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TO: Stratplan <straplannarfe.org>
CC: Jon Dowie <jdowienarfe.org>
SUBJECT: Strategic Plan For NARFE's Future
DATE: Tuesday, July 28, 2015 10:52 AM

To SC,

I would like to acknowledge and thank the work that the SC has accomplished so far. The 14 members of this committee are off to a great start - but, as you all know, this is only a start and much work must be done before your job is finished (actually, the job of a SC is on-going and never finished). I read the report from the SC/FP/NEB meeting held in Reno in July and, again, there appeared to be a very lively discussion on NARFE's future. I would like to add my comments for your consideration.

As I have stated in the past (as the National President), NARFE's present way of doing business is 'unsustainable'. This is quite obvious if you look at our membership numbers (high of almost 1/2 million in mid-1980's to approximately 228K at this time (and this number continues to decrease). In three decades, NARFE has lost over 1/2 of their membership. Ever since MCM was instituted in 1986, NARFE's membership has declined. Whether the decline was due to MCM or some other reason, I am not sure but I do know that we have experienced a serious decline in membership. Off course we all know that the decline in membership has a direct effect on our number one mission, namely legislation. If the decline continues, our "clout" on Capitol Hill will be non-existence.

While I was the National President, I had the honor of appointing the FONC - the most effective committee that NARFE (in my opinion) has ever had. This 11 member committee came up with a number of recommendations (some of which your committee are using). The **FONC VISION** was for a "Leaner governance, a more mission-focused organization, Professional management, A new branding strategy and An enhanced mission". These Vision items should be taken together and considered together. I would like to address only one of the above Vision items at this time. The item I would like to discuss is "Professional Management".

PROFESSIONAL MANAGEMENT:

To quote the FONC, the "intention is to Move to Professional Management". NARFE has had some great National Presidents in the past, however, all of the past (and present) National Presidents, with the exception of Margaret Baptiste, obtained their experience in managing from the government. None of the past (and present) National Presidents had specific expertise in managing a "**Not For Profit**" organization. I am sure that many of us past National Presidents (and probably the current President) feel that we could or can handle the responsibilities of a "**Not For Profit**" organization but, in my opinion, we were 'wrong'. None of us had that expertise and that could have contributed to our downfall (reduction in membership). We had a company come in to look at our organization (One Group) and one

of their observations (complaints) was our lack of leadership for our specific type of organization. I could continue on this but I will sum up my comments as follows:

1 – **NARFE should hire, as soon as feasible/possible, a professional manager as COO who reports and is subject to the BOD.** This COO would manage the business of NARFE and would be responsible for the headquarters staff. Note: It is interesting to note that even though NARFE's membership continues to decline, our staff at Headquarters is not reduced proportionately. The last COO that NARFE hired in the 1990's reduced the staff about 20%. I was informed that the COO found that NARFE's staff was adjusting their work habits and/or duties in relationship to our membership numbers (as the numbers decreased their productivity decreased). Hiring a COO, who is experienced in managing a "***Not for Profit***" organization, would provide NARFE with the leadership that we desperately need (This is not meant to criticize our current or past leaders, it is just restating facts/comments from One Group and from the FONC).

In my opinion, if you come up with a Strategic Plan that does not include hiring a professional COO, I believe we will continue on the road to closure or ineffectiveness.

Thank you for this opportunity to provide my comments to the SC and I want to personally thank all of you for being on this important committee. NARFE's future is in 'your hands' and I hope that your report will be the catalyst to move NARFE forward and upward.

Best regards,

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