

# Strategic Plan

2008 - 2012

Virginia Government  
Finance Officers'  
Association



Charting a course to a brighter future

*Developing Governmental and Financial Leaders*

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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 every four years the VGFOA board will 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. The 2008 Strategic Plan has been organized as follows:

- Presentation of the VGFOA Mission Statement and Focus Areas
- 2008 (current) Strategic Plan Goals, Action Plan Items, and Strategies
- Progress reports of the 2004 & 2000 strategic plans

By maintaining the history of the VGFOA strategic planning process, we are capitalizing on past success while planning for the future.

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## Mission

As revised at the May 2007 Executive Board meeting, the mission statement is—

*The Virginia Government Finance Officers' Association shall be the premier organization in developing governmental and financial leaders in the Commonwealth.*

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## Focus Areas

In 2004, the Planning Committee identified three focus areas to accomplish the mission of the VGFOA. These areas were professional development, membership/fellowship and education. While largely still a reflection of the VGFOA values, these focus areas were further refined in 2007 by the VGFOA Executive Board and were used to guide the strategic planning process. The revised focus areas are:

- VGFOA Organization
- Professional Development
- Membership

## 2008 STRATEGIC PLAN

The following strategic plan was developed in the spring of 2007 to address the evolving needs and challenges facing the VGFOA. The organization of this plan is based on the three identified focus areas of the VGFOA Organization, Professional Development, and Membership. The executive committee identified the primary goal which would define success for each focus area listing one or more strategies to accomplish that goal. The prioritization of these strategies will provide the basis for organizational and committee action from year-to-year, to be revised annually based upon progress and the changing environmental challenges confronting the VGFOA. The intention is that the stated goals may remain the same for long periods of time (or indefinitely), but the strategies to reach those goals must be regularly revisited to maintain long-term organizational health and vitality. The action plan items should come as a result of the completion of strategies.

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### 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.

**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.

## **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.

### *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.

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

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

### *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.

## **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

**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.)

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## 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.

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#### 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.

Superseded

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## 2000 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. This section examines the Board's progress in implementing the goals and objectives as denoted in the 2000 Strategic Plan, and provides the reader with a reference point for evaluating future goals as outlined in this document. The reader is reminded that Board membership changes annually, and as a result, the implementation of goals and objectives required the combined efforts of the 2000 Executive Board and the four Executive Boards that followed.

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### *Education and Training Goals*

**Goal:** Review and revise accounting courses and develop instructional aids and standards for our teachers. Award a Certificate of Achievement for completion of VGFOA courses.

**Progress Report:** VGFOA now provides a variety of classes to its members not only in the area of accounting, but also in the broader field of finance. Classes are attended by individuals from professional firms and members of the Treasurer's Association seeking the Treasurer and Deputy Treasurer Certification. In a cooperative effort with Radford University and the Treasurer's Association, the Board has developed several new courses, which include:

- Cash and Investment Management
- Leadership-Effective Communication
- Financial Administration, Risk Management, and Procurement
- Internal Controls, Auditing and Fraud
- Issuing Debt and Debt Management
- Personnel Practices
- Operating and Capital Budgeting
- Virginia Government and Law

The Board has not formerly developed standards for our instructors. However, most classes are now taught by at least one faculty member from Radford University.

The concept of awarding a certificate of achievement for completing VGFOA courses has been expanded into a certificate program. At its March 2003 meeting, the Executive Board adopted the Virginia Government Finance Officers certification program, which provides training in many job-related areas and support for those wishing to pursue the national GFOA Certified Public Finance Officer (CPFO) designation. To qualify for the VGFOA certificate, an individual must complete eight core courses and two elective courses within a five year period.

**Goal:** Evaluate our existing conference programs.

**Progress Report:** The 2000 Board was concerned that conference attendance had been declining for the previous three years. Attendance at the 1999 Spring Conference declined to approximately 100 participants. In response to this decline the Board expanded vendor, fellowship and educational opportunities at our conferences. These changes had an immediate impact and conference attendance has increased to approximately 190 participants.

**Goal:** Develop partnerships with other organizations to offer conferences and educational programs.

**Progress Report:** The Board has entered into formal and informal partnerships with Radford University, the Treasurer's Association, the State Non-Arbitrage Program (SNAP), the Weldon Cooper Center for Public Service, the Virginia Municipal League, and various private firms to provide conferences and educational opportunities for our members. Examples include SNAP's participation in the Spring Conference, our administration support agreement with Radford University, and shared educational programs with the Treasurer's Association.

### *Membership Goals*

**Goal:** Increase our efforts in promoting membership

**Progress Report:** The Board has taken several steps to promote membership, to include the following:

- Redesigned the web site to provide a membership directory, online class and conference registration by credit card, job openings, discussion forums, and RU Financial Performance Measures.
- Developed Regional Discussion Groups
- Expanded scholarships and made it easy to register at our web site.
- Enhanced our annual conferences by providing additional opportunities for professional fellowship and education. Topics have been expanded and tailored to the ever changing environment of the finance professional.
- Created eight new classes.
- Developed a certificate program.

**Goal:** Devise ways of encouraging membership involvement.

**Progress Report:** Strategies of encouraging membership involvement include:

- Developed regional discussion groups
- Recognized Past Presidents at our Fall Conference. This is an opportunity for the Past Presidents to discuss our progress and to provide ideas for future programs.
- Added a technology position to the Board. This position and the supporting committee have played an important role in the design and development of our web site.
- Collaboration with other organizations and private firms.

**Goal:** Promote government service as a professional career.

**Progress Report:** In its efforts to promote government service as a professional career, the Board has:

- Placed job positions on our web site
- Reviewed and expanded the awards program.
- Developed a certificate program
- Developed regional discussion groups
- Promoted the GFOA Certification Program

### *Advocacy and the Identification of Best Practices Standard Setting Committee*

**Goal:** Provide input to Standard Setting and Legislative Bodies on Issues Impacting Government Finance.

**Progress Report:** The Board and the Standard Setting Committee have established procedures for reviewing and responding to changes in Federal, GASB and State legislation and standards. A plan is in the works to email action during the 2005 General Assembly.

**Goal:** Promote the use of best practices in government-Executive Board

**Progress Report:** The Board enhanced conference topics to include a greater variety of topics, including best practices in financial and management areas.

**Goal:** Develop relationships with other professional organizations to achieve common goals

**Progress Report:** The Board has entered into formal and informal partnerships with Radford University, the Treasurer's Association, the State Non-Arbitrage Program (SNAP), the Weldon Cooper Center for Public Service, the Virginia Municipal League, and various private firms to provide conferences and educational opportunities for our members. Example include SNAP's participation in the Spring Conference, our administration support agreement with Radford University, and shared educational programs with the Treasurer's and Commissioner's Associations.

## *Evaluate the Organizational Structure*

**Goal:** Review the structure/operation of the Executive Board

**Progress Report:** Two positions have been added to the Executive Board since the 2000 Strategic Plan was adopted by the membership; an Education Committee Co-chair and a Technology Committee Chair. These positions have been instrumental in promoting education and enhancing our web site and the services provided to our members. Other actions taken by the Board include, the publishing of an annual calendar of events, an annual review of our fee structure, enhancing the web site, strategic planning and the administration support agreement with Radford University.

Superseded

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## VGFOA 2007 EXECUTIVE BOARD

President

*Rebecca Owens*  
Director of Finance  
County of Roanoke

Education/Conferences Committee

*Ann Shawver*  
Deputy Director of Finance  
City of Roanoke

President Elect

*Steve Solomon*  
Director of Finance  
Fairfax County Housing

Education/Certification Committee

*Patricia Weiler*  
Director of Finance  
City of Manassas

Treasurer

*Marycarol White*  
Director of Financial and  
Management Services  
York County

Legislative and Standards  
Committee

*Vivian McGettigan*  
Finance Director  
County of Fauquier

Executive Secretary

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

Communications & Technology  
Committee

*Leslie Beauregard*  
Director, Budget and Performance  
Management  
City of Charlottesville

Past President

*Terry Stone*  
Director of Finance  
County of Hanover

Awards and Membership Committee

*JoEllen Kerns*  
Senior Budget Analyst  
County of Loudon

GFOA State Representative & Historian

*William Skinker*  
CFO  
Fauquier County Water and  
Sanitation Authority

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

## VGFOA 2000 EXECUTIVE BOARD

In April, 2000 the VGFOA Executive Board met at Wintergreen, with the assistance of a facilitator, to begin a strategic planning process-to develop a plan to guide the organization to 2010. As a part of the plan, a vision statement and mission statement were developed to create the inspiration and focus for the planning process. The strategic plan was adopted by the Executive Board on September 26, 2000 and by the full membership at the 2000 Fall Conference. The 2004 Executive Board extends our gratitude to the 2000 Executive Board for foresight, dedication, and hard work.

### OFFICERS AND PAST

#### **PRESIDENT:**

##### President

*Jesse A. Hall*

Deputy Director of Finance  
City of Roanoke

##### President-Elect

*Shelley Carmichael*

Comptroller  
County of Stafford

##### Vice President

*William E. Johnson*

Director of Finance  
City of Colonial Heights

##### Executive Secretary-Treasurer

*Judy Gough*

Division Manager  
County of Albemarle

##### Past President

*Clarence D. Daniel, Jr.*

Accounting Division Director  
County of Henrico

### COMMITTEES:

#### Awards and Membership Committee

*Donna J. D. Rexrode*

Accounting Supervisor  
County of Rockingham

#### Education Committee

*Larry D. Clark*

Financial Manager  
Riverside Regional Jail Authority  
County of Hopewell

#### Newsletter Committee

*Joseph P. Casey*

Director of Finance  
County of Hanover

#### Government Finance Research Committee

*Gary Ometer*

Director of Debt Management  
Department of the Treasury,  
Commonwealth Virginia

#### State Representative

*Mary Tuohy (Kemp)*

Director of Finance  
City of Herndon