christmas Treats.

### **Annual Member Community Service Trip**

Although JAMPACT is based in the United States, we make efforts to maintain a strong connection with those we serve in Jamaica. Our Annual Member Community Service Trip provides very structured opportunity for our membership, partners, and friends to travel to Jamaica and visit the adopted basic schools. During the trip, participants directly engage in activities with the children, teachers and administrators. Participants also conduct school beautification and enhancement activities.

During the Community Service Trip for this administrative year, participants will continue with similar efforts from previous years but attempts will also be made to extend the service activities to the surrounding communities. Additionally, teachers and administrators who successfully participated in JAMPACT's Tuition Assistance Program will be awarded, along with awards to outstanding pupils. The trip will take place April 2009.

### **Registration Ready Schools:**

Our adopted basic schools need to meet certain minimum standards, according to the Early Childhood Act of Jamaica and subsequent regulations, to ensure that they are appropriately and adequately addressing the safety and well being of our students. This will also allow our schools to receive government funding, including subsidy towards teacher's salary.

A priority of JAMPACT this year is to identify what improvements will the schools need to undertake to meet those standards, and how may we support them financially and in-kind. This will also inform the fundraising priorities of JAMPACT.

### **10<sup>th</sup> Anniversary Fundraiser**

Without financial resources, like any non-profit organization, JAMPACT will not be able to sustain its service mandate. JAMPACT has survived a landmark 10 years of service to the Jamaican community with the very gracious support of our corporate sponsors, donors, and members. We will look to culminate the 10 years of service with a grand fundraiser and celebration of the ever-expanding legacy. This event is to take place late spring 2009.

## COMMITTEES DEVELOPMENT & PLANS



### **Education:**

There are four schools in JAMPACT's Adopt-A-School program:

- (1) **St. Steven's Basic School** – Olympic Way, Kingston 11
- (2) **Coles Basic School** – Greenwich Road – Kingston 5
- (3) **Crescent Road Basic** – Crescent Road, Kingston 13
- (4) **Maxfield Park Children's Home Basic School** – Maxfield Ave., Kingston

Mt. Olive closed last year, September 2007 due to low enrollment and crime and the school's grounds is now being used as community center.

Total enrollment in all schools is approximately **400 students**.

### **Short-Term:**

- For Administrative Year 2008/9:

- Establish a better working relationship with the schools in JAMPACT's Adopt-A-School program by maintaining scheduled contacts and updates with administrators of the schools.
- Update the needs assessment; determine the progress and outstanding needs; the costs to fulfill the outstanding needs; and recommend focus needs for Administrative Year 2008/9. This will directly focus on the areas the basic schools need to meet in order to register with the Government of Jamaica Ministry of Education.
- Market the **Tuition Assistance Program** to administrators and teachers in our schools to encourage participation.
- Organize a 'shoe box' drive to collect school supplies and toys for the Basic Schools Christmas Treats.
- Organize, with United for Jamaica, the annual Basic Schools Christmas Treats.
- Organize, with the Membership Committee, the annual Member Community Service Trip to Jamaica in April/May 2009.
- Launch a "**Boy of the Year**" and '**Girl of the Year**' contest at our schools to encourage more involvement in Jampact's program.
- Liaise with Membership and Fundraising Committees to seek sponsors and rally members to launch of our programs.

**Long-Term:**

JAMPACT should look to evolve its Education Committee (EC) into a program development and oversight committee with a view to develop a staffed **Education Department (JED)** over the next two-three years. This will ensure the consistent implementation of its education plan.

- During the strategic planning period, the EC should outline the plan for a formal education program that references the creation of a staffed **Education Department (JED)**. The strategic planning process should define the vision and purpose of JAMPACT's education program, its expansion plan, the timeline for the execution, resources (financial and human) needed for execution, and how those resources will be procured.

- The JED will have at least a paid/non-paid education specialist (either on the ground in Jamaica (preferably) or here), who will implement and monitor JAMPACT's education commitments; report on the progress of those commitments; liaise with relevant educational authorities and organizations; articulate JAMPACT's position and plans on education in Jamaica to those groups; provide relevant feedback to JAMPACT on how it may enhance its educational services; procure additional staff/volunteers to assist with program implementation; amongst other related activities.
- Formalize the adopt-a-school program to guide the process on how JAMPACT will adopt new schools, and end the working relationship with the schools after fulfilling its service agreement. This program development process will define JAMPACT's role to the adopted schools, JAMPACT expectations from the schools, and the length of engagement period.

Key/potential stakeholders: School administrators, teachers, parents, children, Jamaica's Ministry of Education, donors/sponsors, UNICEF, etc.

Potential Partners/Model Programs: Jamaica Basic School Foundation (UK), Jamaica Early Childhood Foundation (US)

### **Think Tank:**

The Think Tank work can be very involved and time consuming, especially when done well. The informal definition of a think tank, according the American Webster Dictionary, is '*a group of people involved in research and problem solving.*' Whole agencies have been formed solely for Think Tank purposes. JAMPACT's Think Tank was organized to fulfill JAMPACT's objective to contribute to the policy debate on social and economic issues in Jamaica. The research, event planning, and document writing requires a good deal of time commitment and resources, not always available to a board member. This has lead to inconsistent implementation of JAMPACT's Think Tank program over the past few years.

### **Short-Term:**

Considering the intensity of the Administrative Year 2008/9 and the need to develop a sustainable Think Thank program, the Think Tank Committee should

seek creative ways to inform the community. This includes partnership with reputable community groups on their awareness events.

Potential partnership opportunities include panel forums with ZYNC TV; town hall events with the Consul General's office and/or the Northeast Diaspora Advisory Group; etc.

**Long-Term:**

The vision for the Think Tank is that it will not just be relegated to a committee that periodically conducts panel discussions and forums, but one that will evolve into an oversight committee monitoring a staffed Think Tank Unit (TTU) of JAMPACT. The TTU will reduce the unsustainable demands on the Think Tank Committee chair (s) and members, and will ensure that JAMPACT consistently contribute to Jamaica's policy debate. The TTU should also inform JAMPACT's direction on its charitable initiatives/social welfare programs.

- During the strategic planning process, there should be a view towards the development of a Think Tank Unit (TTU) over the next two years. This Unit should be organized in such a way that:
  - o It has a structured operations plan with a budget.
  - o Funding (grant, sponsorship, etc.) may be procured to support the TTU operations.
  - o Through funding, staff person(s) may be hired (salaried, stipend, volunteer) to execute the Think Tank program.
  - o An alternative or supplemental graduate intern program should be developed, where the internist(s) will conduct research, host related events (forums, panel discussions, etc.), and write the position papers to be presented to the relevant governmental/non-governmental organizations.

Regardless of the type of staffing structure (paid or volunteer) chosen for the TTU, there will need to be a paid staff person (either the coordinator of the Think Tank Unit or the operations director of JAMPACT) to supervise the staff.

Initial Implementation Consideration: Develop the job description for a research assistant, post and hire, supervise by President/Think Tank Chair, and work closely with Think Tank team. May be offered as a for credit program.

## **Fundraising:**

Fundraising Goal 2008-2009: \$20,000

The Fundraising Committee is to develop a diversified and structured portfolio/plan (multi-year) on ways JAMPACT may fundraise, include outlining the implementation process for each with a timeline. The plan should indicate where a specialist may need to be hired and the payment for such a person. E.g. JAMPACT may need to hire a grant writer on commission. The plan should also indicate fundraising tools such as the website, that may be resourcefully used to cut costs.

### **Short-Term:**

- Member Dues: With the Membership Committee, increase membership payments to 120.
- Request donations at all JAMPACT events, such as mixers, forums, and meetings, when implemented.
- With the 10<sup>th</sup> Anniversary Committee, organize the 10<sup>th</sup> Anniversary Fundraiser.
- Formally outline and implement an individual donor program where individuals will be approached to pledge ongoing support to the organization. Utilize the *PayPal* program to set-up recurring payments with donor's consent.
- Formally outline and implement a corporate donor program that include persons donating payroll deductions; businesses adopting JAMPACT as their charity of choice and providing ongoing financial support; businesses hosting special sales events with portion of funds donated to JAMPACT, etc.
- Passive fundraising activities such as online auctions, mobile donations, etc.

### **Long-Term:**

During the strategic planning process, outline plans to incorporate grant requests and non-business related income as part of JAMPACT's sustainable fundraising strategy.

## Membership:

Membership Goal: 120 Paid Members

Most individuals join JAMPACT out of a sense of patriotism and/or desire to serve Jamaican people. It is with that understanding that the Membership Committee (ME) should structure its member program including the benefits offered to members. This includes the right to vote on matters brought before the membership, the opportunity to serve on the board and as committees' chairs. Additional benefits should be developed, first starting with the highlighting of those that are inherent. **Individuals should be held accountable to at least paying their dues if they expect the organization to survive and if they desire to play key roles in the organization.**

### **Short-Term:**

- Administration:
  - o The Officers:
    - Administrator/s → members tasked with the record keeping of the Membership Committee, i.e. maintaining the membership list, checking the Voicemail accounts, responding to member inquiries, coordinating Thank You cards, etc. These members will work closely with the Committee Chair on all major projects and the other officers. (Minimum 1 person)
    - Recruiters → members tasked with the recruitment of potential JAMPACT members. They will be well versed on the organization. They must be willing to visit various schools and/or establishments and attend various events in order to recruit potential members. (Minimum 4 persons)
    - Marketers → members who will develop, direct and implement the JAMPACT 2008/9 Marketing Campaign in conjunction with the Communications and the Fundraising Committees. (Minimum 2 persons)
  - o Administrative Activities:
    - Immediately update the membership application. Work with the website to develop an online fill-in version of the form.

- Create a member portfolio that includes a fact sheet, updated member application, and other relevant materials on JAMPACT.
  - Update member list for accuracy.
  - Update members' professional/business profile. Consider, with members' consent, the posting of their profile on JAMPACT's website. This way, members' professional/business backgrounds are marketed to potential prospects/clients.
  - Create and develop, along with the Treasurer, a simple and effective dues collection system. Consider getting members' consents to do recurring billing through *PayPal*.
- Recruitment:
- Identify and prioritize our target groups for membership in order to focus our recruitment efforts and acquire maximum yield and active participation.
  - Identify “connectors” and “persuaders” and secure their participation by providing them with incentives for joining JAMPACT (such as access to members of our network, etc.)
- Retention:
- Provide members with valuable opportunities, events and connections from which they will personally benefit.
  - Provide members with opportunities to contribute to the development of Jamaica and the Jamaican Diaspora.
  - With the Communications Committee, keep members connected to JAMPACT through effective and timely communications.
  - Provide members with a conduit through which they can voice their congratulations or concerns.
  - Reward members in ways such as ticket concessions to various events and members only events.

- With the Education Committee, organize the Annual Member Community Service Trip to Jamaica.
- Encourage member participation and volunteerism in the other Committees, general organization events and operational activities.

## CONCLUDING STATEMENT



This year promises to yield expanded service delivery on the part of JAMPACT, in spite the economic challenges around us. Our membership base is expanding and very vibrant, with persons committing their time, energy and resources to ensuring that we meet the service needs of our people. We are called to a mindset to manage JAMPACT like a business, like our own business, with the heart towards uplifting and empowering our fellow Jamaicans.