



NARFE – Arkansas Federation

Strategic Plan

An Action Plan for Today through 2013
and Beyond

Objective

To develop better administrative and fiscal procedures for the Arkansas Federation, resulting in better efficiency and activity at both the federation and chapter levels.

Major Points and Rationale

1) **Modify the Membership Plan (Recruitment and Retention) on a regular basis.**

(a) This plan, as other programs in the Federation, should be a “work in progress” and should be updated or at least examined on a yearly basis.

Rationale: NARFE membership is critical to the viability of the Federation and chapters. There is no other program in the Federation which has as much importance as Membership.

2) **Examine how Federation Conventions are currently handled and develop a plan that provides for a better approach, by way of a revised agenda, to executing conventions. Reduce convention length to two (2) days.**

(a) The plan should include pre-convention activities, in the months before the convention, by the Executive Board and various committees.

Rationale: The focus of the Federation Convention should be to do business efficiently and within the specified time frame. Planning and preparation should be made beforehand, so these considerations are accomplished and to better manage federation and member costs.

3) **Utilizing the Federation Regional Vice Presidents, utilize the yearly training sessions both for training and for “regional meetings” to involve chapters that seldom come to Executive Board meetings or Federation Conventions.**

(a) Centrally locate meetings to chapters in a geographical area, and provide one day training sessions and fellowship meetings, once a year.

(b) Utilize Regional Vice President’s to set up these training sessions/meetings.

(c) Keep the sessions within a 60-90 minute driving time from their chapter locations.

Rationale: There is a certain amount of “disconnect” between some chapters and the federation and this is an attempt at re-establishing contact and also provide training.

4) **Reduce the number of Executive Board meetings to three (3) meetings in a fiscal year.**

(a) Executive Board meetings would be held in, June (post convention), November and March (pre-convention planning) each fiscal year.

(b) Elected Federation officers and Committee Chairs would conduct business by e-mail, telephone conference calls or computer teleconferencing in the intervening months between meetings.

(c) Develop a schedule for committees to meet between Executive Board sessions. These meetings can be accomplished as mentioned in Item (b) above. It is especially important for the By-Laws Committee to examine the by-laws for possible changes and make recommendations and be especially active between conventions.

(d) An Executive Board meeting would no longer be held during the convention, but the March session would provide pre-planning for the convention with possible suspense items to be completed before convention.

Rationale: Reducing the number of meetings from 4 to 3 would provide some budgetary relief, but will provide a better opportunity for planning and success of the convention.

5) **Reduce the number of Federation newsletter issues and mailings to two (2) per fiscal year.**

(a) Items of interest in the intervening months may be handled by a smaller publication, perhaps distributed by e-mail or a mailing to the chapters not on the Internet and the chapter Presidents would in turn relay the information to their chapters.

(b) District Vice Presidents should continue to work with chapters so that all chapters have Internet capability and be able to receive e-mail messages on “hot-button” items.

Rationale: Costs would be reduced or stabilized through a reduction in the number of mailings, yet news pertinent to all of the Federation members would be available after a convention and before the next convention.

6) **Develop a revised agenda for Federation Executive Board meetings to more effectively do business and better utilize the overall time of these meetings.**

(a) Reduce the time available for District and Chapter reports by having the District Vice Presidents report for the Chapters. Have all reports finished before lunch.

(b) If old and new business matters do not take up the entire afternoon session, allow some time for training.

(c) Remove the Executive Board meeting agenda from the by-laws since this is contrary to *Robert's Rules of Order (Revised)*, allowing them to be more easily amended as a policy or procedure.

Rationale: In the past, there have been important items needing time toward the end of the session, under old and new business, and they have not been completed before the end of the meeting. Moving up and reducing the reports should serve to allow more time for important business and to end the meeting to allow travelers to leave at a reasonable time for their homeward travel. It also may provide a brief time for training.

7) **Assemble a by-laws committee to provide a major overhaul of the Arkansas Federation's By-Laws.**

(a) Model the by-laws after *Robert's Rules of Order (Revised)* to bring them up-to-date.

(1) Remove agendas for Executive Board Meetings and Federation Conventions since they are not recommended in *Robert's Rules of Order (Revised)*.

(b) Examine other state Federation by-laws for possible use.

(c) Develop a “Policies and Procedures Handbook” in conjunction with the by-laws revision.

8) **Develop a “Policies and Procedures Handbook”, the contents of which are developed by a committee as appointed by the Federation President.**

(a) Coordinate development of the “Policies and Procedures Handbook” with changes in the by-laws.

Rationale: Standard business practices recommend this approach to separate items that should be included in the by-laws from those that should be regarded as operating policies and procedures. Both the By-laws and Policies and Procedures should both be considered a “work-in-progress”

9) **Attract and train candidates for Federation and Chapter leadership positions.**

(a) Develop a direct approach to recruit candidates, rather depend on volunteerism, through an active training program designed for aspiring federation or chapter officer candidates.

Rationale: Other than attracting or retaining members (membership) in NARFE, nothing else is as important as assessing the talent in NARFE and training them for candidacy as leaders at the chapter or federation level.

General Time Frame (See SMART principles on next page.)

Subject	Suggested Development	Suggested Implementation/ Frequency	Completed (Check-Off)
1. Membership Plan	Fiscal Year 09-10	Ongoing	√
2. Federation Conventions	Fiscal Year 09-10	Yearly	√
3. Regional Training/Meetings	Fiscal Year 09-10	Yearly	√
4. Frequency of Executive Board Meetings	Fiscal Year 10-11	Fiscal Year 10-11	
5. Frequency of Federation Newsletters	Fiscal Year 10-11	Fiscal Year 10-11	
6. Revised Agenda for Executive Board Meetings	Fiscal Year 10-11	Fiscal Year 10-11	
7. Overhaul of Arkansas Federation By-Laws	Fiscal Year 11-12	Fiscal Year 12-13	
8. Develop a "Policies & Procedures Handbook	Fiscal Year 11-12	Fiscal Year 12-13	
9. Attract & Train Candidates for Federation and Chapter Leadership Positions.	Fiscal Year 11-12	Fiscal Year 12-13	

NOTE: Items 1-3 have been checked off since they have been implemented. Items 4-6 are proposed for development and implementation during the 2010-2011 fiscal year and items 7-9 are proposed for development and implementation in the following years (2011-2013). The time frames for items 4-9 are suggested only and may be revised, along with any part of this plan (a work in progress).

During the period of **Suggested Development**, committee assignment would be made; the committee would develop a working plan with deadlines; and a schedule of committee meetings would be developed to follow the plan as it unfolds.

During the period of **Suggested Implementation**, the committee working plan would be presented to the Executive Board and if possible, to the delegates in Convention, for approval. Depending on the complexity of the plan, implementation may occur sooner than the fiscal year indicated.

NOTE: As in all Plans such as this one, appropriate and adequate contact and follow-up is necessary through communication between the various committee chairs and the Federation President and/or Executive Vice President.

SMART Strategy

Specific (State Item)	Measurable (How Measured)	Achievable (Resources)	Relevant (Contribution)	Timeliness (Time Frame)
Membership Plan	When plan revisions are in place and used.	Funds and people available or should be determined.	Alters approach to retaining and recruiting members.	Continually looked at. Occasional evaluation needed.
Federation Conventions	When plan is in place and being used.	Funds and people available.	Promotes a more efficient convention	Continually looked at. Occasional evaluation needed.
Regional Training/Meetings	When sessions are being held.	Need to determine funds required yearly.	Improves communication between federation & chapters.	In progress. Monitor for effectiveness.
Frequency of Ex Bd Meetings	When number of meetings falls to three.	Reduction of resources needed in past.	Will free resources for other projects.	Scheduled for FY 2010-2011 time frame.
Frequency of Federation Newsletters	When editions have been reduced to two.	Reduction in resources needed for publication.	Provides timely communication for chapters.	Scheduled for FY 2010-2011 time frame.
Revised Agenda for Ex Bd Meetings	When new agenda is used at meeting.	No expenditure of resources is anticipated.	Promotes a more efficient and timely meeting.	Scheduled for FY 2010-2011 time frame.
Overhaul of Ark Federation By-Laws	When in place and utilized.	No change in resources.	May free resources for other projects.	Scheduled for FY 2012-2013 time frame.
Develop a Policies and Procedures Handbook	When policies & procedures are in place.	Depends on funds and people available.	Promotes a more efficient operation of Federation	Scheduled for FY 2012-2013 time frame.
Attract & train candidates for leadership positions.	When trained members become candidates for office.	Depends on funds and people available.	Provides new ideas for Federation and Chapters.	Scheduled for FY 2012-2013 time frame.