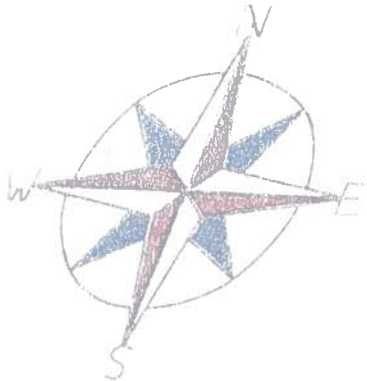




**Virginia Government Finance Officers' Association  
2004 - 2008 Strategic Plan**

*Direction for the Future*



*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*

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## INTRODUCTION

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Strategic Planning is a practice that all professionally managed organizations undertake periodically in enabling mission and focus for the organization and its members. While the VGFOA has been in existence since 1968, it wasn't until 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 not only involves a fresh and visionary perspective of the organization's mission, core focus areas, initiatives, resource structure and allocation, but also enables those participating in the process to represent their membership and through collaboration make the organization stronger, more responsive and more engaged. The result of such successful strategic planning is therefore in striving to achieve mission statements through current practices in place that are working well and formulate focus areas that recognize and anticipate the changing marketplace and environment in order to best prepare our members. The result is this 2004 VGFOA Strategic Plan.

Superscript

## **MISSION STATEMENT:**

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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.

## **FOCUS AREAS:**

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To accomplish the mission of the VGFOA, the Planning Committee identified three focus areas:

- Education
- Membership/Fellowship
- Professional Development

Superseded 1

# VGFOA 2004 EXECUTIVE BOARD

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## OFFICERS AND PAST PRESIDENT:

### President

*Larry D. Clark*  
Treasury Division Director  
County of Henrico, Virginia

### President Elect

*Phillip Grant*  
Director of Finance  
Town of Vienna, Virginia

### Vice President

*Terry S. Adams*  
Utility Controller  
County of Hanover, Virginia

### Executive Secretary-Treasurer

*Bruce W. Chase*  
Professor of Accounting  
Radford University, Virginia

### Past President

*Joseph P. Casey*  
Director of Finance / Acting Assistant  
County Administrator  
County of Hanover, Virginia

## COMMITTEES:

### Education Committee Co-Chair

*Rebecca Owens*  
Director of Finance  
County of Roanoke, Virginia

### Education Committee Co-Chair

*Ronald L. DeWitt*  
Accounting Manager  
City of Newport News, Virginia

### Newsletter Committee

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

### Government Finance Research Committee

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

### Technology Committee

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

### Awards and Membership Committee

JoEllen Kerns  
Senior Budget Analysis  
County of Loudon, Virginia

### State Representative

*Shelley Carmichael*  
Comptroller  
County of Stafford, Virginia

# PROGRESS REPORT

## 2000 GOALS

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 on pages 10-12 of 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 (page 13) and the four Executive Boards that followed.

### **EDUCATION AND TRAINING GOALS**

#### **Goal 1:**

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 (VGFOA) certification program, which provides training in many job-related areas

# PROGRESS REPORT

## 2000 GOALS

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 2:**

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 3:**

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 1:**

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.

# PROGRESS REPORT

## 2000 GOALS

- 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 2:**

Devise ways of encouraging membership involvement

### **Progress Report:**

Strategies for 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 3:**

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 1:**

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



# PROGRESS REPORT

## 2000 GOALS

### **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 notices during the 2005 General Assembly.

### **Goal 2:**

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 3:**

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. Examples 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 1:**

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 administrative support agreement with Radford University.

# 2004 STRATEGIC PLAN

The mission and the focus areas of education, membership/fellowship, and professional development can best be accomplished through a committee structure that assigns oversight responsibility to the appropriate Board Member. Therefore, the following represent 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.

## **FOCUS AREA - EDUCATION**

### President:

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

### Education Committee:

- 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.
- Develop quantifiable objectives for membership attendance and customer satisfaction for both calendar year and long-term goals.
- Establish guidelines for Continuing Professional Education (CPE) eligibility.
- Develop a checklist for reviewing and revising courses and course material in response to the changing role of the finance professional.
- 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.
- 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.

### Government Finance Research Committee

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

### Technology Committee:

- Determine the feasibility and practicality of providing web based education and CPE opportunities.
- Provide web-based registration and payment.

# 2004 STRATEGIC PLAN

## FOCUS AREA – MEMBERSHIP & FELLOWSHIP

### President:

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

### President Elect:

- Develop an orientation session at the Fall Conference for new and existing members to cover our history, organizational goals, Committees and Board structure. Allot time for fellowship and networking.

### Membership and Awards Committee:

- Conduct periodic satisfaction surveys of the membership using the web site and emails.
- Enhance awards and scholarships through targeted budget allocations.
- Establish a "Members Only Section" on the web site.
- Develop membership profiles to track employer, position, interests, years served, classes attended and certifications.
- Develop a formalized process for all existing and potential award programs to ensure that the membership, including associate members, are properly solicited.
- Establish a vendor recognition program for those associate members and/or their firms who have contributed to the organization in time and/or funding.
- Periodically sponsor social gatherings around the state in an effort to attract new members and provide fellowship for existing members.

### Education Committee:

- Provide for evening fellowship opportunities at educational events.

### Newsletter Committee:

- Develop a monthly electronic newsletter and establish a process to encourage member and vendor contributions.
- Encourage member and vendor advertising.

### Technology Committee:

- 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.

# 2004 STRATEGIC PLAN

## FOCUS AREA – PROFESSIONAL DEVELOPMENT

### President:

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

### Vice President:

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

### Treasurer:

- 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.
- 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.

### Past President:

- Increase the profile of VGFOA as a resource within the Commonwealth and nationally by encouraging members to note their VGFOA affiliation when speaking or writing articles.
- Formulate a Code of Ethics for the organization.
- Develop an organizational chart that addresses and delineates lines of responsibility and oversight over all Board members and any contracted assistance.

### Membership and Awards Committee:

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

# 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 their foresight, dedication, and hard work.

## OFFICERS AND PAST PRESIDENT:

### President

*Jesse A. Hall*  
Deputy Director of Finance  
City of Roanoke, Virginia

### President-Elect

*Shelley Carmichael*  
Comptroller  
County of Stafford, Virginia

### Vice President

*William E. Johnson*  
Director of Finance  
City of Colonial Heights, Virginia

### Executive Secretary-Treasurer

*Judy Gough*  
Division Manager  
County of Albemarle, Virginia

### Past President

*Clarence D. Daniel, Jr.*  
Accounting Division Director  
County of Henrico, Virginia

## COMMITTEES:

### Awards and Membership Committee

*Donna J.D. Rexrode*  
Accounting Supervisor  
County of Rockingham, Virginia

### Education Committee

*Larry D. Clark*  
Finance Manager  
Riverside Regional Jail Authority  
Hopewell, Virginia

### Newsletter Committee

*Joseph P. Casey*  
Director of Finance  
County of Hanover, Virginia

### Government Finance Research Committee

*Gary Ometer*  
Director of Debt Management  
Department of the Treasury  
Commonwealth of Virginia

### State Representative

*Mary Touhy (Kemp)*  
Director of Finance  
City of Herndon, Virginia