Textron Systems Retirees Association (TSRA)

Strategic Plan for 2018 & Beyond

Introduction

In 2002 the Board of directors of the TSRA developed a strategic plan for the organization that expressed the vision and mission of the organization and focused on providing services to the membership of TSRA. Since that time this initial strategic planning process has been periodically reviewed and updated to reflect the changing environment and to address critical issues facing current pre-retirees and retirees.

In the sections that follow, we reaffirm the original vision and purpose of the organization, assess the 2018 and Beyond "Landscape" and, with these as our guidelines, embark upon a new strategic thrust. This is followed by specific actions that are required to enable the successful implementation of this new strategy.

Unlike past strategic efforts, the actions and activities required to meet our future goals are defined at an overarching organizational level as opposed to attempting to map them into primary and support role for each committee. This reflects our belief that a more simplified framework for future operations will result in a more Board-Centric delivery of services.

Vision

TSRA is an association of Individuals working together to enhance their retirement experience.

Purpose

TSRA is a volunteer based non-profit organization with the purpose of advocating, informing and connecting for and with the retirees and pre-retirees of Textron Systems.

The Landscape

1. The decline of the Textron Systems Division and the likely closure of its Wilmington site virtually assure that the current membership level of TSRA cannot be sustained.
2. Further, without new members, the aging of the membership is also inevitable.
3. The absence of new members coupled with the aging of the existing membership will result in a steady and steep decline of the membership over the next decade.
4. Nonetheless, the existing membership continues to need and rely upon the three major services of TSRA which are to:
    a. Provide for ongoing social connection amongst its members
    b. Provide support and assistance in resolving benefit and retirement issues, and
    c. Advocate for the protection of members' benefits with Textron Corporation
5. On a positive note, despite the lack of a reasonable pool of future volunteers, the existing Board is dedicated and committed to continue to provide leadership for the foreseeable future.
6. Further, through years of prudent financial control, the organization has a very healthy financial reserve that provides substantial flexibility in response to any changes in operation

The Response

Faced with a diminishing and aging membership and a limited source of volunteers and leaders, it is essential for every aspect of the organization to be focused and efficient. To accomplish this, the strategic thrust will be to **Simplify** each of its three major facets:
- Its Organization
- Its Operations
- Its Activities

The Simplified TSRA

At a reduced size and scope, the existing organizational structure is unnecessarily complex. With the leadership in place for the foreseeable future, a Nominating Committee and the Office of a Vice President are unnecessary. Financial issues and status are dealt with at every meeting with everyone associated with the Treasury present and therefore a Finance Committee is no longer required. The Board has rarely called upon the BAG and, as its members are available for consultation without the need to track and maintain the formality of a list of its members, is also no longer necessary. Similarly, the Corporate Members-by-Service has largely aged itself out of existence. The Board needs to redefine the set of current committee members that constitute the newly constructed Corporate Membership. Finally, the Pre-Retiree Liaison will phase out by definition as the few Textron System employees who remain are discharged. To achieve these ends, a change in the Bylaws will be implemented that will redefine the organizational roles as:

Chairman
Secretary
Treasurer
Directors (with no defined number)
Committees
  MAC: Maintaining Data Base; Managing Annual Renewals and Obituary services
  RBAC: Providing Information and Benefits Support services
  SAC: Organizing Social Events including annual luncheons
  JCC: Providing Website & Archive services, issuing Newsletters and email outreach

And redefine the Members of the Corporation to consist of:
- Officers, Directors, the past Chairman, and
- Representatives (Committee and Ex-Officio Members as approved by the Board)

This simplified organization needs to focus its energies and attention to performing a well-established set of services efficiently and reliably. Those services essentially are:

- Issuing a TSRA Newsletter multiple times a year
- Organizing at least two major luncheons each year
- Providing a few social events each year
- Responding to member questions and issues involving their benefits
- Reporting upon the deaths of past Textron Systems employees
- Maintaining a robust website as an archival, informational and connecting media

To deliver these "external" services, the organization must also efficiently sustain a set of functional tasks including:

- Maintaining an accurate data base of members
- Organizing an annual membership renewal process
- Maintaining an accurate record of Board Meetings deliberations, actions and votes
- Organizing an Annual Meeting of Corporate members
- Maintaining an accurate account of the Treasury and paying its bills on time
- Retaining an archive of its important documents

As the Board moves forward in its implementation of this strategic plan, it will further identify and refine its operations to enable its members to focus their time, energy and expertise on "high-value" activities and minimize extraneous tasks. While an on-going challenge, the Board may benefit from adopting any accepted technologies be it hardware, software or social media to connect to volunteers that are distant from its base of operations.

A final emerging challenge is that a future "lean" organization will tend to create "islands of expertise" in which a single member retains the only history or capability to deliver one or more of the organization's core services. While some such services may be "outsourced" in the future, not all can be dealt with in this manner. Therefore, a necessary action of the Board will be to identify those critical core services that might be "outsourced" and understand their future costs and process of substitution. For those that are not amenable to "outsourcing", Board Members need to invest some time and energy in creating "shadow pairings" to diversify the Board's knowledge and assure transitions of responsibility as future events occur. This needs to be undertaken as a co-operative and interactive activity of the Board in a session dedicated to this sole purpose.

While the organization and operations of TSRA may evolve, the principle responsibilities of the leadership roles that remain are largely unchanged. They are reiterated below for completeness:

Principal Roles of the Board and its Committees

Chairman, Past Presidents

Primary Responsibility: *Provide Leadership and direction to the TSRA*
1. Maintain ties to Textron Systems and Textron Corporation.
2. Communicate with other Textron and local corporation retirement organizations to broaden the voice of TSRA.
3. Maintain TSRA viability in the face of changes at Textron Systems.
4. Chair Board and Annual Meetings.

Secretary

Primary Responsibility: *Maintain and preserve the essential documents of the organization*
1. Create and distribute minutes of all Board and Annual Meeting
2. Produce and submit state filings
3. Support the archival of essential documents

Treasurer

Primary Responsibility: *Oversee and execute the treasury functions of the organization*
1. Create and report upon an annual budget
2. Maintain financial accounts and pay bills
3. Provide an account of the financial status on a monthly basis
4. Oversee and report upon the assets of the organization

Membership Affairs Committee (MAC)

Primary Responsibility: *Recruit and retain members, maintain an accurate and current database of members,*
1. Maintain active participation of TSRA membership.
2. Continue efforts to maintain level of TSRA membership.
3. Involve committee members in restructuring of assignments to better serve the membership.
4. Continue to provide obituary information of past Textron Systems employees
5. Maintain membership records

Social Activities Committee (SAC)

Primary Responsibility: *Provide social events with an emphasis on spring and autumn luncheons.*
1. Continue to provide high quality luncheon experiences at valued cost.
2. Provide varied activities as appropriate for members' social interaction.
3. Evaluate alternate locations of Board Meetings and their travel and cost impacts

Retirement Benefits Affairs Committee (RBAC)

Primary Responsibility: *Assist our membership in understanding all available benefits and providing confidence in TSRA's ability to advocate for these benefits.*
1. Provide pre-retirees and retirees with current information on Textron and other benefits to which they may be entitled to include Social Security, and Medicare.
2. Enhance the experience of transitioning from work to retirement.
3. Investigate availability of other retiree options with regard to retirement savings and dental, vision, and long term care insurance.
4. Educate TSRA membership to pertinent retirement issues.
5. Maintain an effective working relationship with Textron benefit entities.
6. Advocate for the preservation of benefits for Textron Systems retirees.

Joint Communications Committee (JCC)

Primary Responsibility: *The JCC is a support organization that is responsible for providing tools and services for communicating with current and potential TSRA membership.*
1. Continue providing communications and communications support to other TSRA committees.
2. Maintain and enhance utility of TSRA website.
3. Continue improvement of electronic communications channels including strategic use of bulk emailing.
4. Provide ability to enhance use of printed mailings with reduced burden on membership volunteers.