

## CCA – General Public Service and the NBPC

### Sectoral coverage

The General Public Service (GPS) sector covers: *Executive and legislative operations; Financial and fiscal affairs; External affairs; General services; Public debt transactions; and Knowledge and financial flows between sectors.*

The GPS sector provides guidance (under the executive and legislative component) for the smooth functioning of an “independent” and “self-determined” Black America. This includes facilitating proper and effective governance through selected/elected representatives or direct representation by individual Black Americans, who participate in decision-making. To perform its work, the GPS sector must arrange for its financial and fiscal affairs and those of other sectors involved in the execution of this Long-Term Strategic Plan (LTSP) document as warranted. The GPS sector coordinates with external entities: i.e., other peoples and nations that engage with a self-determined Black America. The GPS sector not only provides for the assembly of intellectual expertise and physical and financial assets required for its implementation of this sector of the LTSP document, but also for ensuring that other sectors organize the proper human, physical, and financial capital to execute the tasks to which they have been assigned. If the LTSP process results in debt, then the GPS sector is responsible for managing that debt, being very cautious to avoid the pitfalls of many nations that become trapped in a debt cycle/spiral.<sup>1</sup> Finally, the GPS sector must guarantee that all sectors engaged under the LTSP umbrella communicate and collaborate vigorously and effectively to ensure a minimum of overlap and duplication and a maximum of leveraging resources (intellectual, physical, and financial) that are available across sectors to achieve established goals and objectives.

Given the nature of this LTSP (especially the fact that it is mainly a plan for developing/evolving a new socioeconomic system), this CCA will reflect heavy emphasis on the GPS sectors’ oversight role, which will help ensure successful achievement of the LTSP overarching 100-year goal. The GPS sector’s 100-year goal is:

**Black Americans residing in distributed and self-determined areas of influence across the US indicate through quality of life (well-being) assessments that they experience the best possible governance (GPS). Also, existing GPS institutions, policies, and procedures are sufficient to sustain a superb quality of life going forward.**

### Status of the Black America’s governance/leadership

As Black Americans grab the reins of self-governance and leadership, some may argue that we do not have the requisite capacity to face challenges that lie ahead. Our retort is that we have an overabundance of leadership. The following information highlights the numerous leadership capacities in which Black Americans serve. This leadership expertise will be called upon to ensure that there will be no dearth of Black leaders to generate excellent governance for us by us.

- Political Leaders (national, state, county, municipal) (over 9,500).<sup>2</sup>

- Church Leaders (ecclesiastical and lay): There are about 40,000 Black religious congregations in the US. Each congregations reflects positions of, and opportunities for, leadership.<sup>3</sup>
- Entrepreneurs (employers and nonemployer firms): As of 2019, there were over 3.2 million Black American enterprises. Each enterprise represents an example of operational leadership.<sup>4</sup>
- Labor Union Leaders.<sup>5</sup>
- Educational Leaders (two- and four-year colleges and universities, (28,458); and elementary, middle, and high school principals (9,550)).<sup>6</sup>
- Leaders in Governmental Bureaus (national, state, counties, and municipalities).<sup>7</sup>
- Leaders in Private Corporate America (25,500).<sup>8</sup>
- Leaders in Social Organizations (Prince Hall Masonic Lodges are in 42 states and Washington, DC; Jack & Jill Chapters (252); and an unknown number of Elks Lodges, Eastern Star Lodges, Greek Letter Organization Chapters, etc.)<sup>9</sup>
- Leaders among the Active-Duty Military (6,969) and Police (900) Officers.<sup>10</sup>
- Head Coaches at all sports levels: Professional, college, high school, and pre-high school.<sup>11</sup>
- “Gang” Leaders (30).<sup>12</sup>

The foregoing list concerns “Black leaders,” which means that such a designation conveys a widely accepted separation between Black America and the rest of America. As just outlined, we have an over-abundance of leaders, who can comprise the leadership of a self-reliant, self-sustained, and self-determined people. Moreover, according to the US Department of Labor, Bureau of Labor Statistics, there are 17.9 million Black American households (consumer units) that is another excellent source of leadership.<sup>13</sup> While all households may not function at what might be considered a “high” level, there is no doubt that someones (dual-headed) or someone (single-headed) in each of these households is performing leadership duties to ensure that household members’ needs are met.

### Sectoral needs and rationale

An important supporting goal of the LTSP is to achieve independence, self-sufficiency, and self-determination. Accordingly, it is critical that this plan provide guidance on how Black Americans can work through the GPS sector to develop an effective and smoothly functioning independent and self-sustaining governance system/process and related institutions.

### *Governance*

An important key to governance success is to ensure appropriate and balanced representation for each sector covered by this LTSP document. Each sector has duties, responsibilities, overarching goals, and objectives as outlined in eight phases over a 100-year period. Therefore, it is critical that high-quality and highly motivated representatives are selected for this purpose. For each of the nine sectors highlighted in this document, Responsible Parties are identified. These Responsible Parties are individuals and organizations that should possess the requisite skills and abilities to execute the duties and responsibilities of their respective sectors to ensure that

objectives and goals are met. Consequently, the first agenda item for the LTSP process is for the GPS sector to convene “Representatives” of all remaining eight sectors so that they can begin the LTSP document implementation effort. This convening of representatives will constitute the formation of a National Black Planning Council (NBPC).

Representatives that comprise the NBPC will serve on a *gratis* basis. Only relevant and necessary administrative and logistical expenses can be reimbursed (either by the NBPC or by any units formed by Responsible Parties for LTSP sectors) to NBPC Representatives. More specifically, the NBPC and all units formed by Responsible Parties that are associated with LTSP sectors should view their operations as being of a not-for-profit (nongovernmental organization (NGO)) variety. These units should produce and maintain financial records and follow practices consistent with NGO organizations. Care should be taken to not secure discretionary funds that can be expended in ways that are inconsistent with traditional NGO operations.

NBPC Representatives will have the following ongoing duties and responsibilities:

- Ensure an inaugural review of, and the formation of a consensus concerning, the goals, supporting goals, and objectives of the LTSP document. The NBPC will also be tasked with updating the LTSP document on a phase-by-phase basis.
- Organize the regular (minimum) quarterly virtual convening of the NBPC.
- Form a permanent NBPC *Secretariat* that will have the duty and responsibility of ensuring proper financial and nonfinancial record keeping of NBPC operations and ensure that information flows effectively across all NBPC Representatives and their respective sectors. Notably, a key role of the NBPC *Secretariat* is to facilitate the collection and digital publication of statistics required for sound governance/management of the LTSP process.
- Serve as a forum for presentation, discussion, and analysis of ongoing activities in all LTSP sectors.
- Ensure the proper formation and presentation of legislative issues on which all Black Americans can weigh in (vote). All substantive legislative issues should be placed before the people.
- Develop (conceptually and practically (in reality)) or otherwise acquire and then implement a digital information technology (IT) platform that permits all relevant Black Americans to vote on relevant legislative issues. This would be considered a form of cyber governance.<sup>14</sup> This IT platform will require the following characteristics: (1) Identification of Black Americans who pledge support for a self-determination effort as outlined in this LTSP document; (2) registration (User IDs and Passwords or other protocols) that will permit secure logins and voting; and (3) an easy ability to expand (new additions) and purge (expirations) the platform of participants. The IT platform would operate on Black American owned and controlled servers and should incorporate “Block Chain” or other technologies that prevent/limit outsiders’ efforts to distort our information flows.
- Honor the will of the Black American people by adhering to their decisions delivered by votes on NBPC legislative issues.
- Develop the ways and means to identify and collect financial resources for the effective operation of the NBPC *Secretariat*, and to assist LTSP sectors in obtaining financial resources required to implement the LTSP document to fulfill goals, supporting goals, and

objectives. Form and maintain an Economic Development Council to assist with these efforts.

Given the existence of a fully functioning NBPC, all remaining eight LTSP sectors with their Responsible Parties must perform the following functions:

- Ensure the regular (minimum quarterly) convening of LTSP sector Responsible Parties in advance of the NBPC’s quarterly convenings.
- At two-year intervals, select a “Representative” and an “Alternate” to participate in the NBPC. The “Alternate” would appear in NBPC convenings when the “Representative” is unable to appear.
- Identify a “Responsible Party” within LTSP sectors to serve as the Sector’s *Secretariat* (SS). The SS can operate on a rotational basis (different Responsible Parties) on a phase-by-phase or basis. However, for phases that exceed five years, SS should be selected on a quinquennial basis.
- The SS must ensure proper financial and nonfinancial record keeping and effective communications between all Responsible Parties and across all relevant other sectors.
- Each sectors’ Responsible Parties must collaborate vigorously to:
  - Review and form consensus concerning LTSP goals and objectives.
  - Collaborate to ensure proper and effective implementation of LTSP goals, supporting goals, and objectives.
  - Collaborate internal to the sector and with the NBPC to ensure that sufficient human and financial capital are secured to implement LTSP goals, supporting goals, and objectives.
  - Receive information flows from the NBPC through their sector’s Representative (Alternate) and provide information flows to the NBPC through their sector’s Representative (Alternate).
  - Collaborate with other (non-GPS) sectors as required and as suggested in the LTSP document.
  - Honor the will of Black American people by adhering to their decisions delivered by votes on NBPC legislative issues.

### *Finance*

The NBPC should use all available means to secure financial support, including but not limited to: (1) Direct and organized voluntary transfers (random or systematized) from individual Black Americans; (2) transfers requested by the NBPC from enterprises that operate in Black American areas of influence (communities) that are heavily pledged to support Black American self-determination under the NBPC’s governance; (3) sizeable transfers from selected Black Americans who have the wherewithal to do so; (4) transfers from external (international) sources—individual, institutional, and governmental; and (5) other sources to be identified by the NBPC, including potentially the incurrence of financial liabilities—for which Black Americans must concur broadly.

## *External Affairs*

The NBPC should serve as the fiduciary of those Black Americans who support it in the conduct of engagements with external entities: Individuals, institutions, and governments. Because such engagements are likely to affect directly or indirectly the lives of Black Americans who pledge their support to NBPC governance, the NBPC should develop—when relevant and as circumstances permit—appropriate legislative issues that should be set for a vote by Black Americans. In this way, the “people” will have a say in important external affairs.

## *Fundamental governance theories*

This GPS CCA is developed using the following fundamental theoretical framework, which provides a rationale for the perspectives adopted herein. The theoretical framework includes the following principles:

**Theory of social action.** Agents (in this case, individual Black Americans, Representatives, Alternates, and Responsible Parties) are not likely to engage in social action unless and until there is a clear vision that the payoffs (**benefits**) to be received from social actions are likely to exceed **costs** that will likely be incurred when engaging in, or as a result of, social actions.<sup>15</sup> No attempt is made to circumscribe the nature of the benefits or costs. The social actions of relevance here include, but may not be limited to: (i) Pledging support for an NBPC, which is charged with implementing this LTSP; (ii) voting on legislative issues proposed by the NBPC; (iii) agreeing to make voluntary monetary transfers to an LTSP sector or to the NBPC; and (iv) perform actions/duties outlined in particular sectors of this LTSP or as proposed by an LTSP sector or the NBPC.

**Theory of special interests.** When there are “rents” (not rental payments, monetary and/or nonmonetary benefits) to be gained from a socioeconomic arrangement, then individuals or groups (special interests) are likely to form to seek to capture these rents.<sup>16</sup> However, it is generally agreed that “rent-seeking” behavior is wasteful and inefficient. In the end, rent seeking has the effect of raising the costs and prices of the goods or services that are to be produced/provided under the socioeconomic arrangement. Therefore, it is urged that the NBPC and each LTSP sector assess carefully the socioeconomic arrangements that are formulated and take every possible action to dissuade/prevent/prohibit rent-seeking efforts.

**Elite capture.** The saying is that “leadership has its privileges.” This concept lends itself to the idea of “elite capture.” That is, certain persons (leaders, the elite) or segments of a social arrangement are positioned strategically to capture unmerited benefits that should otherwise be available to everyone.<sup>17</sup> Elite capture has the effect of reducing morale within a social arrangement and, thereby, a willingness by everyone in the social system to exhibit maximum effort to achieve goals, supporting goals, and objectives. Therefore, everyone operating under the umbrella of this LTSP document should be awake to the possible development of elite capture scenarios, and to take every action to dissuade/prevent/thwart them.



Suggested Responsible Parties

The General Public Service sector CCA outlines the formation of an NBPC that will guide the execution of this LTSP. The NBPC is to be comprised of Representatives (Alternates) from each of the remaining eight sectors in this LTSP. Each sector will be responsible for selecting a Representative and an Alternate. For completeness and convenience, we list the eight sectors here: (1) Defense, public order, and safety; (2) Economic affairs; (3) Environmental protection; (4) Housing and community amenities; (5) Health and wellness; (6) Recreation, culture, and religion; (7) Education; and (8) Social protection.

GPS overarching goal and objectives

Following the overarching goal and selected supporting goals of the coordinated and integrated eight-phase 100-year LTSP, Table 1 presents the phased 100-year overarching goal and selected objectives for the GPS sector. The assumption is that Black Americans will begin to operationalize self-determination on an “in-place” (*in situ*) basis.

**Table 1. GPS Phased 100-Year Overarching Goal and Selected Objectives**

No.	Phases	Goals and Subgoals
1	Years 1-5 objectives	Form a National Black Planning Council (NBPC) and ensure that all sectors are represented on the council; review and obtain general consensus on the execution of this LTSP; develop an NBPC <i>Secretariat</i> ; identify ways and means to obtain resources for NBPC operations and the operations of all remaining eight sectors as warranted (form and maintain for the duration of this plan an Economic Development Council to assist with these efforts); develop a digital IT platform that will facilitate sign-up and login by Black Americans willing to pledge support for the NBPC and its LTSP document (this IT platform will be used for voting on legislative issues); begin to convene regularly (minimum quarterly); facilitate communication flows across all LTSP sectors and promote communications through the sectoral hierarchy—from the sector down to the local level and back up; collaborate specifically with the communications component of the Economic Affairs sector to identify the most favorable options for reaching as many Black American households as possible—Internet/Social Media (Black owned and operated) (OBT, Our Black Truth), Television (the Allen Media Group), Radio (Sankofa Revolutionary Radio and/or other Black owned and operated stations), Black owned and operated Internet Newspaper(s); work to obtain a baseline on Black Americans’ well-being with respect to governance through a survey.
2	Year 6-10 objectives	Continue all relevant operations and activities from phase 1; review the LTSP and adopt any required course corrections; redouble efforts to evolve methods for obtaining financial resources and systematize them; continue to serve as a clearing house for information across LTSP sectors; finalize and operationalize the digital IT platform and initiate voting on NBPC legislative issues; begin regular broadcasts into Black Americans’ households on key governance issues using all media platforms; reassess Black Americans’ governance well-being through a survey.

No.	Phases	Goals and Subgoals
3	Year 11-15 objectives	Continue all relevant operations and activities from previous phases; review the LTSP and adopt any required course corrections; expand efforts to obtain financial resources; continue to serve as a clearing house for information across LTSP sectors and assist sectors with obtaining resources for LTSP implementation; improve the digital IT platform that is used for voting on NBPC legislative issues; continue regular broadcasts into Black Americans households of key governance issues; reassess Black Americans' governance well-being through a survey.
4	Year 16-20 objectives	Continue relevant operations and activities from previous phases; perform a comparative analysis of Black Americans' well-being at the 20-year mark using the assessments that were performed during earlier phases; adopt course corrections for the second 20 years of the LTSP (GPS and other eight sectors) and reach a broad consensus on the way ahead; and given a solid base of operations, the NBPC should begin to reach out externally to obtain resources and to assist other Black people of the world as human and financial resources permit.
5	Year 21-40 objectives	Continue relevant operations and activities from earlier phases; perform a comparative analysis of Black Americans' well-being at the 40-year mark using the assessments that were performed during earlier phases; adopt course corrections for the third 20 years of the LTSP (GPS and other nine sectors) and reach a broad consensus on the way ahead; continue to engage externally to obtain resources and to assist other Black people of the world as human and financial resources permit; and begin to assess whether Black Americans favor an expanded realization of self-determination—i.e., a more centralized territory(ies) or diaspora movement.
6	Year 41-60 objectives	Continue relevant operations and activities from earlier phases; perform a comparative analysis of Black Americans' well-being at the 60-year mark using the assessments that were performed during earlier phases; adopt course corrections—to include possible expanded realization of self-determination—for the fourth 20 years of the LTSP (GPS and other eight sectors) and reach a broad consensus on the way ahead; and continue to engage externally to obtain resources and to assist other Black people of the world as human and financial resources permit.
7	Year 61-80 objectives	Continue relevant operations and activities from earlier phases; perform a comparative analysis of Black Americans' well-being at the 80-year mark using the assessments that were performed during earlier phases; adopt course corrections for the fifth 20 years of the LTSP (GPS and other eight sectors) and reach a broad consensus on the way ahead; and continue to engage externally to obtain resources and to assist other Black people of the world as human and financial resources permit.
8	Year 81-100 objectives  OVER ARCHING GOAL	Update as required and continue operations of incomplete strategies outlined in earlier phases; formulate a new 100-year LTSP.  <b>Black Americans residing in distributed and self-determined areas of influence across the US indicate through quality of life (well-being) assessments that they experience the best possible governance (General Public Services). Also, existing GPS institutions, policies and procedures are sufficient to sustain a superb quality of life going forward.</b>

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<sup>1</sup> The LTSP Panel urges that no debt be incurred from White financial institutions to the extent possible, including well-known international (global) financial institutions.

<sup>2</sup> Statistics on Black elected officials were collected by the Joint Center for Political and Economic Studies until 2002. See <https://www2.census.gov/library/publications/2010/compendia/statab/130ed/tables/11s0413.pdf> (Ret. 111622). At that time, there were nearly 9,500 Black elected officials at the national, state, and local levels—including leaders elected to law enforcement and education positions. The 9,500 estimate is adopted as a very conservative estimate of the number of Black elected officials today. It is important to note that, to our knowledge, there are no comprehensive statistics concerning Black Americans playing leadership roles in the administration of political parties.

<sup>3</sup> The 40,000 estimate is based on somewhat dated information from Eileen W. Lindner, Editor (2010). *Yearbook of American and Canadian Churches*. Abingdon Press, Nashville. The estimate reflects the number of churches reported for the following Black Christian denominations: African Methodist Episcopal Church, African Methodist Episcopal Zion Church, Christian Methodist Episcopal Church, Church of God in Christ, National Baptist Convention of America, National Baptist Convention USA, and Progressive National Baptist Convention. Given the existence of other Black Christian denominations and other Black religious organizations, the estimate likely understates the actual number of Black religious congregations and the related volume of Black religious leaders.

<sup>4</sup> Adam Grundy and Lynda Lee (2022). “Increase in Number of U.S. Black-Owned Businesses Between 2017 and 2019.” U.S. Department of Commerce, Bureau of the Census. <https://www.census.gov/library/stories/2022/02/increase-in-number-of-united-states-black-owned-businesses-between-2017-and-2019.html> (Ret. 110122).

<sup>5</sup> To our knowledge, there are no comprehensive statistics on Blacks in labor union leadership roles. However, the US Department of Labor, Bureau of Labor Statistics reported for 2022 that Black American workers are the most likely of any racial/ethnic group to be labor union members. <https://www.bls.gov/news.release/pdf/union2.pdf> (031123). Also, UnionTrack.com (<https://uniontrack.com/blog/black-union-leaders> (Ret. 031123)) reported in 2020 on 15 important high-level Black American labor union leaders.

<sup>6</sup> The number of Black leaders of higher educational institutions is for 2020 and is from the US Department of Education, National Center for Education Statistics (NCES). <https://nces.ed.gov/ipeds/datacenter/Statistics.aspx> (Ret. 110122). The number of Black principals in public schools is for the 2017-18 school year and is from NCES. [https://nces.ed.gov/programs/digest/d20/tables/dt20\\_212.08.asp?current=yes](https://nces.ed.gov/programs/digest/d20/tables/dt20_212.08.asp?current=yes) (Ret. 110122).

<sup>7</sup> Research reveals that there are no official statistics on the number of Black managers in government bureaus (departments and agencies) for all three levels of government.

<sup>8</sup> This figure was obtained by multiplying the 2021 US Department of Labor, Bureau of Labor Statistics’ estimate of the number of corporate managers (leaders) of about 510,000 (<https://www.bls.gov/Oes/current/oes110000.htm#nat>) by the McKinsey Company estimate (5.0 percent) of the percentage of Black Americans who are corporate managers (<https://www.mckinsey.com/featured-insights/coronavirus-leading-through-the-crisis/charting-the-path-to-the-next-normal/in-corporate-america-black-senior-leadership-remains-scarce>) (Ret. 110122).

<sup>9</sup> The statistic on the number of US states with Prince Hall Grand Masonic Lodges is from <http://bessel.org/masrec/phachart.htm> (not secure); and the statistic on the number of Jack & Jill Chapters is from (<https://www.jackandjillinc.org/>). (Ret. 012223).

<sup>10</sup> The estimate of Black active-duty military leadership (officers at 04-010 rank) is from the Office of the Deputy Secretary of Defense for Military Community and Family Policy (2020), *2020 Demographics Profile of the Military Community*, p. 25. US Department of Defense. <https://www.militaryonesource.mil/data-research-and-statistics/military-community-demographics/2020-demographics-profile/> (Ret. 011823). According to NOBLE (National Organization of Black Law Enforcement Executives; <https://noblenational.org/>) an estimate of Black police leadership (at the chief level) is unknown. We estimate the number of Black American police chiefs by assuming (in connection with endnote 8 above) that 5.0 percent of all police chiefs are Black. According to the US Department of Justice, Bureau of Justice Statistics, there were 18,000 police department/forces in the US in 2016 (<https://bjs.ojp.gov/content/pub/pdf/nsleed.pdf> (Ret. 110322)). The estimate presented in the text (900) could be considered a lower-bound because Black assistant and deputy chiefs also serve in leadership roles.

<sup>11</sup> Statistics are unavailable, but we estimate that there are hundreds of Black head coaches.

<sup>12</sup> According to Wikipedia, about 30 Black “gangs” operate in the US, some with affiliates in multiple locations; [https://en.wikipedia.org/wiki/List\\_of\\_gangs\\_in\\_the\\_United\\_States](https://en.wikipedia.org/wiki/List_of_gangs_in_the_United_States) (Ret. 110122). These “gangs” represent unique opportunities for leadership.

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<sup>13</sup> US Department of Labor, Bureau of Labor Statistics (2022). “Table 2100. Race of reference person: Annual expenditure means, shares, standard errors, and coefficients of variation, *Consumer Expenditure Surveys*, 2021.” <https://www.bls.gov/cex/tables/calendar-year/mean-item-share-average-standard-error/reference-person-race-2021.pdf> (Ret. 110122).

<sup>14</sup> Brooks B. Robinson (2022). “A Purer Democracy under Cyber Governance: Future Implications for Black America’s Political Economy.” BlackEconomics.org. <https://www.blackeconomics.org/BEAP/apdbape.pdf> (Ret. 012323).

<sup>15</sup> Mancur Olson (1971). *The Logic of Collective Action: Public Goods and the Theory of Groups*. Harvard University Press: Cambridge.

<sup>16</sup> Gordon Tullock (1965). *The Politics of Bureaucracy*. Public Affairs Press: Washington, DC. Anne Krueger (1974). “The Political Economy of the Rent-Seeking Society.” *American Economic Review*: Vol. 64; No. 3, pp. 291-303.

<sup>17</sup> Olufemi Taiwo (2022). *Elite Capture: How the Powerful Took Over Identity Politics (And Everything Else)*. Haymarket Books, Chicago.