

VANARFE **STRATEGIC PLAN**



NAR 
FEDERAL BENEFITS EXPERTS
—
VIRGINIA
FEDERATION

5 YEAR
PLAN

VFN Strategic Plan Process

In January 2024, the Strategic Planning Committee convened to initiate the development of an updated VFN Strategic Plan. The group began by reviewing the 2013 and 2019 plans to establish a foundation for discussion.

As a first step, committee members were asked to propose alternative language for the Vision and Mission statements. Through bi-weekly meetings, the committee collaborated to finalize both statements.

The group then focused on developing objectives aligned with the newly defined Vision and Mission. While the initial framework included four goals, an additional objective focused on Chapter Service Officers was later incorporated to reflect organizational priorities better.

The Committee began crafting an action plan to support each objective to advance implementation. Recognizing the importance of subject-matter expertise, Board chairs responsible for Federal Legislation, State Legislation, Public Relations, and Chapter Service Officers were invited to join targeted discussions. These collaborative sessions ensured realistic planning and actionable outcomes.

The resulting document—the Vision, Mission, Objectives, and Action Plan—was distributed to the Board chairs for review. After incorporating minor revisions based on their feedback, the final version was prepared for presentation to the VFN President.

Virginia Federation of NARFE

Strategic Plan Report & Executive Summary

Prepared by the NARFE Strategic Planning
Committee June 2025

Committee

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Executive Overview

The Virginia Federation of NARFE (VFN) presents this Strategic Plan as a comprehensive roadmap to strengthen its leadership, enhance member services, and amplify advocacy impact. Grounded in our mission and vision, this plan outlines five core strategic objectives with actionable steps to sustain growth and member engagement through 2026 and beyond.

Vision

To be the leading NARFE Federation.

Mission

To excel in membership, advocacy, service, and leader development.

Strategic Objectives Summary

1. Recruit and Retain Members

- Identify and engage federal agencies and HR personnel.
- Conduct standardized presentations and follow-up calls.
- Participate in events and conferences with clear recruitment goals.
- Create incentives for recruiters and new members.
- Coordinate closely with National NARFE on dues initiatives.

2. Increase Advocacy on National Legislation

- Deliver legislative training focused on NARFE priorities.
- Encourage chapter-level legislative action plans.
- Promote legislative successes through internal and public media.
- Use Benchmarking Program to guide chapter actions.

3. Increase Advocacy on State Legislation

- Develop an action plan tailored to chapter needs.
- Host webinars to teach advocacy techniques at the state level.
- Create a legislative toolkit for chapter chairs.
- Publicize achievements and initiatives locally.

4. Establish Mutually Beneficial Partnerships

- Engage with the community through regular events.
- Build media relations and leverage social platforms.
- Create content pipelines for regular outreach.
- Monitor impact via stakeholder feedback and engagement analytics.

5. Recruit and Effectively Train Chapter Service Officers (CSOs)

- Deliver hybrid training (virtual & in-person).
- Create ongoing mentoring and support structures.
- Promote awareness and celebrate CSO contributions.
- Use performance indicators and feedback to improve.

Conclusion

This Strategic Plan reflects the dedication and forward-thinking vision of the Virginia Federation of NARFE. By executing the outlined objectives and strategies, the Federation will continue to strengthen its position as a leader in advocacy, service, and member engagement. Continued assessment, innovation, and communication will be vital to the plan's success in serving our members and influencing public policy.

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OBJECTIVES & ACTION PLAN

Objective	Action	Dates	Status
Recruit Members AVPs & Chapter Membership Chairs	<ul style="list-style-type: none"> ● Identify target agencies <ul style="list-style-type: none"> a. Create a list of Federal agencies and Human Resources Officers b. Contact HR Offices 	Monthly	
VFN Membership Program Chair	<ul style="list-style-type: none"> ● Prepare Presentation Materials <ul style="list-style-type: none"> a. Develop standardized presentation & gather NARFE materials 	Summer	
AVPs	<ul style="list-style-type: none"> ● Schedule Sessions <ul style="list-style-type: none"> a. Contact HR officers to schedule lunchtime sessions 	Monthly	
AVPs & Chapter Membership Chairs	<ul style="list-style-type: none"> ● Conduct Sessions <ul style="list-style-type: none"> a. Present VANARFE benefits & distribute materials b. Send thank you notes 	At least Quarterly	
Chap. Membership Chairs	<ul style="list-style-type: none"> ● Monitor Letters <ul style="list-style-type: none"> a. Track letters sent from each chapter to potential members. b. Monthly report submission. 		
Chap. Membership Chairs	<ul style="list-style-type: none"> ● Follow-Up Calls <ul style="list-style-type: none"> a. Make calls to reinforce initial contact. b. Develop standardized follow-up 		

Objective	Action	Dates	Status
<p>VFN Membership Chair</p> <p>AVPs</p> <p>AVPs</p> <p>VFN Membership Chair & AVPs</p> <p>VFN Membership Chair</p>	<ul style="list-style-type: none"> • Compile Event Lists <ul style="list-style-type: none"> a. Identify federal conferences and conventions. b. Request Participation • Budget Preparation <ul style="list-style-type: none"> a. Prepare budget for each event b. Follow-up with budget review • Coordinate attendance: <ul style="list-style-type: none"> a. Assign representatives to events. b. Track event attendance • Prepare Materials <ul style="list-style-type: none"> a. Gather & distribute NARFE literature b. Follow-up to assure material distributed. • Develop Reporting Templates <ul style="list-style-type: none"> a. Create standardized monthly report templates. 	<p>Monthly</p> <p>Before Event</p> <p>Before Event After Event</p> <p>Monthly</p> <p>Fall</p>	
<p>Retain Members</p> <p>VFN Membership Chair</p> <p>VFN Membership Chair</p>	<ul style="list-style-type: none"> • Coordinate with National <ul style="list-style-type: none"> a. Discuss dues withholding inclusion • Design Reward Program <ul style="list-style-type: none"> a. Create incentives for recruiters and new members. b. Track recruitment activities 	<p>Quarterly</p> <p>Quarterly</p>	

Objective	Action	Dates	Status
	<p>prospective NARFE members</p> <p>c. Publicize successes in local media.</p> <ul style="list-style-type: none"> • Develop a Federation Action Plan based on the assessment of Chapter needs. 	<p>Spring</p>	
<p>Increase advocacy intensity on State Legislation</p> <p>VFN State Legislative Chair (Deborah Brown)</p>	<ul style="list-style-type: none"> • Develop a State Action Plan based on the assessment of Chapter needs. • Develop Federation Legislative Training Webinar for State on how to communicate NARFE Federation issues. • Provide a guide for chapter legislative chairs to supplement NARFE publications <ul style="list-style-type: none"> a. Provide instructions for developing a chapter Legislative Action Plan. • Send chapter newsletter editors short articles on Federation issues for inclusion in their Newsletters or chapter contacts. 	<p>Fall 2025</p> <p>Quarterly</p> <p>Fall 2025</p> <p>Quarterly</p>	

Objective	Action	Dates	Status
	<ul style="list-style-type: none"> • Publicize NARFE's legislative and federation successes to members. <ul style="list-style-type: none"> a. Encourage members to tell of successes and ongoing efforts to prospective NARFE members. b. Publicize successes in local media. 	Quarterly	
<p>Establish mutually beneficial relationships with other organizations</p> <p>Public Relations Committee (VFN)</p>	<ul style="list-style-type: none"> • Develop Communication Strategies: Create comprehensive plans that outline how the organization will engage with its target audiences, ensuring alignment with the organization's goals and values. <ul style="list-style-type: none"> a. Participate in at least one community event a quarter b. Send thank you note to the organization c. Invite prospective members to chapter meetings and events. • Media Relations: Establish and maintain relationships with media outlets to secure coverage of the organization's events, achievements and initiatives, thereby increasing public awareness. 	<p>Annually</p> <p>Quarterly</p> <p>After Each Visit</p> <p>Ongoing</p> <p>Ongoing</p>	

Objective	Action	Dates	Status
	<ul style="list-style-type: none"> a. Pursue a relationship with members of the media in your area. b. Invite the media to attend special events. • Content Creation: Produce various forms of content, such as press releases, newsletters, social media posts, and speeches to convey the NARFE’s messages effectively. <ul style="list-style-type: none"> a. Always be prepared to talk about VANARFE b. Post informative and consistent content on social media c. Boost social posts (\$) • Event Promotion: Publicize events and activities to attract attendance and positive attention, using appropriate channels to reach intended audiences. <ul style="list-style-type: none"> a. Boost social media posts b. Advertise in print media if possible c. E-mail/call sphere of influence. • Crisis Communication: Develop and execute plans to address any negative publicity or crises, aiming to protect and restore the organization’s reputation. <ul style="list-style-type: none"> a. Take lead and work with Board 	<p>As Needed</p> <p>Ongoing</p> <p>Ongoing</p> <hr style="width: 100%; border: 0.5px solid black; margin-top: 20px;"/>	

Objective	Action	Dates	Status
	<ul style="list-style-type: none"> ● Internal Communication: Ensure that members are informed about NARFE activities and achievements, fostering a sense of involvement and commitment. <ul style="list-style-type: none"> a. Keep the Board apprised of activities b. Build relationships with other program chairs. ● Stakeholder Engagement: Identify and engage with key stakeholders, including partners and community leaders to build and maintain supportive relationships. <ul style="list-style-type: none"> a. Building relationships with other program chairs b. Support/partner with like organizations. ● Monitoring and Evaluation: Assess the effectiveness of PR activities by tracking media coverage, public sentiment, and engagement metrics, making adjustments as necessary to improve outcomes. <ul style="list-style-type: none"> a. Gather feedback from various activities b. How many new members were gained? c. Is targeted audience being 	<p>Ongoing</p> <hr style="width: 100%; border: 0.5px solid black;"/>	

Objective	Action	Dates	Status
	<ul style="list-style-type: none"> b. Highlight the impact of CSOs on member support and retention • Encourage Chapter Participation <ul style="list-style-type: none"> a. Set annual goals for chapters to recruit and retain CSOs b. Present at chapter and district meetings to enforce the need for CSOs 	Annually	

Closing Reflections

*This Strategic Planning Report is more than a roadmap—it is a shared commitment to lead with vision, serve purpose, and act with unity. It reflects the dedication of those who believe in VANARFE's future and are prepared to shape it. **Thank you to all who contributed.** We will honor our legacy and boldly advance our mission with continued collaboration.*

*With appreciation,
 Constance T. Bails, Ph.D.
 Chair, Strategic Planning Committee
 Virginia Federation of NARFE*