

REGION X REPORT
William "Bill" Shackelford
Fall 2017

Two meetings of the NARFE National Executive Board (NEB) were held during the period of October and November, 2017. The location for both meetings was at NARFE Headquarters.

The first NEB meeting was held in Alexandria, Virginia from October 16 – 17, 2017.

MONDAY – OCTOBER 16, 2017

National President Richard Thissen opened the meeting at 9:00 AM with a moment of silent reflection followed by the Pledge of Allegiance lead by Region Vice President (RVP) Jim Crawford (Region I).

NATIONAL EXECUTIVE BOARD RESPONSIBILITIES – Executive Director (ED) Barb Sido defined Board Responsibilities, Roles and Expectations as well as the inter-relationship between Board Authority, Board Opportunity and Board Responsibility. Best practice would be that the responsibilities would be 70% - Strategy, 20% - Finance and 10% - Operations.

NATIONAL SERVICE OFFICER OF THE YEAR (NSOY) AWARD – Response from the Chapters and Federations for nominations for the 2017 NSOY Award was very minimal. A total of 12 nominations were received. In view of this minimal response, the National Service Officer of the Year Award will be fully discontinued.

NARFE CENTENNIAL CELEBRATION – ED Sido advised that she will be seeking ideas/comments from Chapters and Federation for the NARFE Centennial Celebration in 2021. Cost is expected to be at minimal cost (possible \$0.00) from NARFE.

BALLOTING VENDOR – ED Sido will assume the responsibility of negotiating a third-party vendor contract for the 2018 NARFE elections. Results of the balloting will be furnished to the Executive Director. National Secretary/Treasurer Jon Dowie will recuse himself from the contract negotiations since he expects to be a candidate for office on the 2018 ballot.

NARFE 2018 CONFERENCE – Planning is moving forward for FEDCon18 (NARFE Premier Conference) in Jacksonville, Florida. The dates are August 26 (Sunday) through August 29 (Wednesday) and the venue is the Hyatt Regency – Riverfront located at 225 East Coastline Drive. Primary events will be Opening Ceremonies (Sunday), various Subject Break-Outs (Monday and Tuesday) and a streamlined business session on Wednesday. The various Subject Break-Outs will be repeated in an effort to insure that attendees will be able to take full advantage of the offerings.

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Streamlined business session on Wednesday will be for the purpose of hearing Annual Reports of National President and National Secretary/Treasurer. Results of the May/June, 2018 balloting may also be announced.

FEDCon18 will also be highlighted by a major gala, in lieu of a banquet. This gala will feature NARFE/Alzheimer's Association relationship enhancements. Negotiations are ongoing for celebrity speakers acquired by the Alzheimer's Association as well as the possibility of full sponsorship, by the Alzheimer's Association, of the gala. There will be no funding for the event from donations given to Alzheimer's Research by NARFE members. Cost of the gala may be free to NARFE members in attendance at FEDCon18.

STRATEGIC PLAN – The 2018 NARFE Strategic Plan, as submitted by the Strategic Planning Committee, was discussed with input from all NEB members. With some corrections, the NEB voted on a motion (#01-10-17) made by RVP Wilson and 2nd by RVP Crawford that the Strategic Plan as updated corrected/updated by the NEB be approved. With a vote of 11 YEAS and 0 NAYS, motion passed.

NARFE STRATEGIC PLAN KEY UPDATE – Some of the key points of the approved NARFE Strategic Plan are:

- Ongoing - Assess Federation and State Advocacy Structure.
- Ongoing - Encourage spending member funds on mission-related activities at both the Federation and Chapter levels.
- Future consideration - NEB to adjust National Dues within specific limits.
- Deferred - Unified Association Dues.

It is expected that the approved NARFE Strategic Plan will be placed on the NARFE website on or about November 1 for review by all NARFE members. Comments may be sent to the Strategic Plan e-mail address – stratplan@narfe.org

NARFE SCHOLARSHIP PROGRAM FUNDING – National President Thissen briefed the NEB on the current status of the NARFE/FEEA Scholarship Program Funding. In past years, scholarships were awarded at a level of six awards per region and one International award. Total amount of the scholarships (\$66,000) plus administrative costs (\$9,000) has been paid solely from the NARFE budget (General Fund). Donations made, directly to FEEA, by NARFE members currently totals approximately \$40,000. This total would allow for three scholarships per Region in 2018. Following discussion, the NEB voted on a motion (#02-10-17) made by RVP Shackelford and seconded by RVP Wilson that NARFE will provide no additional funding, above the balance of funds currently held by FEEA for scholarships for FY2018. With a vote of 10 YEAS and 1 NAY (Region V), motion passed.

REVIEW OF NARFE SCHOLARSHIP PROGRAM – A follow-up motion (#03-10-17) was made by RVP Richards and seconded by RVP Zajac that NARFE review parameters and process for the scholarship program for FY2019, and based on that assessment by November 2018 determine whether it will be in NARFE's best interest to restore funding at an appropriate level for that year. Following discussions, an amendment to this motion was made by RVP Adelman and seconded by RVP EK that the current pending motion be amended by adding at the end the following: "provided, that at least one NARFE scholarship will be awarded in 2019 and thereafter." A vote of this

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amendment failed by hand vote. The question was called on the original motion and with a vote of 10 YEAS and 1 NAY (Region VII), motion passed.

NARFE SCHOLARSHIP DISTRIBUTIONS – An additional follow-up motion (#12-10-17) was made by RVP Kirby and seconded by RVP Wilson that the number of scholarships be awarded (pro-rated) according to the number of applicants per Region. With 4 YEAS and 6 NAYS, motion failed. In addition to President Thissen, National Secretary/Treasurer Dowie abstained due to his position as the NARFE representative on the FEEA Scholarship Committee.

CORPORATE REGISTRATION – Presentation was made to the NEB by NARFE attorney Eileen Johnson. She informed the NEB that for unknown reasons, the corporate registration, including current Articles of Incorporation, as required by the Corporation Counsel of the District of Columbia had not been filed since 2014. Following some discussion for clarification, the NEB voted on a motion (#04-10-17) made by RVP Shackelford and seconded RVP Zajac. that the NEB confirms that actions taken by the Executive Director in restoring the corporate registration of NARFE with the District of Columbia and in appointing a new registered agent for the District of Columbia and the Commonwealth of Virginia. With a vote of 11 YEAS and 0 NAYS, motion passed.

ARTICLES OF INCORPORATION – An additional motion (#05-10-17) was made by RVP Wilson and seconded by RVP Richards that the First Amended and Restated Articles of Incorporation of NARFE dated October 17, 2017, are hereby approved for filing with the District of Columbia Department of Consumer and Regulatory Affairs. With a vote of 11 YEAS and 0 NAYS, motion passed.

GOVERNING DOCUMENTS – A presentation by Barb Sido, Colette Trohan (NARFE Parliamentarian), and Eileen Johnson (NARFE Legal Counsel) addressed the need to be diligent in ensuring that Bylaws, Standing Rules, NARFE Policy Manual, and NARFE Procedures Manual are reviewed and up-to-date. After some discussion the NEB voted on a motion (#10-10-17) made by RVP Kirby and seconded RVP Konys stating that the NEB is responsible for reviewing and updating the NARFE Policy Manual. The review will be conducted by the Executive Director and a report will be issued and given to the NEB by March 31st. With a vote of 11 YEAS and 0 NAYS, motion passed.

An additional motion (#11-10-17) was made by RVP Richards and seconded by RVP Adelman that the Executive Director is responsible for reviewing and updating the NARFE Procedure Manual as warranted from time to time to streamline operations and achieve efficiencies in governance and administration. No deadline date was included in this motion. With a vote of 11 YEAS and 0 NAYS, motion passed.

In addition to the two motions pertaining to the Policy and Procedures Manuals, four more motion were made and voted on by the NEB, These motion involve necessary National Bylaws changes which became necessary as a result of the hiring of the NARFE Executive Director, NARFE Parliamentarian and NARFE Legal Counsel. These proposals are “housekeeping” in nature but are, in the opinion of NARFE Legal Counsel, required by the NARFE Articles of Incorporation or the DC Non-Profit Corporation Statute. Additionally, each of these proposals will be presented to the full NARFE membership for a vote in 2018.

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Proposal #1701 – Executive Director
Proposal #1702 – Federations

Proposal #1703 – Committees
Proposal #1704 – NEB Proxy Vote

With the hiring of the NARFE Executive Director, it became necessary to set forth the exact distribution of operational duties and to define executive officer sub-titles. After some discussion the NEB voted on a motion (#06-10-17) made by RVP Konys and seconded by RVP Wilson that the proposed Bylaws Amendments 1701 is hereby approved by the NEB and recommended for approval by the NARFE membership and direct that a mail ballot be taken. With a vote of 11 YEAS and 0 NAYS, motion passed.

FEDERATIONS – With the closure of Chapters and lack of leadership, NARFE Federations are beginning to struggle. Additionally, with the involvement of the National Division, it is necessary to better define the make-up of a NARFE Federation. After some discussion the NEB voted on a motion (#07-10-17) made by RVP Shackelford and seconded by RVP Konys that the proposed Bylaws Amendments 1702 is hereby approved by the NEB and recommended for approval by the NARFE membership and direct that a mail ballot be taken. With a vote of 11 YEAS and 0 NAYS, motion passed.

COMMITTEES – Create such committees as it may deem necessary to further the work of the Association; and appoint members to and select the chair of committees created by the NEB or as he or she may deem necessary to further the work of the Association. Following discussion for clarification, a motion (#08-10-17) was made by RVP Konys and seconded by RVP Richards that the proposed Bylaws Amendment is hereby approved by the NEB and recommended for approval by the NARFE membership and direct that a mail ballot be taken. With a vote of 11 YEAS and 0 NAYS, motion passed.

NEB PROXY VOTE – Prior to the 2016 NARFE National Convention, RVPs were permitted to designate a proxy to attend the NEB meetings. This provision of the Bylaws was changed by a vote of the 2014-2016 National Executive Board. After review by NARFE Legal Counsel, the change was shown to be incorrect and it was recommended by Counsel that it be changed back to the language as shown in the 2014 NARFE National Bylaws. After some discussion the NEB voted on a motion (#09-10-17) made by RVP Kirby and seconded by RVP Zajac that proposed Bylaws Amendment 1704 is hereby approved by the NEB and recommended for approval by the NARFE membership and direct that a mail ballot be taken. With a vote of 11 YEAS and 0 NAYS, motion passed.

TUESDAY – OCTOBER 17, 2017

FEDERATIONS BYLAWS – Review process and submission to Office of National Secretary/Treasurer is proceeding well. Due to recent severe weather, NARFE Federations in Puerto Rico and U.S. Virginia Islands have been given an extension of the submission deadline.

Twenty-one Federations have had new Bylaws approved by NARFE Headquarters. Four of five Federations in Region X have been approved. Due to approval deadlines, required by Virginia Federation Bylaws, only the Virginia Federation has not completed update Bylaws for submission to NARFE HQ. Proposed Bylaws will be submitted for approval to delegates at the upcoming Virginia Federation of Chapters Convention.

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MEMBERSHIP RENEWALS – Some have shared questions about membership applications and renewal forms since the implementation of Optional Chapter Membership. The forms adhere as they must to our post-OCM bylaws and represent best practices, so will not be fundamentally changed. We have, however, taken a number of steps to address your concerns.

- In order to address any confusion some members may experience, a bolded message has been added to the renewal notice letters that reads: **NOTE: The renewal form has changed. Please indicate below whether you are renewing NARFE National Membership or NARFE National and your local chapter.**
- A text box was added around the chapter information on all applications, drawing greater attention to the option. It allows individuals who have decided to opt into chapter membership, through an engaged conversation with a recruiter, to do so as they join. (This text box will be included on the F-135 with the next printing.)
- A short message is being developed to be included periodically in *narfe* magazine to provide general information on the benefits of chapter membership and instructions on how to join.
- The chapter option is also provided on the new member welcome letter and in our new member electronic newsletters.

NARFE Parliamentarian Colette Trohan stated that National Division should be given priority listing on forms since National NARFE membership is a pre-requisite to Chapter membership.

RECRUITMENT – Since September 1, 2017, 135 recruiters have recruited 176 new members to the membership rolls of NARFE. Of these 135 recruiters – 11 have been National Division members. Another interesting note is that between January and September 2017, only one Federation has shown positive growth with a 20 member increase to its overall membership level. It appears that the increase is a combination of great recruitment and also by taking a positive approach to embracing the National Division members within the Federation. ***CONGRATULATIONS is extended to the North Carolina Federation.***

NATIONAL STANDING COMMITTEES – As result of moving to a National Conference (FEDCon18) and the establishment of voting procedures outside of the Conference, the formation of six new NARFE Standing Committees and an ad hoc committee will be needed. Appointments to these NARFE Standing Committees are made by the National President for a term of two years. Committees will be comprised of representatives from across NARFE. The National President may appoint a RVP to serve as an NEB liaison to any committee, with the exception of the Bylaws and Resolutions Committee. The President and Executive Director are ex officio members of all committees, with the exception of the Bylaws and Resolutions Committee.

STANDING COMMITTEES

Advocacy Advisory
Bylaws and Resolutions
Communications Advisory
Finance Advisory

Marketing and Member Resources Advisory
Strategic Planning and Innovation Advisory

AD HOC COMMITTEE

Ballot Oversight Committee

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Following some discussion for clarification, the NEB voted on a motion (#13-10-17) made by RVP Shackelford and seconded by RVP EK that the NARFE Standing Committees be established as printed in the October 2017 issue of the [narfe](#) Magazine. With a vote of 11 YEAS and 0 NAYS, motion passed.

Federation Presidents are urged to seek as many members as possible to volunteer to serve on these six new NARFE Standing Committees and the Ad Hoc Committee. At the present time, Region X has four members who have volunteered. The deadline for volunteer submissions is November 15, 2017.

Advocacy Advisory – Jim Glenn (Tennessee) and Larry Minniear (Tennessee)

Bylaws and Resolutions – Robert Allen * (North Carolina)

Marketing and Member Resources Advisory – Charles Talley (North Carolina)

Strategic Planning and Innovation Advisory – Robert Allen ** (North Carolina)

* 1st Choice

** 2nd Choice

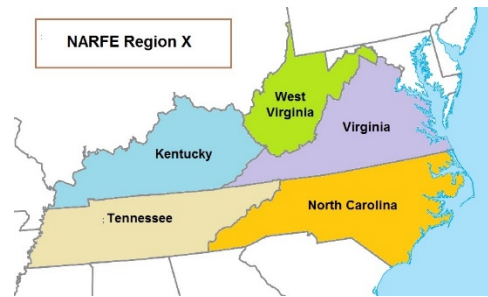
President Thissen will be establishing an RVP Liaison between the NEB and the Standing Committees. Target date for announcing the members of each Committees and the Liaison is the week of January 22, 2018.

The next NEB will be held in Alexandria, Virginia from November 28 – 29, 2017. The location will be at NARFE Headquarters.

PROPOSED AGENDA ITEMS

- 2018 NARFE Budget
 - Salaries
 - Professional Fees
 - Contracts and Re-Directing of Funding
- Roll Call / Recording of Votes at NEB Meetings
- NARFE Privacy Policy

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The second NEB meeting was held in Alexandria, Virginia from November 28 – 29, 2017.

TUESDAY – NOVEMBER 28

National President Richard Thissen opened the meeting at 9:00 AM with a moment of silent reflection followed by the Pledge of Allegiance lead by Region Vice President (RVP) Clarence Robinson (Region III).

TRANSFER OF “NATIONAL ONLY” AND “NATIONAL LIFE” MEMBERS – The process of moving these members from all Regions to the National Division should be completed by the end of 2017. Chapter Presidents and Membership Chairs may notice a “drop” in the overall total of members in their Chapters, but please assure your Chapters that **no one** that pays chapter dues will be impacted; only those members (National-Only) that opted not to join a chapter in the mid-1980s when mandatory chapter membership was enacted and those Life Members who have stopped paying chapter dues will be affected.

NATIONAL STANDING COMMITTEES – The formation of six new NARFE Standing Committees and the one ad hoc Committee (Ballot Oversight Committee) has been completed and the Committee members have been selected. President Thissen will make contact with the Chairperson of each Committee in order to provide them with their responsibilities, Committee members and the dates for a Committee meeting to be held at NARFE Headquarters during the week of January 22, 2018.

Executive Director Barb Sido provided a detailed briefing to the NEB on the Standing Committee charges (responsibilities) showing where the charges of each committee was aligned with the Key Performance Indicators of 2018 NARFE Operating Plan as developed by the Executive Director.

In my RVP Report for the NEB Meeting which was held from October 16 – 17, I identified the four members from Region X who had volunteered for a Standing Committee assignment. This was based on information available to the NEB approximately one month prior to the deadline for volunteer submissions. In addition to Jim Glenn (Tennessee), Larry Minniear (Tennessee), Robert Allen (North Carolina) and Charles Talley (North Carolina), there were eight additional members from Region X who volunteered for an assignment. Here is the final listing of Region X volunteers and the Standing Committee(s) of interest.

- **Advocacy Advisory** – Jim Glenn (Tennessee), Larry Minniear (Tennessee), Leslie Ravenell (Virginia), Pierce Johnson (Virginia) and Gaston Gianni (Virginia)
- **Bylaws and Resolutions** – Robert Allen * (North Carolina)
- **Communications Advisory** – Jim Little (Virginia) and Henry Brattlie (North Carolina)

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- Finance Advisory – Henry Brattlie (North Carolina) and Michael Cornelison (Kentucky)
- Marketing and Member Resources Advisory – Charles Talley (North Carolina) and Rhonda Mooney (Tennessee)
- Strategic Planning and Innovation Advisory – Robert Allen (North Carolina), Henry Brattlie (North Carolina) and Paul Carew (North Carolina)
- Ballot Oversight – Michael Cornelison (Kentucky)

FEDERATIONS BYLAWS – Review process and submission to Office of National Secretary/Treasurer is proceeding well. The NEB was advised that the review/approval of the Bylaws for 25 Federations has been completed.

FEDERATIONS / CLOSURE OF CHAPTERS – Secretary/Treasurer Jon Dowie announced that his office has closed 186 Chapters in the calendar year of 2017. Regional Vice President (RVP) Jim Crawford (Region I) announced that efforts are being made to keep the Vermont and New Hampshire Federations operating independently but a merger may be required in 2018. President Thissen announced that the NEB will need to be prepared to do its “due diligence” to insure that the interests of NARFE members in both states are protected.

GOVERNING DOCUMENTS – At the October, 2017 NEB meeting a presentation was made by Executive Director (ED), NARFE Parliamentarian, and NARFE Legal Counsel which addressed the need to be diligent in ensuring that Bylaws, Standing Rules, NARFE Policy Manual, and NARFE Procedures Manual (P&P Manual) are reviewed and up-to-date. The NEB unanimously voted on a motion (#10-10-17) which stated that this review would be conducted by the Executive Director and a report will be issued and given to the NEB by March 31st.

At the November meeting, a motion to amend #10-10-17 was made by RVP Adelman that would change the due date to February 28, 2108. Initially, I believed that the deadline of March 31, 2018 was appropriate. This would have allowed our ED basically a full five months to conduct a thorough review of the current NARFE Policy and Procedures Manual. This review is going to be a very intense undertaking, to say the least and would be a massive task for someone with extensive NARFE knowledge and experience. I felt that to expect an individual with less than 6 months (at the time of the assignment) of NARFE exposure to complete this effort in 120 days is unrealistic. Additionally, to the best of my knowledge, the P&P Manual has never been fully reviewed in the manner necessary since its inception. A change in the deadline would require that the ED review be completed in four months as which time the NEB would have 12 days to review the proposal and vote during the March 12-13, 2018 meeting on its acceptance. After one-on-one discussion with ED Sido, she assured me that she could complete the review to sufficiently provide the NEB a “draft” of each manual for NEB review in March. The amended motion was passed unanimously vote of 11 YEAS and 0 NAYS.

2018 BUDGET – NARFE Finance Director provided a detailed presentation on the 2018 NARFE Budget. The expenditures in the budget are based on a membership level of 206,000 members paying an annual dues rate of \$40.00, which should not be interpreted as an indication of a membership loss but a conservative figure to project what the organization will need to meet its financial obligations in 2018. While income from Advertising (6.9%) and Royalties (1.7%) is down, the fiscal status of the organization is stable. Additionally, the budget provides for the creation of four new staff positions at NARFE Headquarters in 2018. Creation of these new positions is being accomplished by reorganization of several of the Headquarters Departments and by redefining of

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duties of some of the Headquarters staff personnel. Based on a prior decision by the NEB, reduction in expenses by the Secretary/Treasurer, which is now a non-residence position has also factored into the development of the 2018 Budget.

MEMBERSHIP RENEWALS – During the discussion on the 2018 Budget and the basis for the membership levels used to structure the budget, a question was raised by RVP Konys as to whether statistics were available on the success of renewals of members who joined NARFE for the purpose of viewing one or more of the Federal Benefits Institute webinars. Based on figures compiled by the Marketing and Membership Resources Department, webinar renewals were approximately 54% in 2016.

NARFE HEADQUARTERS REORGANIZATION – Since her arrival ED Sido has been very active in exploring ways and means for the NARFE Headquarters to run more smoothly, both operationally and fiscally, by streamlining the structure and providing incentives to those staff members who are contributing to the operational success. Some the more recent changes are:

- New Executive Office Department is now separate from the Office of the National President
- NARFE Secretary/Treasurer now working part-time (non-residence)
- New Public Relations Department has been created and will be headed by a Deputy Director of Public Relations (new position)
- NARFE Mail Center and Print Shop now form the Logistic Services Department and is managed by Deputy Director Jerome Conley
- Building Maintenance, Front Desk Reception and Support Services now form the Support Services Department is managed by Deputy Director Tim Pembroke
- On-line Seminars/webinar plus Federal Benefits Department now make up the Federal Benefits Institute under Director of Marketing Bridget Boel.
- In view of the expanded areas of responsibility handling both national and state level legislation matters the Legislative Affairs Department has been renamed the Advocacy Department. The staff member who will be coordinating state legislation matters has not been identified. Director of Advocacy Jessica Klement will be the Department Head.

In addition to the Deputy Director of Public Relations, new positions include position in the Advocacy, Finance and Administrative Departments. Some title changes may also occur. ED Sido is preparing a new NARFE Organizational Diagram that will be put up on the NARFE website in early 2018.

WEDNESDAY – NOVEMBER 29

BYLAWS AND RESOLUTIONS – At the present time, 12 Bylaws proposed changes and 5 Resolutions have been submitted to NARFE Headquarters. Four of the Bylaws proposals were submitted by the NEB and were detailed in my RVP Report in October. The fifth submission was proposed by the Strategic Planning Committee. All proposals will be forwarded by the Secretary/Treasurer Office to the NARFE Parliamentarian in order to insure that the format is proper and that there is no conflict with other provisions of the National Bylaws. After the approval of the Parliamentarian, the proposals will be sent to the Bylaws and Resolution Standing Committee for review. After some discussion the NEB voted on a motion that all proposals and the Committee report be posted on the NARFE website either in conjunction with the Bylaws and Resolutions Committee

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official report or after the issuing of the report, after February 1. With a vote of 10 YEAS and 1 NAYS (Region V), motion passed.

PUBLICATION OF NEB RECOMMENDATIONS – The NEB discussed whether it would be advisable to publish the NEB recommendation on any of the proposed bylaws changes and resolutions which were submitted for consideration by members and reviewed by the Bylaws and Resolution Standing Committee. It was decided by consensus that the NEB recommendations would be in addition to the full report of the Committee and that the NEB recommendations would be published without debate/opinion, by indicating:

- Support
- Non-Support
- No Recommendation

BUSINESS MODEL INNOVATION PROJECT UPDATE – ED Sido and Jeff De Cagna, Executive Advisor, ForeSightFirst provided an update on Business Model Visualization Project and facilitates a business model visualization session with the NEB. During the session, the NEB had the opportunity to use the Business Model Canvas, using the 9 Business Model Building Blocks, to create representations of NARFE's existing business model. Working in small groups, each group created a schematic which showed our organization's existing business model, based on the group's understanding of how NARFE currently creates, delivers and captures value. The Business Model Building Blocks, with definition, are:

- Stakeholder Segments – The distinctive, purposeful and profitable (or potentially profitable) stakeholder groups an organization consciously chooses to reach and serve. Stakeholder segments are defined separately from the relationship(s) they may have with the organization. For example, "member" is not a stakeholder segment, but a type of relationship an organization offers to its stakeholders, i.e., Active Federal Employee; Retired (FERS); Retired (CSRS) or Survivor Annuitant.
- Value Propositions – The combination of products, services, and experiences that create value for specific stakeholder segments. A value proposition is not a litany of products and services, but a simple statement about the impact of value on stakeholders.
- Channels – The methods and approaches for communicating with and reaching stakeholder segments to build awareness of and create access to value. Channels can include both physical and digital means, including conferences, marketing activities, mobile platforms, publications, social media, and websites.
- Stakeholder Relationships – The types of relationships an organization establishes with specific stakeholder segments, i.e., subscriber, contributor, financial supporter, exhibitor, learner, and collaborator.
- Revenue Streams – The actual types of income generated from each stakeholder segment.

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- Key Resources – The most important physical, financial, intellectual or human assets required to make a business model work. Key resources are both tangible and intangible that incurs a cost and through which it deliver on its value propositions.
- Key Activities – The most important functions that an organization must perform to deliver on its value propositions, and for which it incurs some cost.
- Key Partnerships – The network of external suppliers and key partners and third-party contributors who provide additional resources, extend existing resources, implement key activities to deliver on value propositions for which an organization incurs some cost.
- Cost Structure – The actual costs incurred to operate a business model.

Following the individual group work, a discussion and report from each group was conducted in order to compare how the different groups framed their thinking about NARFE’s current business model. In addition, a Headquarters staff-created canvas was shown to the NEB for the purpose of comparing similarities and differences in how the NEB and staff view the existing business model. The overall purpose of the session was to begin the process of building a shared understanding among key decision-makers about the current state of NARFE’s business model and how it will need to adapt in the years ahead. ED Sido advised that the NEB and Headquarters staff canvases will be converted to a “PDF” format and distributed to the participants.

This exercise was very interesting and is still evolving. The overall consensus of the NEB was that it could prove to be very beneficial and NARFE makes various changes in the future to allow our organization to remain viable.

OPEN NEB MEETINGS / “ROLL CALL” VOTING – The NEB discussed the need to continue to hold open NEB meetings and the necessity to continue to conduct “roll call” voting and record voting results in official minutes. By consensus, it was decided that both practices demonstrate “openness and transparency” by the NEB and that both practices would continue.

CONFIDENTIALITY AGREEMENT – At the NEB meeting in November 2016, based on legal advice, all members of the NEB, including the National Officers, signed non-disclosure and confidentiality agreement. On the advice of the current NARFE attorney, both agreements need to be re-examined and that a clearer and more concise policy be developed. It was also noted that some issues discussed during executive sessions could be considered confidential at the time of discussion but could later be made public.

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