CONTEXT MAP

GFOAT
Government Finance Officers Association of Texas

ASSOCIATION TRENDS

- Members changing roles – challenges continued participation
- Growing gap between aging leadership and younger membership
- Sponsors "hijacking" social time
- Fewer networking opportunities
- Time constraints on volunteer leaders – leads to an "execution gap"
- Slow to adapt to change

POLITICAL FACTORS

- City Councils' increasing focus on financial matters
- Potential conflicts between Association policies and Council policies – risk loss of support
- Unhealthy relationship with state government
- Need to remain neutral on political issues

ECONOMIC CLIMATE

- State of Texas is growing
- Strong economy

INDUSTRY TRENDS

- Changing annual conference models
- Increasing complexity of public finance – specialization pressure
- Social media driving "dysfunctional engagement"
- Distrust of government
- Trend towards transparency
- Needs of aging communities
- Increasing urbanization in Texas

TECHNOLOGY FACTORS

- Online forum is ineffective – need to move to social media (?)
- Need for technology integration
- Growing cyber threats

MEMBERSHIP NEEDS

- Job transition support
- Involvement of retirees
- WE REALLY DON'T KNOW

UNCERTAINTIES

- Member satisfaction with service levels provided by the Association

SWOT MATRIX

GFOAT
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STRENGTHS

✚ Long tradition of engagement
✚ Networking opportunities
✚ Scope of educational offerings
✚ Experienced member base
✚ TML affiliation (administrative support)

OPPORTUNITIES

- Strategic Use of Fund Balance
- Use retired Experts to Support Training & Outreach
- Develop a Statewide Mentorship Program "CFO in Residence"
- Develop New Member Packets
- Leverage Technology to Reach Membership
- Eliminate/Reduce Participation Barriers
- Increase Specialized Training Offerings
- Improve Conference Participation: -Save the date notices -Website publicity -Flip Board & committee meeting times
- Provide Fresh Material Monthly
- Communicate Duties/Responsibilities to New Board & Committee Chairs

WEAKNESSES

▲ Barriers to committee participation
▲ Trying to be everything to everyone
  • e.g. conference timing
▲ Letting external forces influence direction
  • e.g. State Legislature
▲ Struggle to engage new generation of membership
▲ Communication/engagement

THREATS

⚡ Inactiveness

⚡ Loss of institutional Knowledge

⚡ Not meeting diverse member needs
  - Young vs. old
  - Big vs. little
  - Apathy

⚡ Constant, overwhelming change

⚡ Raising funds to support the organization

CURRENT / INTERNAL

FUTURE / EXTERNAL

GOAL: <u>Reinforce Professionalism & Integrity</u>

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● *Where are we today?*

● *How do we close the gap?*

● *Where do we aspire to be?*

- We have ethics training at each conference, but with little participation
- We are under attack as another "lobbying" group
- Limited efforts to promote the public finance profession
- No operational guide for the new political environment

- *Embed effective controls training in everything we do, leveraging GFOA best practices*
- *Offer specialized government finance ethics CPE pre/post conference*
- *Recognize member and employer professionalism on GFOAT website with a social media tag*
- *Highlight the Code of Ethics in the President's communication in each email/newsletter*
- *Require CGFO ethics training*
- *Offer training to elected officials and members of the media*

- Members' behavior is always ethical and ethical considerations are at the forefront of their decision making
- Members are seen as politically neutral, fact-based professionals
- GFOAT is the go-to source for reliable government financial information

GOAL: <u>Strengthen Member Knowledge & Skills</u>

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Where are we today?

- Conference-centered education
- Trying to be all things to all people
- Big city / small city gaps
- Members bypass GFOAT for GFOA conference with deeper content
- Limited CPE offerings at short conference

How do we close the gap?

- Leverage / utilize GFOA training resources at GFOAT conference
- Develop and offer a "CFO in residence" training and mentorship program
- Set clear lines of accountability for accomplishment of strategic goals and the committee tasked with that goal
- Survey membership to identify needs and gaps in association service offerings
- Lengthen conference to allow for deeper content offerings
- Develop vendor/sponsor/ association partnerships to support education and training efforts

Where do we aspire to be?

- Technology-driven educational offerings
- Focused content delivery options for specialized training
- Large network of knowledgeable members serving as mentors and trainers
- Strong educational contact at conference with significant CPE opportunity
- Effective involvement of sponsors (in training content development and delivery)

GOAL: Grow an ACTIVE Membership

Where are we today?

- 2/3 of membership do not attend conferences
- Not communicating enough or in the best way with our members, committees, committee chairs and Board
- Committee membership is low
- Smaller cities with limited members and budgets
- Asking a lot of members to participate in two annual conferences
- Stable, experienced leadership with limited opportunity for succession planning
- People bypass GFOAT for GFOA
- Forced choice between family time and active GFOAT involvement
- Limited CPE opportunities at conferences

How do we close the gap?

- Provide additional, non-conference venues for member participation
- Develop metrics on new member involvement to track and respond accordingly
- Promote future conferences with save-the-date emails and website postings
- Develop a new member packet
- Revaluate committee structure to identify opportunities for consolidation and/or re-branding
- Consider a shift in conference design with special additional training options

Where do we aspire to be?

- Right-sized range of offerings to engage more members
- Menu of engagement opportunities:
  – Annual conferences
  – Regional Workshops (1 day)
  – Finance Director Roundtables (Regional, 1-2 hours)
  – Webinars
- Members not only "active" but "involved"
- Continue to adapt and change as membership needs change
- Access for smaller, rural communities with members "wearing many hats"

GOAL: <u>Develop Future Leaders</u>

● **Where are we today?**

● **How do we close the gap?**

● **Where do we aspire to be?**

- Member self-initiated leaders
- Bifurcated career tracks: budget vs accounting
- High barriers to participation with competing demands on time and budgets
- Limited training/development opportunities
- Majority of GFOAT leaders have been leaders for a long time
- Less job stability can impact members' willingness to take on leadership roles due to time commitments

- Explain roles and responsibilities to new Committee Chairs
- Create leadership "funnels" to attract and engage members:
  - Member/non-member rates
  - New member mixers
  - New member classes
  - Personal invitations
- Shift timing of committee meetings at conferences
- Current leaders make a point to seek out new members/ new attendees to promote involvement
- Add "new member" ribbons to conference name tags to help identify and engage new members at conferences

- Leadership succession planning and mentoring
- Organization-identified leadership with assistance
- Members have a clear understanding of leaders' needs
- New members take on leadership roles
- Availability of low-cost, value-driven leadership training resources for leaders