



**National Active and Retired  
Federal Employees Association**

**PRACTICES USED IN MARYLAND**

**Summary**

Maryland NARFE has had two membership retention activities consisting of monthly personalized mailings since February 2011, complementing the retention efforts of chapters.

Dues Withholding Incentive Program (DWIP) - - Out of 3,273 retiree members receiving rebate offers for converting to dues withholding, 135 members made the switch, a 4.1% conversion rate.

Lapsed Member Mailing - - Personalized letters have been sent to 3,500 lapsed members urging them to rejoin NARFE, 254 members rejoined (7.3%) with 347 years of membership. These results are as of the end of May 2013.

**Dues Withholding**

Since February 2011 Maryland NARFE has had a federation level Dues Withholding Incentive Program (DWIP) to increase the number of retiree members on dues withholding by offering rebates through personalized mailings to members living in Maryland. The mailings include a letter from the federation president, a partially completed DW-2 Dues Withholding Application form, and a #9 return envelope addressed to the Federation Treasurer. It is modeled after an incentive program developed by Frank Impinna who was then the President of the Colorado Federation. Initially the rebate offers were \$5. After October 2011, they were increased to \$10.

To date, 2,288 letters to first-time retiree members with expiration dates up to May 1, 2013, have resulted in 94 members switching to dues withholding (4.1%) and 927 renewing members (40.5%). The members who joined with a two-year membership after receiving the OPM blind mailing (Dues category = AG) have notably higher rates of participation in

dues withholding and of renewal than the one-year members (AF & AI dues categories). The AG members have 5.4% DW participation compared with 3.7% for the others; the renewal rates are 60% and 34% respectively for the AG members and the one-year members, as of the end of May 2013.

A second, parallel, dues withholding incentive program was started in November 2011. This program sent rebate offers to members who joined between April 2007 and March 2010, inclusive. Through the end of May 2013, 41 members have converted to OW out of the 985 who were sent rebate offers, a conversion rate of 4.2%. Currently, OWIP mailings are being sent to members who joined after June 2004, after the previous dues increase, and before April 2007. It started with a mailing in February 2013 to members with a May 1, 2013 expiration date. It is too early to assess results of this new program.

In summary, Maryland NARFE's dues withholding incentive program, in all of its variations have resulted in 135 members converting to dues withholding out of 3,273 retiree members receiving incentive rebate offers, a conversion rate of 4.1%.

The monthly regional membership reports indicate that in 2012 the percentage change in the number of members in Maryland NARFE on dues withholding was 3.2 percentage points higher than the rest of NARFE.

### **Lapsed Members**

Maryland NARFE's second major membership retention program addresses inactive members who have not renewed their membership after receiving all of the renewal notices from HQ. There was an initial mailing in November 2010. Then starting in February 2011, Maryland NARFE has sent monthly mailing to lapsed members in Membership Month 21, nine months after the members' expiration date. Just as in the OWIP mailings, these mailings to lapsed members are personalized. They are sent first class mail. They include a cover letter from the federation president urging them to rejoin; a partially completed application to rejoin NARFE offering 1-year, 2-year, and 3-year memberships; and a #9 business return envelope provided by NARFE HQ. No financial incentives are offered other than the standard 10% and 15% discounts for multi-year memberships.

The results of this program are noteworthy. Since February 2011, letters have gone to 3500 lapsed members. Of these members, 254 have rejoined, for a 7.3% success rate. These 254 members rejoined for 347 years of membership.

Another indicator of effectiveness is that the Maryland Federation consistently records a high ratio of renewals (RE) to non-renewals (NR), some 4 to 5 percentage points higher than the ratio for the rest of NARFE, excluding the e-NARFE chapter. Specifically, for the first five months of 2013, the ratio RE/NR was 35% for Maryland NARFE and 30.5% for the rest of NARFE, excluding e-NARFE