



**Federation President's Meeting  
Update – The Strategic Planning Process**

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**Reno, Nevada  
July 8, 2015**

# What Is Strategic Planning?

- A systematic process of envisioning a desired future, and translating this vision into broadly defined goals or objectives and a sequence of steps to achieve them.

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# Why do it?

- To focus on the future
  - Set priorities
  - Focus energy and resources
  - Enable the organization to adjust to a changing environment
  - Provide alignment among stakeholders
  - Identify methods to measure achievement



# Strategic Plan Outline

- Executive Summary
- NARFE Mission Statement
- Core Values
- Vision Statement
- Situation Analysis
- Objectives
- Strategies
- Timeline and Milestones for Achievement of Goals



# NARFE & Strategic Planning

- Prior studies and the Future of NARFE report identified ...
  - Membership decline
  - Opportunities to create a more agile model
  - Financial challenges
    - Revenue problems
    - Revenue concentration
    - Intractable costs



## Sabatier Consulting Role: Facilitate

- Keep discussion focused
- Probe and find out what are the key issues
- Don't push, let the discussion flow
- Look for common ground
- Be realistic and identify opposite views
- Encourage members to find resolution
- Check and re-check to be sure ground is being covered and progress being made



# NARFE & Strategic Planning

- NARFE has a directive from the NEB to create a strategic plan that will be updated biannually
- Twelve issues to be addressed were selected by NEB from among the 35 recommendations in the FON report.
- Those 12 issues are:



# Strategic Planning Issues

- What is the most efficient structure of the Board of Directors
- Review the authority of the Board of Directors and move toward agile governance
- Board of Directors to set Annual National Membership Dues
- Transition from Federation structure to state advocacy structure





# Strategic Planning Issues

- Re-direct Federation funds, and mitigate funding to State and other representatives for Congressional advocacy
- Establish Congressional District Leaders in each Congressional District
- Local Chapter membership will become optional



# Strategic Planning Issues

- NARFE members are automatically members of Congressional District team
- Electronic Meeting should allow for simultaneous aural communications between all participants



# Strategic Planning Issues

- Set reasonable quorum requirements(5%)
- Value of one member one vote
- Unified association dues



# The Strategic Planning Committee

- Diverse backgrounds
- Differing views, but common interest in positive outcomes
- Experienced in managing and leading
- Knowledge of and sensitivity to the needs and interests of members



# Committee Objective

- Fully discuss and evaluate NARFE's options
- Provide recommendations to the Strategic Planning Team
- Adopt a Plan Outline
- Enable team to write the strategic plan



# Starting Point for the Committee

- NEB selected the items from the FON report for the Committee to address in this first two year plan
- Those 12 items have been the guideline for the Committee meetings



# Strategic Planning Committee

- Agenda set for each meeting based on prior progress
- Between meetings members continue discussions via emails
- Members talk with constituents and bring feedback from members into process
- Open discussion in meetings
- Effort to build consensus over winning debates



# SP Committee Set Planning Goals

## **Ensure/secure the future of NARFE**

- Transform governance to be more efficient, effective, agile, consistent and accountable;





# SP Committee Set Planning Goals

## **Ensure/secure the future of NARFE**

- Establish a consistent brand to increase awareness, eliminate confusion and convey the value of NARFE



# SP Committee Set Planning Goals

## **Ensure/secure the future of NARFE**

- Stabilize and grow membership to support effective advocacy and to deliver financial stability.



## SP Committee Update

- **BOD and regionalization**
- The group supported the idea that the BOD not be required to be regionally representative. There was discussion and some dissent. Only one SP Committee member was opposed.



# SP Committee Update

- **Size of the BOD.**
- The consensus was that the number should be an odd number to avoid split votes requiring a tie breaking vote by an officer. The number that most members recommended was seven. How the seven are put into office varied.



# SP Committee Update

- **Policymaking and executive authority**
- The BOD should have policymaking authority.
- Policy implementation should be carried out by officers and an executive director whose relationship to the board and whose authority is clearly defined.
- A professional executive director should be recruited and hired based on their skills and experience.
- A professional executive director will be required to set goals and establish a budget.
- Their performance will be evaluated based on achievement



## SP Committee Update

- **Board of directors to set Annual National Membership dues as part of organizational budget process.**
- It was agreed that the BOD will set annual dues as part of its policymaking responsibility.

## SP Committee Update

- **Mandatory Chapter Membership**
- It was agreed that chapter membership should be optional.
- Members can become NARFE members.
- Membership in any chapter including eNARFE is optional.
- Once a member has joined as a national member, they will be informed of their options to join a chapter.

# SP Committee Update

- New State and Congressional District Leader structure
  - Discussion is ongoing



# Next Steps

- July Meeting
  - Begin wrap up
  - Complete discussion on open items
  - Finalize recommendations for Strategic Planning Team
  - Hand off to Strategic Planning Team who will use the strategic plan outline to complete their draft

