

# Strategic Planning for 2013



October 15, 2012, Workshop Results--*final*

facilitated by

Don Maruska, MBA/JD, Master Certified Coach

# Strategic Objectives for 2011-2013

## **A. Training and Delivery**

1. Training and development
2. Boosting Chapters as a focal point and delivery vehicle

## **B. Membership and Participation**

3. Marketing CSMFO membership to non-participating agencies
4. Expanding pool of CSMFO volunteers

## **C. Financial Stewardship**

5. Identifying and reviewing cost-saving efficiencies
6. Increasing revenues to support member benefits

# CSMFO's Key Success Factors

- Commitment of membership and leadership.
- Quality participants and quality programs.
- Planning for goals and steps to achieve them.
- Strong professional reputation.
- Continuity with long-term leaders.
- Committee structure and leadership.
- Good balance between what volunteers give and what they receive.
- Strong work ethic among members.
- Friendly and open meetings.
- Chapters as a local or regional point of connection.

# CSMFO's Strategic Context

1. What's changed since the Mini-Summit in February that CSMFO's Strategic Plan didn't anticipate?
  - A. Demands on membership resulting from State Legislature (RDA, VLF, etc.)
  - B. Expected changes with GASB (pension, prospective reporting, etc.)
  - C. Push to stretch wings and go outside of finance (e.g., HR)
  - D. Distance learning is increasing (e.g., more web conferencing)
  - E. Bigger fiscal questions, sustainability
  - F. More public inquiries and reporting needs

## 2. What needs does this create for members that CSMFO might address?

- A. More desire to share among our peers (sample reports, materials)
- B. What level of advocacy is appropriate for CSMFO in dealing with State changes (what voice does CSMFO want to have)?
- C. Do we want CSMFO to have a role in formulation of post-RDA world with early engagement?
- D. What's appropriate role in speaking to the public broadly and in our own communities?
- E. More focused training on changes that are occurring and their financial implications (e.g., pension, RDA, labor relations, etc.).
- F. New areas of expertise needed (e.g., economic development) and support in pursuing them.
- G. Meet needs of all members (including special districts) – e.g., common interests like projects and project management.

### 3. What new hopes or vision do you have for CSMFO?

- A. Address and deal with the critical needs where CSMFO can provide distinctive value.
- B. Continue to do what we are good at – training, response to changes, etc.
- C. Expand understanding of CSMFO's diverse members (e.g., special districts) and what's of particular value to them – find sweet spot of needs for finance professionals across the membership.
- D. Connect with commercial members, CPA firms, etc. to get best information out to local government finance professionals.
- E. Develop best practices for the profession.

# Results for 2012; Targets for 2013

## A. Training and Delivery

Strategic Objective	Goals for 2012	Results	Targets for 2013
<b>1. Training &amp; professional development</b>	<p><i>Career Development Committee</i></p> <ol style="list-style-type: none"> <li>Determine appropriate content and delivery approaches for sustainable, quality programs</li> <li>Develop Training Page presenting portfolio of services offered, ties to resource matrix, and links with training partners (CMTA, CDIAC, GFOA) with Technology Committee implementation</li> <li>Increase focus on growth of leadership skills</li> </ol>	<p>Completed SWOT analysis on Intro and Intermediate Acctg., continue courses; exceeded b/e but not full budget</p> <p>Completed the design and content and working with Tech Committee to implement</p> <p>Completed “So You Want to Be a Finance Director” with video</p> <p>Expanded 1-1 coaching &amp; resources</p>	<p>Consider new, more timely, relevant courses or delivery; possible development as units in webinars; view training is an investment</p> <p>Evaluate effectiveness of new web format in meeting needs of members</p> <p>Find ways to keep even seasoned professionals up to date on needed technical information</p>

# Results for 2012; Targets for 2013

## A. Training and Delivery

Strategic Objective	Goals for 2012	Results	Targets for 2013
<b>1. Training &amp; professional development</b>	<p>4. Increase outreach to educational institutions</p> <p>5. Develop cost and revenue models for programs and examine opportunities to recover costs; consider seed funding, sponsorships, and use of reserves</p>	<p>In process</p> <p>Developed design of member benefit vs. for-fee services</p> <p>Created CalCPA relationship with revenue stream</p>	<p>Revise Resource Matrix</p> <p>Develop training on emerging issues <i>(with) Program Development Committee</i></p> <p>Provide targeted training in content and delivery of local government finance information to public</p> <p><i>(with Exec. and Admin. Committees)</i></p> <p>Address CSMFO budget to support professional development; have larger discussion about sponsorships</p>



# Results for 2012; Targets for 2013

## A. Training and Delivery

Strategic Objective	Goals for 2012	Results	Targets for 2013
<b>1. Training &amp; professional development</b>	<p><i>Professional Standards and Recognition Committee</i></p> <p>1. Modify the Budget and CAFR Awards scoring to be more in line with GFOA</p> <p>2. Evaluate the role of CSMFO Awards other than the CAFR and Budget Awards</p>	<p>In process, submitted ideas, plan to make some minor changes in 2013 (more consistent)</p> <p>Retired previous awards and created Innovation Award for 2013</p>	<p>Post links to best of the best for members to access on line and at resource table at conference</p> <p>Provide best practices for emerging issues with links and resources (also tie with Skills Matrix)</p>

# Results for 2012; Targets for 2013

## A. Training and Delivery

Strategic Objective	Goals for 2012	Results	Targets for 2013
<p><b>2. Boosting Chapters as focal point and delivery vehicle</b></p>	<p><i>Past President and Board-Chapter Liaisons</i></p> <p>1. Experiment with alternative delivery, for example, virtual chapter meeting</p>	<p>Completed virtual chapter meeting with webcast for other chapters and agencies</p>	<p>Every chapter has a meeting with help from online resources, as needed, to support outreach</p> <p>Create mix of in-person and virtual</p>

# Results for 2012; Targets for 2013

## B. Membership and Participation

Strategic Objective	Goals for 2012	Results	Targets for 2013
<p><b>3. Marketing CSMFO membership to non-participating agencies</b></p>	<p><i>Membership Committee</i></p> <p>1) For smaller agencies make contact with the City's City Manager.</p> <p>2) For larger agencies make contact with the Finance Director.</p> <p>Concentrate efforts within a 100 mile radius of Oakland in the upcoming year.</p> <p>Also, work with Chapters from a list of non-members, including special districts.</p> <p>Promote membership through webinars and other programs and provide an easy link to join CSMFO.</p>	<p>Completed letter for a mailing to 25 agencies</p> <p>Created LinkedIn group with 400 people</p> <p>Updating list of retirees.</p> <p>Article to encourage renewals and attract new members.</p> <p>Updating with Tech. Committee the vendor yellow pages for use with RFPs</p>	<p>Build ongoing relationships with multiple touches to attract new members (e.g. notices for chapter meetings, etc.)</p> <p>Share list of non-members with chapter chairs and others leaders to tap connections</p> <p>New member welcome: welcome email; Chapter Chairs to follow up with new members; new member portal/page on website</p>

# Results for 2012; Targets for 2013

## B. Membership and Participation

Strategic Objective	Goals for 2012	Results	Targets for 2013
<b>Enhance engagement at chapters</b>			<i>Executive Committee (with Bob Biery)</i>  Consider size of some chapters to reduce travel distance and boost participation  Target board support on those chapters needing attention

# Results for 2012; Targets for 2013

## B. Membership and Participation

Strategic Objective	Goals for 2012	Results	Targets for 2013
<b>Support CSMFO's keystone annual conference</b>	<p><i>Annual Conference Committee</i></p> <p>Complete the update to the Annual Conference Handbook</p> <p>Identify venue candidates for the 2014 conference and potential future conferences</p> <p>Review bids procured by meeting planner and provide discussion points for meeting planner negotiations</p> <p>Present site selection and contract to Board for approval</p> <p>Maintain communication with site city Finance Director on timing of conference and any local participation</p> <p>Assist Host Committee</p>	<p>Proposed draft Handbook and approved (now with Admin. for revision with Program Committee)</p> <p>Contract signed for Palms Springs 2014; considering choices for 2015</p> <p>In process</p> <p>underway</p>	<p>Complete choice of 2015 site</p>

# Results for 2012; Targets for 2013

## B. Membership and Participation

Strategic Objective	Goals for 2012	Results	Targets for 2013
<p><b>Support CSMFO's keystone annual conference</b></p> <p><b>Other Participation support</b></p>	<p><i>Technology Committee</i></p> <ol style="list-style-type: none"> <li>1. Develop conference website and marketing for Oakland</li> <li>1. Create social networking site: LinkedIn</li> <li>2. Review website for user friendliness for non-members</li> </ol>	<p>Up to date, ready for entry of content, consistent with rest of web site; added PDA features</p> <p>Completed (&gt;400 members, largest State association)</p> <p>Under review; considering new member page (coordinating with Membership Committee)</p>	<p>Consider connections between CSMFO membership info and LinkedIn</p> <p>Consider CSMFO calendar and ways to provide automatic calendaring option for members (add widget to email notices), RSS feed</p> <p><i>Admin. Committee</i> Develop CSMFO signature for emails</p>

# Results for 2012; Targets for 2013

## B. Membership and Participation

Strategic Objective	Goals for 2012	Results	Targets for 2013
<p><b>4. Expanding pool of CSMFO volunteers</b></p>	<p><i>Professional Standards and Recognition Committee</i></p> <p>1. Add a check box on CSMFO membership renewals for those that would like to review one or more budgets and/or CAFRs.</p> <p>2. Look for subject matter experts in budgeting and financial reporting that want to be reviewers.</p>	<p>Completed</p> <p>Completed review of reviewers and addition of new ones</p>	<p>Assess CAFR reviewer needs (pending Board action)</p>

# Results for 2012; Targets for 2013

## B. Membership and Participation

Strategic Objective	Goals for 2012	Results	Targets for 2013
<b>4. Expanding pool of CSMFO volunteers</b>	<i>Career Development Committee</i>  1. Reinvigorate the 1-1 Coaching Program to strengthen networking and build a cadre of future leaders in the profession and for the CSMFO organization.	Underway; working to promote and build outreach through MiniNews	Further promote the availability and gain feedback on usage of 1-1 coaching



# Results for 2012; Targets for 2013

## B. Membership and Participation

Strategic Objective	Goals for 2012	Results	Targets for 2013
<p><b>4. Expanding pool of CSMFO volunteers</b></p>	<p><i>Nominating Committee</i></p> <p>1. Use opportunity to identify new potential leaders for Committee chairs and Chapter chairs.</p> <p><i>Technology Committee</i></p> <p>1. Add Volunteer Opportunities section on website to highlight how people can get involved and increase pool of volunteers.</p> <p>Consider ways to enhance involvement of retirees.</p>	<p>Expanded mix of new and seasoned leaders on Nominating Committee</p>	<p>Continue to cultivate new leaders and provide pathways for leadership to sustain pipeline</p> <p>Develop connection and referral page</p> <p>Refer to committees to use as appropriate</p>

# Results for 2012; Targets for 2013

## B. Membership and Participation

Strategic Objective	Goals for 2012	Results	Targets for 2013
<p><b>4. Expanding pool of CSMFO volunteers</b></p>			<p><i>Membership Committee</i></p> <p>Create menu, checklist, ladders, or pathways for people to get involved in CSMFO; (<i>connect with Career Development to</i>) tap emerging leaders at Weekend Training</p> <p><i>Past Presidents still actively involved</i></p> <p>Be ambassadors to engage members and invite them to become more actively involved in leadership</p>

# Results for 2012; Targets for 2013

## C. Financial Stewardship

Strategic Objective	Goals for 2012	Results	Targets for 2013
<b>5. Identifying and reviewing cost-saving efficiencies</b>	<p><i>Professional Standards and Recognition Committee</i></p> <p>1. Enhancing Budget and CAFR Awards Programs while reducing costs – email accounts, online library, “best of the best” section</p>	<p>90+% electronic, savings in paper and postage for members and CSMFO</p> <p>Using Google spreadsheets to do the dissemination, evaluations, and tracking</p>	

# Results for 2012; Targets for 2013

## C. Financial Stewardship

Strategic Objective	Goals for 2012	Results	Targets for 2013
<b>5. Identifying and reviewing cost-saving efficiencies</b>	<p><i>Technology Committee</i></p> <ol style="list-style-type: none"> <li>1. Work with Professional Standards and Recognition Committee on electronic submittals for award programs</li> <li>2. Review current MiniNews format and evaluate current trends and technology that could make the MiniNews development process more efficient.</li> </ol>	<p>Completed</p> <p>Completed</p>	

# Results for 2012; Targets for 2013

## C. Financial Stewardship

Strategic Objective	Goals for 2012	Results	Targets for 2013
<b>6. Increasing revenues to support member benefits</b>	<p><i>Administration Committee</i></p> <ol style="list-style-type: none"> <li>Evaluate revenue opportunities presented from other committees</li> <li>Determine appropriate level of reserves and use of reserves (including use of proceeds from conferences and other sources)</li> </ol>	<p>Awaiting items to be submitted from other Committees</p> <p>Completed in conjunction with Policies and Procedures</p>	<p>Review policies for education and professional development support (subsidies, etc.) with Career Development</p> <p>Analyze budget and allocations to various activities and relationship to member benefits</p> <p>Develop agreement on revenues and which expenses are benefits overall vs. fee recovery</p> <p>Develop policies about sponsorships and uses</p>

# Results for 2012; Targets for 2013

## C. Financial Stewardship

Strategic Objective	Goals for 2012	Results	Targets for 2013
<b>Balancing benefits and expenses</b>			<i>Executive Committee or Task Force (e.g. Administration Committee and other Committee Chairs)</i> Determine what membership covers. Develop revenue model for CSMFO going forward (membership fees, sponsorships, conference contribution, etc.)

# Results for 2012; Targets for 2013

## C. Financial Stewardship

Strategic Objective	Goals for 2012	Results	Targets for 2013
<b>6. Increasing revenues to support member benefits</b>	<p><i>Professional Standards and Recognition Committee</i></p> <ol style="list-style-type: none"> <li>Expand the CAFR awards program to include those cities that would like to apply for two awards (GFOA and CSMFO).</li> <li>Create a two-tiered CAFR awards program (comparable to the budget awards program) that allows less experienced agencies to continue to submit their CAFR only to CSMFO while offering more experienced agencies an opportunity to submit to GFOA as well.</li> <li>Consider shifting the due date for CAFR awards submittals to later in the year to facilitate additional applicants making the deadline; or, tier the fees charged to incentivize early submittals.</li> </ol>	<p>Pending with Board</p>	

# Results for 2012; Targets for 2013

## D. Impacting Implementation of Key Policies Affecting Local Government Finance (*new*)

Strategic Objective	Goals for 2012	Results	Targets for 2013
<p><b>Provide a voice for members on key issues</b></p>			<p><i>President and CSMFO liaisons to policy committees</i></p> <p>Gain timely reports with agendas and recaps from liaisons</p> <p>Include updates and potential action opportunities for CSMFO or its members at CSMFO Board meetings</p>



# Ideas for Communicating and Reporting on the Goals

- Communication of overview goals via MiniNews
- Report back via Board meetings
- Specific messages in MiniNews

# Closing thoughts from participants

Tremendously excited

Really appreciate work of CSMFO and building on work of past

Excited and thrilled to see interest continuing

Networking and family

Dedication

Knowledge

Enlightened

Sharing

Continuing change

Commitment and goodness

Stability

New ideas

Evolving

Thankful

Appreciation for everyone for putting time and effort into profession and helping each other

High impact of value to members

Productive

Supportive of organization and president

Proud of everyone

Uplifting

Dealing with change

Thoughtful contemplation

Confident

Admirable

Progress

Humbled

Optimistic passionate professionals

Productive