



Strategic Plan 2013

Virginia Government Finance Officers' Association



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Introduction

Strategic planning is a practice that all professionally managed organizations undertake periodically to enable the organization to focus on its mission and members. While the VGFOA has been in existence since 1968, it wasn't until calendar year 2000 that strategic planning became formally incorporated into the organization. In continuing with this best management practice, it is anticipated that the VGFOA board will periodically review the strategic plan to evaluate progress in obtaining existing goals and to chart a course for the future of the organization. Strategic planning involves a fresh and visionary perspective of the organization's mission, core focus areas, initiatives, resource structure and allocation. It also enables those participating in the process to represent their membership and, through collaboration, make the organization stronger, more responsive and more engaged. The results from such successful strategic planning are to capitalize on successful current practices and formulate focus areas that recognize and anticipate the changing marketplace and environment in order to best prepare our members. By maintaining the history of the VGFOA strategic planning process, we are capitalizing on past success while planning for the future.

Mission

The Virginia Government Finance Officers' Association shall be the premier organization in developing leaders with financial and management expertise, through education, fellowship and professional development, to foster excellence in government.

2013 STRATEGIC PLAN

Strategic planning is not a static process, and therefore, an important component of the strategic planning continuum involves an examination of the organization's progress in implementing existing goals and objectives and fulfilling the mission statement. In 2013, the Board reviewed the goals and related action steps as outlined in the 2012 VGFOA Strategic Planning Matrix and stated progress toward accomplishing each goal.

Focus Areas

The VGFOA Executive Board identified these focus areas to accomplish the mission of the organization:

Outreach
Membership
Legislative

Professional Development
Education
Leadership

Goals

The 2013 Strategic Plan reflects similar goals, with the addition of new goals, as identified by the Executive Board during the thorough goal-setting process undertaken in 2010. These goals are:

Continue to strengthen our educational offerings

Monitor legislative actions

Continue to strengthen regional organizations

Advocate further the government finance professional

Promote more brand recognition for VGFOA

Expand electronic networking and media

Maintain VGFOA long-term sustainability

Monitor GASB Standards and other authoritative bodies for changes

Continue to provide input on standards

Strategic Planning Matrix

The following Strategic Planning Matrix was prepared by the Executive Board to:

- develop action steps necessary to support each of our goals
- determine a time frame for each action step
- assign a committee or committees, Board member or contractor(s) responsible for each action step
- identify the focus area(s) represented by the action step

The matrix was updated in 2013 to reflect progress on these steps, modify steps and delete those no longer considered necessary.

VGFOA Strategic Planning Matrix: 2013															
Goals	Action Steps	Year	Committee(s)	Focus Areas						Outreach	Professional Development	Membership	Education	Legislative	Leadership
1 Continue to strengthen our educational offerings															
a	Utilize a quarterly report process to track attendance at various educational courses	Ongoing	Education										x		
b	Evaluate whether any VGFOA courses should be added, discontinued, modified or rewritten based upon attendance trends, changes in government, etc.	Ongoing	Education											x	
c	Strive to add one to two web-enabled courses per year	Ongoing	Education											x	
d	Develop a "tracts" concept for spring and/or fall conferences (budget, schools, authorities, audit, purchasing, technical staff, management staff, etc.)	2014	Conferences											x	
e	Determine a conference at which the "tract" concept can be piloted and assessed for further expansion	2014-2015	Conferences										x	x	
f	Re-write budget course	2014	Education											x	
g	Expand pool of available instructors	Ongoing	Education	x	x				x	x					x
h	Provide CPE credit for regional organization courses	Ongoing	Education/Regional Organization	x									x		
2 Monitor legislative actions															
a	Follow legislative actions and determine local government impact	Ongoing	Legislative											x	x
b	Communicate to the membership through email, newsletters, and social media	Ongoing	Legislative/ Communications											x	x
c	Collaborate with other state and local professional organizations to share resources, ideas and information (VML, VACO, VSCPA, TAV, VASBO, VLGMA, VLGA)	Ongoing	Legislative											x	x
d	Educate membership on the impact of legislation via regional organizations, online webinars, and or conferences.	Ongoing	Regional Orgs/ Education/ Conferences										x		
e	Establish a liason relationship with GFOA legislative committee to monitor and communicate federal legislation that may impact local government finance.	Ongoing	Legislative											x	x
3 Continue to strengthen regional organizations															
a	Ensure each regional organization remains active with at least 2 events per year	Ongoing	Regional Orgs	x	x				x	x					
b	Ensure each regional organization has a committee that has representation from at least three localities throughout the region	Ongoing	Regional Orgs	x	x										x
c	Monitor regional organization interest and participation to consider need for new regions	Ongoing	Regional Orgs	x	x				x	x					
d	Evaluate whether current administrative structure for regional organizations is meeting needs	Ongoing	Regional Orgs										x		x
e	Evaluate the need for policy revisions based on evolution of regional organizations	Ongoing	Regional Orgs/Board												x
f	Evaluate annually the support requirements from Administrator versus the level of work done by the committees; make changes as needed	Ongoing	Regional Orgs	x											
4 Advocate further the government finance professional															
a	Participate in CAFR certificate and budget award presentations when invited	Ongoing	President	x	x										x
b	Continue scholarship offerings; evaluate changes that might be appropriate	Ongoing	Membership & Awards	x	x								x		x
c	Continue newsletter articles that focus on individuals	Ongoing	Communications		x										
d	Evaluate methods to advocate government finance professional at college and university level	Ongoing	President/Membership	x									x		x
e	Develop a method whereby Past Presidents may assist with the professional development of the government finance professional	Ongoing	Past President	x	x										x
f	Continue inviting our student scholarship recipients to attend our conferences - consider fall as well as spring conferences	Ongoing	Membership & Awards	x									x		x
g	Implement permanent program of flagging first time conference attendees and new members so Board members can invite their further participation	Ongoing	Membership /Conferences	x	x								x		x

VGFOA Strategic Planning Matrix: 2013				Focus Areas						
Goals	Action Steps	Year	Committee(s)	Outreach	Professional Development	Membership	Education	Legislative	Leadership	
5 Promote more brand recognition for VGFOA										
a	Develop a formal outreach program for communities with no current VGFOA involvement.	2013	Membership & Awards	x	x	x	x		x	
b	Continue the practice of announcing Board members at the start of the spring and fall conferences	Ongoing	President						x	
c	Promote Virginia representation on GFOA committees and Executive Board as well as attendance at annual conference	Ongoing	Board						x	
6 Expand electronic networking and media										
a	Evaluate daily or weekly postings of topics and events on LinkedIn to encourage participation	2013	Communications	x		x				
b	Evaluate LinkedIn and ListServ participation annually to determine if LinkedIn is complementing ListServ or if they are creating duplicated effort, i.e. are both necessary	Ongoing	Communications		x	x	x			
c	Increase Board participation in VGFOA's LinkedIn Group to 100%	2013	Board	x					x	
d	Increase Member participation in VGFOA's LinkedIn Group to 50% of membership	2013		x	x	x				
e	Increase Membership participation in VGFOA's LinkedIn Group by 10% annual growth	2014 & Beyond		x	x	x				
f	Evaluate methods of storing ListServ discussion topics for future reference	2013	Communications	x			x	x	x	
g	Identify appropriate specialty groups (payroll, IT, AP, education, purchasing, budget, treasury, debt, pension, audit, etc) for LinkedIn Group Discussion Boards	2013	Communications	x	x		x			
h	Assign 'thought leaders' for each specialty group to monitor and initiate comments related to their specialty area	2013	Communications	x	x	x	x		x	
7 Maintain VGFOA long-term sustainability										
a	Maintain and evaluate a policy pertaining to maintaining, using and replenishing the VGFOA fund balance	Ongoing	Treasurer/Board						x	
b	Continue current practice of very carefully undertaking annual budget process with long term planning in mind	Ongoing	Board						x	
c	Evaluate current committee composition and recommend changes that may be appropriate	2012	Board						x	
d	Continue expanding pool of vendors available for sponsorship and exhibition at conferences	Ongoing	Associate Member Relations	x					x	
e	Solicit input from associate members to ensure our policies and practices are working well for them so as to ensure continued strong relationships	Ongoing	Associate Member Relations	x		x			x	
f	Develop a contingency plan for administrative and educational service providers	2014	Committee/ Officers							
g	Periodically evaluate membership fees with goals of upholding value to membership and avoiding large single year increases	Ongoing	Membership and Awards/Board			x				
h	Monitor progress of Action Steps from the Strategic Planning Matrix for each Committee and provide an update at each Board meeting	Ongoing	Board							
8 Monitor GASB Standards and other authoritative bodies for changes										
a	Review and comment on new exposure drafts	Ongoing	Standard Setting		x				x	
b	Communicate GASB and other standard changes to membership	Ongoing	Standard Setting/ Communications		x				x	
c	Evaluate the implementation impact of these changes	Ongoing	Standard Setting		x				x	
d	Educate membership on the impact of standard changes via regional organizations, online classes, newsletters and/or conferences	Ongoing	Standard Setting/ Regional Orgs/ Education/ Conferences		x		x		x	
9 Continue to provide input on standards										
a	Continue preparing VGFOA responses to GASB exposure drafts	Ongoing	Standard Setting						x	
b	Monitor GASB Standards	Ongoing	Standard Setting						x	

2013 Update to 2012 Strategic Plan

2012 STRATEGIC PLAN

Progress Report

Strategic planning is not a static process, and therefore, an important component of the strategic planning continuum involves an examination of the organization's progress in implementing existing goals and objectives and fulfilling the mission statement.

Focus Areas

The 2012 focus areas were:

- Outreach
- Membership
- Legislative
- Professional Development
- Education
- Leadership

Goal 1: Continue to strengthen our education offerings

- a. Utilize an annual report process to track attendance at various educational courses
- b. Strive to add one to two courses per year
- c. Evaluate whether any VGFOA courses should be discontinued, modified or undergo change in course content
- d. Strive to add one to two web-enabled courses per year
- e. Evaluate whether to add "tracts" at spring or fall conferences (budget, schools, and authorities)
- f. If Board desires to implement a tract system, determine a conference at which this can be piloted and assessed for further expansion
- g. Re-write budget course
- h. Expand pool of available instructors
- i. Provide CPE credit for regional organization courses

Progress report: (Not received)

Goal 2: Increase our legislative profile

- a. Participate in government reform discussions
- b. Work with GFOA to understand their methodology of legislative leadership at the federal level

Progress report: Standards setting committee was instrumental in the change to APA transmittal report to make it easier, less time consuming for localities. Legislative liaison and VGFOA President monitored proposed legislation but did not put forward any position papers.

Additional action steps added to the 2013 Strategic Plan are to communicate and educate membership on legislation impacts and to collaborate with other state and local professional organizations in addition to GFOA.

Goal 3: Continue to strengthen regional organizations

- a. Ensure each regional organization remains active with several events per year
- b. Ensure each regional organization has a committee that has representation from multiple communities throughout the region
- c. Monitor regional organization interest and participation to consider need for new regions
- d. Evaluate whether current administrative structure for regional organizations is meeting needs
- e. Evaluate the need for policy revisions based on evolution of regional organizations
- f. Evaluate annually the support requirements from Administrator versus the level of work done by the committees; make changes as needed

Progress report: (Not received)

Goal 4: Advocate further the government finance professional

- a. Participate in CAFR certificate and budget award presentations when invited
- b. Continue scholarship offerings; evaluate changes that might be appropriate
- c. Continue newsletter articles that focus on individuals
- d. Evaluate methods to advocate government finance professional at college and university level
- e. Develop a method whereby Past Presidents may assist with furtherance of the government finance professional
- f. Continue inviting our student scholarship recipients to attend our conferences - consider fall as well as spring conferences
- g. Implement permanent program of flagging first time conference attendees so Board members can invite their further participation

Progress report: VGFOA Board Members continue to make CAFR certificate and budget awards to the governing boards of the award recipients when the requests are received. Participation in the scholarship programs has been very high resulting in full utilization of the scholarships. The Pettigrew Scholarship provides a link between VGFOA and the college and university professors increasing VGFOA's exposure to accounting students who may become interested in local government finance positions in the future. VGFOA newsletter articles that highlight member activities are submitted to the membership quarterly. Past Presidents continue to stay active by making presentations at conferences, participating on committees and advocating the interests of the VGFOA within their respective organizations. The VGFOA continues to invite student scholarship recipients to accept their awards at the spring conferences.

Goal 5: Promote more brand recognition for VGFOA

- a. Develop a formal outreach program for communities with no current VGFOA involvement - consider offering one free conference or course attendance for one member of each locality not currently involved in VGFOA
- b. Continue preparing VGFOA responses to GASB exposure drafts
- c. Continue the practice of announcing Board members at the start of our annual conferences
- d. Promote Virginia representation on GFOA committees and Executive Board as well as attendance at annual conference

Progress report: The VGFOA is continually branded. VGFOA's website and Newsletters assist with this along with VGFOA members' active participation and leadership throughout the state and nationally with Virginia representatives on GFOA's committees and sharing knowledge presenting at the GFOA conferences. Additional methods are continuing to be considered and implemented.

Goal 6: Expand social media

- a. Evaluate daily or weekly posting of topics and events on Facebook to encourage participation
- b. Continue to evaluate and expand social and professional media while ensuring we will maintain what we establish
- c. Bring recommendations to Board concerning next steps with social media
- d. Consider creating a presence on LinkedIn

Progress report: VGFOA members and non-members continuously share knowledge through the VGFOA ListServ. The VGFOA launched a LinkedIn group in January 2013. Within 30 days, the group had over 100 members. In January 2013, VGFOA discontinued maintenance of the VGFOA Facebook page. Notification was provided on the Facebook page to join VGFOA's group on LinkedIn.

Goal 7: Maintain VGFOA long-term sustainability

- a. Develop a policy pertaining to maintenance of, use of and replenishment of VGFOA fund balance
- b. Continue current practice of very carefully undertaking annual budget process with long term planning in mind
- c. Evaluate current committee composition and recommend changes that may be appropriate
- d. Continue expanding pool of vendors available for sponsorship and exhibition at conferences
- e. Solicit input from associate members to ensure our policies and practices are working well for them so as to ensure continued strong relationships
- f. Periodically evaluate membership fees with goals of upholding value to membership and avoiding large single year increases
- g. Consider implementation of a "buddy system" to match first time attendees with Board members

Progress report: The VGFOA Board reviews the budget assumptions carefully to establish the current year's budget with long term planning in mind. The VGFOA Board continues to provide quality education courses and conferences to its members while ensuring that the organization maintains a healthy fund balance in anticipation of downturns in the economy where participation may decline in the VGFOA activities. VGFOA Board Chairs evaluate their committee members each year and make adjustments to the committee composition as needed. The Associate Relations Chair continues to seek out new vendors to participate in our annual conferences. The Associate Relations Chairs solicits from each vendor that participated in the conference an evaluation of the conference so that improvements can continue to be made. The VGFOA Board continues to review the current membership fees annually to see if changes should be made to meet the operating and education goals of the organization.

Goal 8: Continue collaborative efforts with other professional organizations

- a. Participate with VML and VACO when possible
- b. Continue relationship with GFOA through inviting GFOA Board members to speak at our conferences
- c. Collaborate and communicate with other professional organizations to include: VSCPA, TAV, VML, VACO, VFC, VASBO, VLGMA, VLGAA, Internal Audit group
- d. Evaluate methods of storing list serve discussion topics for future reference

Progress report: VGFOA Board members have continued to strengthen the relationship with GFOA, inviting GFOA staff to speak at our conferences, encouraging VGFOA members to be involved with GFOA as committee members, CAFR and Budget reviewers, presenters, and annual conference enrollment. Board members participated in VML Finance Forum. Begin pursuing VML Affiliate Organization status. Contact made with VASBO for future conference sponsorship. Included in VGFOA budget. Additional contact made with VSCPA, TAV, AICPA. Cost of sponsorship was too expensive or not promoted. Goal and action steps have been modified for 2013 Strategic Plan to monitor GASB Standards and other authoritative bodies for changes.

2011 STRATEGIC PLAN

The following strategic plan was developed in 2011 to address the evolving needs and challenges facing the VGFOA. The organization of this plan is based on the identified focus areas of the Outreach, Professional Development, Membership, Education, Legislative Activities, and Leadership. The Executive Board identified a number of goals that align with one or more of these focus areas. This strategic plan will provide the basis for organizational and committee actions from year-to-year and should be revised annually based upon progress and the changing environmental challenges confronting the VGFOA.

Focus Areas

The VGFOA Executive Board identified these focus areas to accomplish the mission of the organization:

- | | |
|-------------|--------------------------|
| Outreach | Professional Development |
| Membership | Education |
| Legislative | Leadership |

In 2010 the Executive Board underwent a major project to update the Strategic Plan which significantly redefined the focus areas from the 2008 Strategic Plan. During the 2011 update the Executive Board determined that the focus areas continued to be relevant so no changes were made to the focus areas or goals.

Goals

The 2011 Strategic Plan reflects the same goals as that the Executive Board identified during the thorough goal-setting process undertaken one year ago. These goals are:

- Continue to strengthen our educational offerings
- Increase our legislative profile
- Continue to strengthen regional organizations
- Advocate further the government finance professional
- Promote more brand recognition for VGFOA
- Expand social media
- Maintain VGFOA long-term sustainability
- Continue collaborative efforts with other professional organizations

Strategic Planning Matrix

The following Strategic Planning Matrix was prepared by the Executive Board to:

- develop action steps necessary to support each of our goals
- determine a time frame for each action step
- assign a committee or committees, Board member or contractor(s) responsible for each action step
- identify the focus area(s) represented by the action step

The matrix was updated in 2011 to reflect progress on these steps, modify steps and delete those no longer considered necessary.

VGFOA Strategic Planning Matrix - 2011				Focus Areas				
Goals	Action Steps	Year	Committee(s)	Outreach	Professional Development	Membership	Education	Legislative Leadership
1	Continue to strengthen our educational offerings							
a	Utilize an annual report process to track attendance at various educational courses	2012	Education				x	
b	Strive to add one to two courses per year	Ongoing	Education				x	
c	Evaluate whether any VGFOA courses should be discontinued, modified or undergo change in course content	Ongoing	Education				x	
d	Strive to add one to two web-enabled courses per year	Ongoing	Education				x	
e	Develop a class or classes geared toward development of core accounting skills	2013	Education	x	x		x	
f	Evaluate whether to add "tracts" at spring or fall conferences (budget, schools, authorities)	2012	Conferences				x	
g	If Board desires to implement a tract system, determine a conference at which this can be piloted and assessed for further expansion	2012	Conferences				x	x
h	Evaluate whether to move to one conference per year	Later	Conferences				x	
i	Develop a method of incorporating roundtable and/or panel discussions into our conferences	2012	Conferences		x		x	
j	Re-write budget course	2013	Education					
k	Re-write human resources course	2013	Education					
l	Expand pool of available instructors	Ongoing	Education Education/Regional Organization	x	x	x	x	x
m	Provide CPE credit for regional organization courses	Ongoing	Education/Regional Organization	x			x	
2	Increase our legislative profile							
a	Meet with VML and VACO to discuss this potential and to determine what an appropriate VGFOA focus might be	2012	Officers					x
b	Consider conflict of interest concerns that may arise from taking a stand on legislative matters	2012	Board					x
c	Participate in government reform discussions	2012	Board					x
d	Develop several initiatives the Board will pursue in upcoming general assembly	2012	Board					x
e	Work with GFOA to understand their methodology of legislative leadership at the federal level	2012	Officers					x
f	Evaluate merit of forming a separate Legislative committee. If so, determine appropriate leadership and membership	2012	Board					x
3	Continue to strengthen regional organizations							
a	Ensure each regional organization remains active with several events per year	Ongoing	Regional Orgs	x	x	x	x	
b	Ensure each regional organization has a committee that has representation from multiple communities throughout the region	Ongoing	Regional Orgs	x	x			x
c	Monitor regional organization interest and participation to consider need for new regions	Ongoing	Regional Orgs	x	x	x	x	
d	Evaluate whether current administrative structure for regional organizations is meeting needs	Ongoing	Regional Orgs			x		x
e	Evaluate the need for policy revisions based on evolution of regional organizations	Ongoing	Regional Orgs/Board Communications and Technology/Regional Orgs					x
f	Evaluate self-service web sites for regional organizations	2012	Regional Orgs	x	x			
g	Evaluate annually the support requirements from Administrator versus the level of work done by the committees; make changes as needed	Ongoing	Regional Orgs	x				

VGFOA Strategic Planning Matrix - 2011				Focus Areas					
Goals	Action Steps	Year	Committee(s)	Outreach	Professional Development	Membership	Education	Legislative	Leadership
4	Advocate further the government finance professional								
a	Participate in CAFR certificate and budget award presentations when invited	Ongoing	Past President	x	x				x
b	Continue scholarship offerings; evaluate changes that might be appropriate	Ongoing	Awards and memberships	x	x		x		x
c	Continue newsletter articles that focus on individuals	Ongoing	Communications and technology		x				
d	Evaluate methods to advocate government finance professional at college and university level	2012	Awards and memberships	x		x			x
e	Develop a method whereby Past Presidents may assist with furtherance of the government finance professional	2012	Past President	x	x				x
f	Continue inviting our student scholarship recipients to attend our conferences - consider fall as well as spring conferences	Ongoing	Awards and memberships	x		x			x
g	Implement permanent program of flagging first time conference attendees so Board members can invite their further participation	2012	Conferences	x	x	x			x
5	Promote more brand recognition for VGFOA								
a	Develop a formal outreach program for communities with no current VGFOA involvement - consider offering one free conference or course attendance for one member of each locality not currently involved in VGFOA	2012	Awards and Memberships	x	x	x	x		x
b	Decide whether the VGFOA should formally adopt values which could be advertised/marketed	2012	Board	x	x				x
c	Continue preparing VGFOA responses to GASB exposure drafts	Ongoing	Standard Setting						
d	Continue the practice of announcing board members at the start of our annual conferences	Ongoing	President						x
e	Promote Virginia representation on GFOA committees and Executive Board as well as attendance at annual conference	Ongoing	Board						x
6	Expand social media								
a	Undertake daily or weekly posting of topics and events on Facebook to encourage participation	2012	Communications and technology	x		x			
b	Continue to evaluate and expand social and professional media while ensuring we will maintain what we establish	2012	Communications and technology	x	x				
c	Bring recommendations to Board concerning next steps with social media	2012	Communications and technology	x		x			x
d	Consider creating a presence on LinkedIn	2012	Communications and technology	x	x				
7	Maintain VGFOA long-term sustainability								
a	Develop a policy pertaining to maintenance of, use of and replenishment of VGFOA fund balance	2012	Treasurer/Board						x
b	Continue current practice of very carefully undertaking annual budget process with long term planning in mind	Ongoing	Board						x
c	Evaluate current committee composition and recommend changes that may be appropriate	2012	Board						x
d	Continue to consider pricing practices that encourage membership and allow VGFOA to plan ahead (ie: 2011 membership fee waiver with early conference registration)	Ongoing	Awards and memberships/Board	x		x			x
e	Continue expanding pool of vendors available for sponsorship and exhibition at conferences	Ongoing	Associate member	x					x
f	Solicit input from associate members to ensure our policies and practices are working well for them so as to ensure continued strong relationships	2012	Associate member	x		x			x
g	Periodically evaluate membership fees with goals of upholding value to membership and avoiding large single year increases	Ongoing	Awards and memberships/Board			x			
h	Consider implementation of a "buddy system" to match first time attendees with Board members	2012	Awards and Memberships	x		x			x

VGFOA Strategic Planning Matrix - 2011				Focus Areas					
Goals	Action Steps	Year	Committee(s)	Outreach	Professional Development	Membership	Education	Legislative	Leadership
8	Continue collaborative efforts with other professional organizations								
a	Participate with VML and VACO when possible	Ongoing	Officers	x	x			x	x
b	Continue relationship with GFOA through inviting GFOA Board members to speak at our conferences	Ongoing	Officers	x	x			x	x
c	Consider whether VGFOA and VASBO can work together on conference offerings and/or training	2012	VGFOA Board members who serve School Divisions	x	x			x	x
d	Evaluate appropriate contract to undertake with Treasurer's Association of Virginia relative to educational courses	2012	Education	x				x	x
e	Collaborate and communicate with other professional organizations to include: VSCPA, TAV, VML, VACO, VFC, VASBO, VLGMA, VLGAA, Internal Audit group,	Ongoing	Board	x	x			x	x
f	Consider method of storing list serve discussion topics for future reference	2012	Communications and Technology	x				x	x

2011 Update to 2010 Strategic Plan

2010 STRATEGIC PLAN Progress Report

Strategic planning is not a static process, and therefore, an important component of the strategic planning continuum involves an examination of the organization’s progress in implementing existing goals and objectives and fulfilling the mission statement. In 2010, the Board of Directors updated the mission and identified the six focus areas for VGFOA with eight goals which aligned to one or more of the focus areas. This was published as the 2010 Strategic Plan. In 2011, the Board reviewed these goals and stated progress toward accomplishing each goal.

Focus Areas

The 2010 focus areas were:

- Outreach
- Membership
- Legislative
- Professional Development
- Education
- Leadership

Goal 1: Continue to strengthen our education offerings

- a. Utilize an annual report process to track attendance at various educational courses

- b. Strive to add one to two courses per year
- c. Evaluate whether any VGFOA courses should be discontinued, modified or undergo change in course content
- d. Strive to add one to two web-enabled courses per year
- e. Develop a class or classes geared toward development of core accounting skills
- f. Evaluate whether to add "tracts" at spring or fall conferences (budget, schools, authorities)
- g. If Board desires to implement a tract system, determine a conference at which this can be piloted and assessed for further expansion
- h. Evaluate whether to move to one conference per year
- i. Develop a method of incorporating roundtable and/or panel discussions into our conferences
- j. Re-write budget course
- k. Re-write human resources course
- l. Expand pool of available instructors
- m. Provide CPE credit for regional organization courses

Progress report: The VGFOA Education/Certificate Committee was very active this past year working with Radford University Governmental and Nonprofit Assistance Center (GNAC) to coordinate three new on-line course offerings: Internal Controls, Auditing and Fraud, Introduction to Governmental Accounting and Intermediate Accounting as well as, expanding the pools of available instructors and conducting conference calls with the instructors to increase participation in course development and provide interaction among the instructors. The Regional Committee has worked to ensure that CPE credit is issued for each event in accordance with the BOA guidelines.

Goal 2: Increase our legislative profile

- a. Meet with VML and VACO to discuss this potential and to determine what an appropriate VGFOA focus might be
- b. Consider conflict of interest concerns that may arise from taking a stand on legislative matters
- c. Participate in government reform discussions
- d. Develop several initiatives the Board will pursue in upcoming general assembly
- e. Work with GFOA to understand their methodology of legislative leadership at the federal level
- f. Evaluate merit of forming a separate Legislative committee. If so, determine appropriate leadership and membership

Progress report: The VGFOA Board actively discussed options for increasing the VGFOA's profile on legislative issues. The Board voted to separate the Legislative Committee from the Standard Setting and Legislative Committee to provide a focus on addressing legislative involvement. The makeup of the Legislative Committee was discussed which provided emphasis seeking out involvement from past presidents. The Legislative Committee chair will be determined by the VGFOA Presidents each year.

Goal 3: Continue to strengthen regional organizations

- a. Ensure each regional organization remains active with several events per year
- b. Ensure each regional organization has a committee that has representation from multiple communities throughout the region
- c. Monitor regional organization interest and participation to consider need for new regions
- d. Evaluate whether current administrative structure for regional organizations is meeting needs
- e. Evaluate the need for policy revisions based on evolution of regional organizations
- f. Evaluate self-service web sites for regional organizations
- g. Evaluate annually the support requirements from GNAC versus the level of work done by the committees; make changes as needed

Progress report: All regions are active providing training events on a monthly, bi-monthly and/or quarterly basis contributing to the growing participation and involvement from members and non-members. Each region has a diverse committee in place for planning purposes developing programs around the specific needs of the regional members. The four regions are meeting the current needs of members with no additional interest in creating a new region. VML/VACo is providing outstanding support to the regional organizations including providing advertising and registration for the Regional Organizations via the VGFOA website. Current policies have been reviewed and will continue to be evaluated based on changing dynamics of the regional organizations.

Goal 4: Advocate further the government finance professional

- a. Participate in CAFR certificate and budget award presentations when invited
- b. Continue scholarship offerings; evaluate changes that might be appropriate
- c. Continue newsletter articles that focus on individuals
- d. Evaluate methods to advocate government finance professional at college and university level
- e. Develop a method whereby Past Presidents may assist with furtherance of the government finance professional
- f. Continue inviting our student scholarship recipients to attend our conferences - consider fall as well as spring conferences
- g. Implement permanent program of flagging first time conference attendees so Board members can invite their further participation

Progress report: As requests have been received to present CAFR certificates and budget awards VGFOA Board members have volunteered to make presentations to the governing boards of the award recipients. Participation in the scholarship programs has been very high resulting in full utilization of the scholarships. The Pettigrew Scholarship provides a link between VGFOA and the college and university professors increasing VGFOA's exposure to accounting students who may become interested in local government finance positions in the future.

Goal 5: Promote more brand recognition for VGFOA

- a. Develop a formal outreach program for communities with no current VGFOA involvement - consider offering one free conference or course attendance for one member of each locality not currently involved in VGFOA
- b. Decide whether the VGFOA should formally adopt values which could be advertised/marketed
- c. Continue preparing VGFOA responses to GASB exposure drafts
- d. Continue the practice of announcing board members at the start of our annual conferences
- e. Secure different color (than black) for Past President ribbons
- f. Promote Virginia representation on GFOA committees and Executive Board as well as attendance at annual conference

Progress report: The VGFOA is continually branded. Our web site and newsletters assist with this along with VGFOA members' active participation and leadership throughout the state and nationally with Virginia representatives on GFOA's committees and sharing knowledge presenting at the GFOA conferences. The expansion of the Regional Organizations has enabled us to reach additional new members, expanding the VGFOA brand.

Goal 6: Expand social media

- a. Undertake daily or weekly posting of topics and events on Facebook to encourage participation
- b. Continue to evaluate and expand social and professional media while ensuring we will maintain what we establish
- c. Bring recommendations to Board concerning next steps with social media
- d. Consider creating a presence on LinkedIn

Progress report: VGFOA members and non-members continuously share knowledge through the VGFOA List Serve.

Goal 7: Maintain VGFOA long-term sustainability

- a. Develop a policy pertaining to maintenance of, use of and replenishment of VGFOA fund balance
- b. Continue current practice of very carefully undertaking annual budget process with long term planning in mind
- c. Evaluate current committee composition and recommend changes that may be appropriate
- d. Continue to consider pricing practices that encourage membership and allow VGFOA to plan ahead (ie: 2011 membership fee waiver with early conference registration)
- e. Continue expanding pool of vendors available for sponsorship and exhibition at conferences
- f. Solicit input from associate members to ensure our policies and practices are working well for them so as to ensure continued strong relationships

- g. Develop a succession plan relative to our contract with GNAC
- h. Periodically evaluate membership fees with goals of upholding value to membership and avoiding large single year increases
- i. Consider implementation of a "buddy system" to match first time attendees with Board members

Progress report: At the request of GNAC staff who wished to focus exclusively on providing education services, VGFOA underwent a competitive process to select a new administrator awarding the contract to VML/VACo Finance. The Award Committee performed a comprehensive review of our pricing practices providing recommendations approved by the board to address processes and pricing for conference and membership fees which included the implementation of a late fee for membership dues. With the guidance provided by our treasurer during challenging economic times, the VGFOA Board reviewed the budget assumptions carefully to establish the current year's budget with long term planning in mind.

Goal 8: Continue collaborative efforts with other professional organizations

- a. Participate with VML and VACO when possible
- b. Continue relationship with GFOA through inviting GFOA Board members to speak at our conferences
- c. Consider whether VGFOA and VASBO can work together on conference offerings and/or training
- d. Evaluate appropriate contract to undertake with Treasurer's Association of Virginia relative to educational courses
- e. Collaborate and communicate with other professional organizations to include: VSCPA, TAV, VML, VACO, VFC, VASBO, VLGMA, VLGAA, Internal Audit group
- f. Consider method of storing list serve discussion topics for future reference

Progress report: VGFOA Board members have continued to strengthen the relationship with GFOA, inviting GFOA staff to speak at our conferences, encouraging VGFOA members to be involved with GFOA as committee members, CAFR and Budget reviewers, presenters, and annual conference enrollment.

2008 STRATEGIC PLAN

Progress Report

Strategic planning is not a static process, and therefore, an important component of the strategic planning continuum involves an examination of the organization's progress in implementing existing goals and objectives and fulfilling the mission statement. In 2007, the Board of Directors updated the mission and identified the three focus areas of VGFOA organization, professional development, and membership under which eight goals were associated. This was published as the 2008-2012 Strategic Plan. In 2010, the Board reviewed these goals and stated progress toward accomplishing each goal.

Focus Areas

The 2008 focus areas were:

- VGFOA Organization
 - Professional Development
 - Membership
-

Focus Area VGFOA Organization

Goal: “*Brand*” the VGFOA throughout Virginia as the organization for public sector financial professionals.

1. Revise the mission statement.
2. Identify and communicate successes of VGFOA.
3. Develop a marketing strategy.
4. Investigate the benefits of establishing a VGFOA position on legislative matters.
5. Create opportunities for two-way communication between VGFOA and Virginia finance professionals.

Progress report: The VGFOA is continually branded. Our web site and newsletters assist with this along with VGFOA members’ active participation and leadership throughout the state. The creation of a Facebook presence and the availability of our List Serve for anyone wishing to use it helps brand our organization. Our Regional Organizations enable us to reach additional members, expanding the VGFOA brand.

Goal: “*Prepare for the future.*” Position the VGFOA for continued stable growth regardless of economic & demographic challenges

1. Ensure the financial viability to meet future needs.
2. Study changes in financial field to create approaches to attract new people to the field of government finance.
3. Survey best practices of other organizations.
4. Develop partnerships/collaborations to strengthen VGFOA.
5. Enable access to cutting edge products, services, technologies through healthy (and expanding) vendor relationships.

Progress report: The VGFOA Executive Board has focused carefully on management of the organization with long term sustainability in mind. Our financial practices continue to improve and we continue to focus upon them more. As our fund balance has become a bit large, we have implemented steps to methodically utilize some of this balance to give

back to our members. Additionally, due to the current difficult financial times, this fund balance has been very beneficial in protecting the organization from these economic challenges. The VGFOA maintains positive working relationships with other organizations throughout the Commonwealth, such as TAV, VML, VACO, etc. The VGFOA maintains active participation in GFOA as a means of remaining current on matters of importance to the organization and profession.

Focus Area

Professional Development

Goal: Prepare VGFOA members for career advancement through a variety of approaches including educational opportunities, networking, etc.

1. Study the prospects of developing regional social opportunities.
2. Examine the current conference structure to identify if it meets the professional needs of current and potential attendees.
3. Continue the high quality of the Certification program.

Progress report: The establishment of Regional Organizations has been a major milestone toward accomplishment of this goal. Spring and fall conferences have continually changed to meet members' needs including an increase in the available CPE at each. The certificate program continues. A number of VGFOA members serve on the committees of GFOA and we've had several GFOA Board members over the years as well.

Education

Goal: Expand educational offerings to meet identified needs of all target populations.

1. Conduct a needs analysis of Virginia government finance professionals.
2. Examine the opportunity for incorporating technology through distance learning.

Action Plan Items:

- 1) Create relevant new course offerings to meet needs for all VGFOA members.
- 2) Examine additional tracks at conferences.
- 3) Target mid-level financial professionals.

Progress report: The regional organizations have served to provide additional educational offerings to our members. We have also developed a few courses in each of the last years. Work with our educational offerings will be ongoing.

Goal: Ensure that educational outcomes provide value to our members and partnering organizations.

1. Evaluate current programs and offerings.
2. Expand scholarship programs.

Progress report: See other progress reports. Scholarship programs have been fully utilized each year including times when the VGFOA has been creative due to a lack of applicants, cancelled GFOA programs, etc. Our Pettigrew Scholarship again better utilizes our college and university professors and has increased our interface with them.

Fellowship

Goal: Build and enhance relationships among Virginia finance professionals throughout the Commonwealth.

1. Continue high standards of engaging receptions at semi-annual conferences.
2. Build a system of engaging new members at conferences.
3. Increase use of website and other technologies for networking opportunities.
4. Explore regional approach to expand VGFOA.
5. Actively engage past leaders/members in current activities.

Progress report: There is ongoing progress in the area of relationship-building. VGFOA continues to strengthen relationships with other organizations such as the TAV, VML, VACO, etc. VGFOA conferences continue to offer great networking and fellowship opportunities and the regional organizations serve an even larger group of people to foster sharing of ideas and experiences. The Past Presidents continue their active support of VGFOA activities.

Focus Area Membership

Goal: Increase VGFOA membership numbers by attracting diverse populations (including budget staff, smaller government or entry level staff, etc.)

1. Identify needs of all potential VGFOA members.

Action Plan Items:

- 1) Survey to all VA localities
 - Include other populations, such as budgeting
 - Consider college populations for membership
 - 2) Personal contact
 - 3) Target populations
2. Prioritize needs of the populations.
 3. Based on findings, engage in more active outreach efforts

Progress report: A membership brochure has been developed and printed for use in inviting interested parties to consider membership in the organization. The VGFOA has not pursued some of the other activities though we have attempted to flag first time conference attendees such that Board members could help make them feel welcome at our conferences. Due to some size limitations in our conference facilities, we realize that there may be benefits to remaining close to our current size. Membership has increased as a result of our regional organizations, and we are considering future outreach to communities without any VGFOA involvement. The Board is not overly concerned

about increasing the size of VGFOA membership. Quality of membership participation is more important to us at this time than quantity of members.

Goal: Increase active participation of existing members.

1. Create a development plan for growth and involvement for VGFOA members.

Action Plan Items:

- 1) Identify the groups of people who are not coming
- 2) Investigate/study regional outreach possibilities
- 3) Market the values of the VGFOA
- 4) Identify potential new markets
- 5) Create membership committee to address this new need/interest
 - Strategic membership plan
- 6) Create programming for continued involvement of members throughout career (including Past Presidents, etc.)

Progress report: A structured plan has not been developed for increasing the active participation of our members. Existing members have naturally become more involved to the extent they participate in Regional Offerings. Committee participation has increased in recent years. Our Past Presidents are fairly active and have provided strong support to the organization.

2004 STRATEGIC PLAN

Progress Report

Strategic planning is not a static process, and therefore, an important component of the strategic planning continuum involves an examination of the organization's progress in implementing existing goals and objectives and fulfilling the mission statement. In 2004, the Board of Directors determined the mission and the focus areas of education, membership/fellowship, and professional development could best be accomplished through a committee structure that assigns oversight responsibility to the appropriate Board Member. This group developed the following strategic goals for the entire VGFOA Board with such goals categorized under the primary oversight committee, where applicable, with other committees and membership support provided as needed. In 2007, the Board re-visited these goals and stated progress toward accomplishing each goal.

Focus Area

Education

President

Goal: Through liaisons with affiliated organizations, promote VGFOA educational opportunities, especially the Certification Program.

Progress Report: Promoted Certification Program, Partner with Treasurer's Association

Education Committee

Goal: Develop a plan to address long-term conference-site objectives regarding site locations and contractual arrangements. Establish standards as they pertain to completion of the various tasks associated with a conference to ensure that VGFOA will always provide for high quality educational opportunities.

Progress Report: The Spring Conference location for 2007 and 2008 has been decided. The Fall Conference location for 2007, 2008, 2009 and 2010 has been decided.

Goal: Develop quantifiable objectives for membership attendance and customer satisfaction for both calendar year and long-term goals.

Progress Report: Deleting this goal

Goal: Establish guidelines for Continuing Professional Education (CPE) eligibility.

Progress Report: In accordance with the Virginia Board of Accountancy, CPE Credit documentation shall be in the form of the certificate of completion provided by the sponsor. The VGFOA provides this documentation to all attendees for its conferences and certification classes.

Goal: Develop a checklist for reviewing and revising courses and course material in response to the changing role of the finance professional.

Progress Report: Ongoing progress

Goal: Recruit skilled instructors in geographic regions with relevant expertise to the course material. Establish a recognition program that provides incentives for instructors to continue participation in VGFOA educational programs.

Progress Report: Qualified instructors are obtained for each class.

Goal: Develop plans to promote the Certification Program to our members. Encourage governmental leaders to recognize the value of the certification as an achievement in professional development and to establish the Certificate as a preferred recruitment criterion.

Progress Report: The VGFOA promotes the Certification Program through the monthly newsletter via email and our annual spring and fall conferences.

Government Finance Research Committee

Goal: Determine resources and other relevant information, including training opportunities, which can best update members on relevant legislation and standards. Such as providing flash emails during the General Assembly.

Progress Report: Ongoing

Goal: Define guidelines for VGFOA to take an advocacy position with respect to existing or proposed local, State or Federal laws and regulations.

Progress Report: Ongoing

Technology Committee

Goal: Determine the feasibility and practicality of providing web based education and CPE opportunities.

Progress Report: Working on GASB 45 web based training.

Goal: Provide web-based registration and payment.

Progress Report: Done

Focus Area

Membership & Fellowship

President

Goal: Determine feasibility of providing, or partnering with another organization, for organized fellowship gathering at national GFOA Conference.

Progress Report: VGFOA currently sponsors breakfasts and past presidents dinner suite at the National GFOA conference

Vice President (converted to President elect)

Goal: Develop an orientation session at the Annual VGFOA Conferences for new and existing members to cover our history, organization goals, Committees, and Board structure. Allot time fellowship and networking.

Progress Report: An orientation session will be held at the upcoming Spring Conference.

Membership and Awards Committee

Goal: Conduct periodic satisfaction surveys of the membership using the web site and emails.

Progress Report: Surveys administered at the fall and spring conferences

Goal: Enhance awards and scholarships through targeted budget allocations.

Progress Report: Efforts to advertise scholarships include calls and letters to universities, posting on the VGFOA website and in newsletters. Innovations Award Program has been reinstated.

Goal: Establish a “Members Only Section” on the web site.

Progress Report: Ongoing

Goal: Develop membership profiles to track employer, position, interests, years served, classes attended and certifications.

Progress Report: Ongoing

Goal: Develop a formalized process for all existing and potential award programs to ensure that the memberships, including associate members, are properly solicited.

Progress Report: Ongoing

Goal: Establish a vendor recognition program for those associate members and/or their firms who have contributed to the organization in time and/or funding.

Progress Report: Associate Membership Relations committee set up for this effort.

Goal: Periodically sponsor gatherings around the state in an effort to attract new members and provide fellowship for existing members.

Progress Report: Northern Virginia local finance professionals have held meetings. Richmond area finance professionals have met.

Education Committee

Goal: Provide for evening fellowship opportunities at educational events.

Progress Report: Receptions are held at our annual conferences.

Newsletter Committee

Goal: Develop a monthly electronic newsletter and establish a process to encourage member and vendor contributions.

Progress Report: At last Board meeting (December 2006), it was decided to go to a twice a year newsletter that would follow the Fall and Spring Conferences, rather than monthly. This started in 2007 when previously the newsletter had been monthly. And, both members and vendors have made contributions to newsletters by submitting various articles and informational items of interest.

Goal: Encourage member and vendor advertising.

Progress Report: Ongoing

Technology Committee

Goal: Enhancement of the web site to provide for pictures and other visuals including information about current Board members, lifetime members, past-presidents and award winners.

Progress Report: Done

Focus Area

Professional Development

President

Goal: Formulate an overall committee-based strategy for contracted services that operate in perpetuity (e.g., WEB site, administrative services).

Progress Report: Relationships with GNAC, legal counsel, and audit firm

Vice President (converted to President-Elect)

Goal: Perform research of best practices and successes of other state GFOA associations and membership-based organizations.

Progress Report: Research performed for developing vendor relations

Treasurer

Goal: Establish the position of Treasurer on the Executive Board with oversight responsibility for financial reporting, budgeting, risk management and mitigation, the annual audit, and reporting to the Internal Revenue Service.

Progress Report: Done

Goal: Develop a business model by which the VGFOA can best leverage resources in the most appropriate manner through a combination of dues, conference/educational training fees and associate member support and determination.

Progress Report: Dues – added population based option. Improved membership billing. Bought QuickBooks. Now have web-based registrations and payment.

Past President

Goal: Increase the profile of VGFOA within the Commonwealth and nationally by encouraging members to note their VGFOA affiliation when speaking or writing articles.

Progress Report: On going

Goal: Formulate a Code of Ethics for the organization.

Progress Report: Reviewed and adopted GFOA Code of Ethics

Goal: Develop an organizational chart that addresses and delineates lines of responsibility and oversight over all Board members and any contracted assistance.

Progress Report: By-laws defined responsibilities; By-laws have been added to website.

Membership and Awards Committee

Goal: Enhance the appearance of all awards to best reflect the professional achievement of the award recipient.

Progress Report: Awards are now presented in front of full membership. Lifetime achievement plaque created. Created new plaque for Innovation award.

VGFOA 2013 EXECUTIVE BOARD

President

Charles Ramsay
Accounting Section Manager
County of Henrico

President Elect

Barbara Dameron
Finance Director
City of Danville

Past President

Patricia Weiler
County Administrator
County of Powhatan

Treasurer

Karen Woodson
Internal Auditor
Virginia Beach City Public Schools

Executive Secretary

Steve Mulroy
Deputy Director
VML/VACo Finance

Legislative Committee

Patricia Weiler
County Administrator
County of Powhatan

Associate Membership Relations

Terrie Pyeatt
Director of Internal Audit
Virginia Beach City Public Schools

Membership & Awards Committee

Kathy Seay
Director of Finance & Management
Services
County of Hanover

Regional Organizations Committee

Renee Hoover
Chief Accountant - Payroll
County of Albemarle

Standards Setting Committee

Kim Williams
Chief of Accounting & Reporting
Town of Leesburg

Education Committee

Jon Munch
Financial Services Division Chief
County of Fauquier

Conference Committee

Sharon Day
Controller
County of York

Communications Committee

Greg Akers
Finance Director
Richmond Metropolitan Authority

VGFOA 2011 EXECUTIVE BOARD

President

Vivian McGettigan
Chief Internal Auditor
Prince William County Public Schools

Associate Membership Relations

Terrie Pyeatt
Director of Internal Audit
Virginia Beach City Public Schools

President Elect

Patricia Weiler
Finance Director
City of Manassas

Awards and Membership Committee

Barbara Dameron
Finance Director
City of Danville

Treasurer

Karen Woodson
Accountant III
City of Chesapeake

Regional Organizations Committee

Charles Ramsay
Accounting Section Manager
County of Henrico

Executive Secretary

Steve Mulroy
Deputy Director
VML/VACo Finance

Standards Setting Committee

Kim Williams
Chief of Accounting and Reporting
Town of Leesburg

Past President

Ann Shawver
Director of Finance
City of Roanoke

Education/Certification Committee

Greg Akers
Director of Finance
Richmond Metropolitan Authority

Legislative Committee

Ann Shawver
Director of Finance
City of Roanoke

Conferences Committee

Renee Hoover
Director of Finance
County of Fluvanna

VGFOA 2010 EXECUTIVE BOARD

President

Ann Shawver
Director of Finance
City of Roanoke

President Elect

Vivian McGettigan
Chief Internal Auditor
Prince William County Public Schools

Treasurer

Patricia Weiler
Finance Director
City of Manassas

Executive Secretary

Bruce W. Chase
Professor of Accounting
Director, Governmental and Nonprofit
Assistance Center
Radford University

Past President

Marycarol White
Director of Financial & Mgmt. Ser.
York County

Education/Certification Committee

Tanya Burrell
Financial Reporting Manager
Fairfax County Dept. of Finance

Conferences Committee

Nickie Champion
County of Gloucester
Director of Financial Services

Legislative and Standards Committee

Charles Ramsay
Accounting Section Manager
County of Henrico

Communications & Technology Committee

Shakeel Yusuf
Comptroller
Fairfax County Public Schools

Awards and Membership Committee

Barbara Dameron
Finance Director
City of Danville

Associate Membership Relations

John Wallingford
Director of Financial Services
Prince William County Public Schools

Regional Organizations Committee

Karen Woodson
Accountant III
City of Chesapeake

VGFOA 2007 EXECUTIVE BOARD

President

Rebecca Owens
Director of Finance
County of Roanoke

President Elect

Steve Solomon
Director of Finance
Fairfax County Housing

Treasurer

Marycarol White
Director of Financial and
Management Services
York County

Executive Secretary

Bruce W. Chase
Professor of Accounting
Director, Governmental and Nonprofit
Assistance Center
Radford University

Past President

Terry Stone
Director of Finance
County of Hanover

GFOA State Representative & Historian

William Skinker
CFO
Fauquier County Water and
Sanitation Authority

Education/Conferences Committee

Ann Shawver
Deputy Director of Finance
City of Roanoke

Education/Certification Committee

Patricia Weiler
Director of Finance
City of Manassas

Legislative and Standards
Committee

Vivian McGettigan
Finance Director
Fauquier County and Public Schools

Communications & Technology
Committee

Leslie Beauregard
Director, Budget and Performance
Management
City of Charlottesville

Awards and Membership Committee

JoEllen Kerns
Senior Budget Analyst
County of Loudon

Associate Membership Relations

Charles Ramsay
Senior Accountant
County of Henrico

VGFOA 2004 EXECUTIVE BOARD

OFFICERS AND PAST

PRESIDENT:

President

Larry D. Clark
Treasury Division Director
County of Henrico

President Elect

Phillip Grant
Director of Finance
Town of Vienna

Vice President

Terry S. Adams
Utility Controller
County of Hanover

Executive Secretary-Treasurer

Bruce W. Chase
Professor of Accounting
Director, Governmental and Nonprofit
Assistance Center
Radford University

Past President

Joseph P. Casey
Director of Finance
County of Hanover

Awards and Membership Committee

JoEllen Kerns
Senior Budget Analysis
County of Loudon

COMMITTEES:

Education Committee Co-Chair

Rebecca Owens
Director of Finance
County of Roanoke

Education Committee Co-Chair

Ronald L. DeWitt
Accounting Manager
City of Newport News

Newsletter Committee

Marycarol C. White
Director of Financial and
Management Services
County of York

Government Finance Research Committee

Steven A. Solomon
Chief, Automated Financial Services
County of Fairfax

Technology Committee

Bruce M. Grant
Director of Finance and
Administrative Services
Western Virginia Water Authority

State Representative

Shelley Carmichael
Comptroller
County of Stafford