



CALIFORNIA SOCIETY OF MUNICIPAL FINANCE OFFICERS

Action Plan 2014-2016

Goal Area: Organizational Sustainability					Status as of August 2015
Goal 1: CSMFO will leverage human and financial resources to ensure the organization's fiscal stability and overall strength.					
<i>High-level Priority Action A: Determine standardized chapter governance and administrative structure.</i>					
Strategy	Responsible Parties	Timeline			
		Year 1	Year 2	Year 3	
1) Retain members through annual renewal process	Membership Benefits Committee	Develop metrics to evaluate retention rates	Apply metrics	Refine metrics	Member Benefits Committee Implemented annual exit survey for non-renewing members. In process of identifying additional applicable metrics. Plan to establish trends through data analysis in order to develop long-term strategies for member retention.
2) Expand the number of individual members within existing member agencies	Membership Benefits Committee	Identify agencies with potential to add additional members	Formally enlist support of active members in targeted agencies	Review and refine list	Member Benefits Committee Sorted membership data by agency and distributed to committee for analysis. Further evaluation is necessary in conjunction with goal 2 C.3. Evaluation of dues structure.
3) Increase Chapter Chair outreach	Administration; Technology; Past President; Membership Committee	N/A	More information in the handbook; Chapter Chair portal on website	Provide orientation/training to new Chairs (at Conference?)	Administration Committee Discussion within the Administration Committee has begun. Member Benefits Committee Participating in bi-monthly chapter chair meetings and working in

Goal Area: Organizational Sustainability					Status as of August 2015
Goal 1: CSMFO will leverage human and financial resources to ensure the organization's fiscal stability and overall strength.					
High-level Priority Action A: Determine standardized chapter governance and administrative structure.					
Strategy	Responsible Parties	Timeline			
		Year 1	Year 2	Year 3	
					support of Past President to develop strategies to better support chapters. Work is ongoing.
4) Institute a Chair/Vice Chair structure	Past President; Membership Committee	N/A	Communicate with Chapter Chairs	Each Chapter have Chairs/Vice Chairs assigned by year-end	Member Benefits Committee Directive to chapters to establish Chair/Vice Chair structure made in 2015 – 11 of 20 chapters have established new structure. Work with Past President to employ specific strategies to achieve this goal for non-conforming chapters in 2016.
5) Encourage volunteers for specific Chapter tasks	Past President; Membership Committee	N/A	Communicate with Chapter Chairs		Member Benefits Committee Implemented a volunteer interest form and a session at the Annual Conference titled "Getting the Most Out of CSMFO," to promote opportunities for volunteer involvement. Continue efforts with Past President in support of specific chapter volunteer needs.
6) Develop/Implement sponsorship guidelines for Chapter meetings	Administration Committee	N/A		Communicate guidelines to Chapter Chairs; incorporate into Chapter Chair Handbook	Administration Committee Policy was written and approved by Board during the year.

Goal Area: Organizational Sustainability					Status as of August 2015
Goal 1: CSMFO will leverage human and financial resources to ensure the organization's fiscal stability and overall strength.					
High-level Priority Action A: Determine standardized chapter governance and administrative structure.					
Strategy	Responsible Parties	Timeline			
		Year 1	Year 2	Year 3	
7) Reach out to remote geographical areas to gauge interest in Chapter involvement/activities	Membership Committee	N/A		Develop plan based on survey results	Member Benefits Committee Surveyed six remote chapters and provided results in memo dated 1/12/15 to President and Past President. Working with the Past President on specific strategies to re-engage chapter Chairs in inactive chapters, as applicable, or to otherwise ensure members' needs are met in inactive chapters through alternative means.

Goal Area: Organizational Sustainability					Status as of August 2015
Goal 1: CSMFO will leverage human and financial resources to ensure the organization's fiscal stability and overall strength.					
High-level Priority Action B: Develop leadership skills and volunteer capacity through committee and chapter involvement.					
Strategy	Responsible Parties	Timeline			
		Year 1	Year 2	Year 3	
1) Explore options to ease the administrative burden of chapter meeting registration/payment collections	Board of Directors, Administration Committee and Executive Committee	Contact chapters and do research on their needs and create an action plan.	Implement changes, if any	Repeat annually	Administration Committee SMA now responsible for chapter accounting. Executive Committee Completed
2) Develop informational tools to introduce members to volunteer leadership opportunities	Membership Benefits Committee	Determine date, presenter(s), content; add to annual calendar	Refine based on evaluations and member feedback	Repeat annually	Member Benefits Committee Volunteer interest form promoted in MiniNews periodically. Working on additional form/application for members interested in leadership opportunities. Form to be completed in Fall 2015.
3) Incorporate volunteer leadership messaging into new member orientation in conjunction with Annual Conference	Executive Director	Coordinate with session presenter(s)	Refine based on evaluations and member feedback	Repeat annually	
4) Assign committee chairs responsibility to identify, recruit and recommend their successor	Board of Directors; Committee Chairs, President-Elect and President	Establish a process and mechanism for chairs to formally request and recommend a successor	Implement process	Repeat annually	Administration Committee Currently the Administration Committee has a Vice Chair who could take over as Chair. Career Development Committee Has two solid Vice Chairs in place. Either could serve as Chair when needed. Member Benefits Committee Chair working with Vice Chair to provide exposure to Chair's duties, including facilitating committee

Goal Area: Organizational Sustainability					Status as of August 2015
Goal 1: CSMFO will leverage human and financial resources to ensure the organization's fiscal stability and overall strength.					
High-level Priority Action B: Develop leadership skills and volunteer capacity through committee and chapter involvement.					
Strategy	Responsible Parties	Timeline			
		Year 1	Year 2	Year 3	
					meetings and providing reports to and participating in Board meeting calls. Vice Chair to attend September Planning Session. Program Committee The Vice Chair of the Program Committee would be the likely successor. Technology Committee No action for the Committee.
a) Develop/Implement committee membership application process, with selection by committee leadership	Membership Committee	N/A	Develop/Implement Volunteer form; Create application form for once interest is received		Member Benefits Committee Form in process - to be completed in Summer/Fall 2015.
b) Develop/Implement a committee member evaluation process to provide input to the incoming president; ask for interest in other committees and/or committee leadership	Membership Committee	N/A	Develop exit interview/survey process for committee chairs/members	President-Elect to utilize exit interviews/survey in making committee appointments	Member Benefits Committee In Fall 2015, developing an application for individuals who have desire to be in a leadership role. Forms to be forwarded to President Elect for his/her consideration in leadership appointments for the following committee year.
5) Assign responsibility to each committee to identify, recruit and appoint at least one new committee member annually	Committees	Establish a process and mechanism to nominate new	Implement process	Repeat annually	Administration Committee In process; always looking to add new members, especially at the Annual Conference.

Goal Area: Organizational Sustainability					Status as of August 2015
Goal 1: CSMFO will leverage human and financial resources to ensure the organization's fiscal stability and overall strength.					
High-level Priority Action B: Develop leadership skills and volunteer capacity through committee and chapter involvement.					
Strategy	Responsible Parties	Timeline			
		Year 1	Year 2	Year 3	
		committee members			<p>Career Development Committee Has added two new members this year and has a “waiting list” of others interested in joining. Have a sizable group now and do not want to have too many members for each to contribute in a meaningful and productive way.</p> <p>Member Benefits Committee Membership Chair has instituted an annual exit conference process to identify need for new members in the new committee year. Committee is working on a form for use by all committee Chairs in an annual evaluation process. Complete in Fall 2015.</p> <p>Program Committee The Program Committee does not rotate committee members as frequently as other committees; however, two new committee members have been added in the past two years. The Committee will ensure new members participate with longer term members.</p> <p>Technology Committee Recruited two new members.</p>

Goal Area: Organizational Sustainability					Status as of August 2015
Goal 1: CSMFO will leverage human and financial resources to ensure the organization's fiscal stability and overall strength.					
High-level Priority Action B: Develop leadership skills and volunteer capacity through committee and chapter involvement.					
Strategy	Responsible Parties	Timeline			
		Year 1	Year 2	Year 3	
a) Encourage all committees to have members in addition to officers	President-Elect	N/A	President-Elect to discuss committee composition with chairs	President-Elect to discuss committee composition with chairs	
6) Consider revising policies to allow for commercial member participation	Executive Committee	N/A			
7) Consider formalizing the role of past presidents and past committee/chapter chairs to retain knowledge and foster continuity	Executive Committee	Conduct phone interviews and develop options or action plans with key members or hold a focus group to gauge interest	If there is interest, define the role and responsibilities of individuals and collective group	Formally introduce concept at 2016 Annual Conference	Executive Committee Create a "Board Advisory Group" for Past Presidents and others not currently in the leadership but with institutional knowledge. This group would be copied on leadership communications, to keep them involved. President Elect may identify new members annually.
8) Develop individual Committee Handbooks as a supplement to the Administrative Handbook to formalize transfer of information from one chair to the next	Administration Committee; all committees	N/A	Expand on committee chair roles in the Roles & Responsibilities document	Each committee to develop and maintain its own handbook, with copies held at the CSMFO office	Committee work in progress for year 3.

Goal Area: Organizational Sustainability					
Goal 1: CSMFO will leverage human and financial resources to ensure the organization's fiscal stability and overall strength.					
High-level Priority Action C: Meet strategic objectives in a fiscally and administratively responsible manner.					Status as of August 2015
Strategy	Responsible Parties	Timeline			
		Year 1	Year 2	Year 3	
1) Ensure the strategic plan is integrated into the CSMFO budget cycle and budget allocations reflect strategic priorities adopted by the Board of Directors	Board of Directors; Administration Committee, President-Elect, Committee Chairs	Engage committee chairs in the CSMFO budget process		Propose budget expenditures linked directly to strategic goals and High-level Priority Actions	<p>Administration Committee Ready as needed.</p> <p>Career Development Committee Provides detailed feedback annually on the funds required to successfully deliver the programming that will meet CSMFO's goals.</p> <p>Executive Committee Ongoing. Working on linking 2016 budget plans with goals and including footnotes on budget relating to strategic goals.</p> <p>Member Benefits Committee Have instituted a process to ensure any budgetary needs of committee are appropriately identified and brought forward in a timely manner to Executive Director for consideration in the following year's budget development process.</p> <p>Program Committee Program Committee expenditures are reflected in the Annual Conference Budget and Career Development Committee (for webinars, year round training).</p>

					Technology Committee Committee to propose updated membership database/crm.
a) Streamline goals in future three-year plans to focus just on priority items	Board of Directors; Administration Committee, President-Elect, Committee Chairs				
2) Maintain a balanced operational policy that meets or exceeds targeted reserves	Board of Directors; Administration Committee			Implement new policy	Administration Committee Reserve Policy has been written and approved by Board.

Goal Area: Organizational Sustainability					
Goal 1: CSMFO will leverage human and financial resources to ensure the organization's fiscal stability and overall strength.					
High-level Priority Action D: Assess and evaluate membership needs and impact of demographic trends.					Status as of August 2015
Strategy	Responsible Parties	Timeline			
		Year 1	Year 2	Year 3	
1) Invest in a survey instrument that queries the membership on key data points, and commit to using the data collected to sustain the organization	Board of Directors; Smith Moore; Administration Committee	Determine the key data points needed to strengthen and improve the organization by creating a questionnaire on the membership application	a	Use data in the strategic planning process	Administration Committee Ready as needed.

Goal Area: Organizational Sustainability					Status as of August 2015
Goal 1: CSMFO will leverage human and financial resources to ensure the organization's fiscal stability and overall strength.					
High-level Priority Action E: Communicate the value of CSMFO to local government decision-makers.					
Strategy	Responsible Parties	Timeline			
		Year 1	Year 2	Year 3	
1) Expand communication methods to reach beyond the membership	Executive Director	Evaluate database, email distribution list, listserv, website and other communication channels	Identify gaps in coverage and establish mechanism to inform wider audience	Test new communication method(s)	
2) Review marketing brochure and update if necessary to market to public agency decision makers	Board of Directors; Membership Committee and Administration Committee as necessary			Continue to update and re-distribute	Administration Committee Ready as needed Member Benefits Committee Updated brochure produced at the end of 2014. Continue to monitor for updates as necessary.
3) Communicate the value and position of CSMFO to outside stakeholders (continue relationships with GFOA, LCC)	Executive Committee	N/A	Identify outreach opportunities; report back to Board	Outreach to other organizations	Executive Committee Add to monthly Executive Committee Meetings. Remind League appointees to notify Executive Director of time-sensitive issues relevant to the members. Look into CSDA legislative appointee.

Goal Area: Membership Engagement					
Goal 2: CSMFO will sustain and grow the membership and encourage active participation in the organization.					
High-level Priority Action A: Increase membership from 10 new agencies.					Status as of August 2015
Strategy	Responsible Parties	Timeline			
		Year 1	Year 2	Year 3	
1) Develop a strategy to recruit from 10 new agencies	Membership Benefits Committee	Develop targeted list of agencies and strategy to contact each	Follow up with targeted agencies that have not joined CSMFO	Identify new agencies to solicit	Member Benefits Committee Preliminary data analysis indicates approximately 88 cities in CA have no CSMFO members. Outreach to counties in process as one strategy for new agency participation. Work is ongoing.
2) Survey membership to determine if there are needs CSMFO is not meeting	Membership Benefits Committee				
a) Survey membership in active chapters to determine if there are regional needs CSMFO is not meeting	Membership Benefits Committee				
3) Develop non-member database in inactive chapters	Membership Benefits Committee				

Goal Area: Membership Engagement					
Goal 2: CSMFO will sustain and grow the membership and encourage active participation in the organization.					
<i>High-level Priority Action B: Add structure to chapter governance.</i>					
Strategy	Responsible Parties	Timeline			Status as of August 2015
		Year 1	Year 2	Year 3	
1) Strengthen the structure of the chapter network by encouraging each chapter to have a chair and a vice chair; and explore options to ease the administrative burden	Board of Directors; Past President	Appoint an ad hoc work group and task with specific assignments	Propose changes, if any	Implement changes, if any	
2) Executive Committee approval of new Chapter Chairs and Vice Chairs	Administration Committee; Past President and outgoing chapter chairs	N/A	Develop new process	Implement new process	Administration Committee Policy currently in process and should be completed by the end of the year.

Goal Area: Membership Engagement					
Goal 2: CSMFO will sustain and grow the membership and encourage active participation in the organization.					
<i>High-level Priority Action C: Explore membership structure format to enhance deeper participation within each member agency.</i>					
Strategy	Responsible Parties	Timeline			Status as of August 2015
		Year 1	Year 2	Year 3	
1) Develop ideas to increase and engage the number of individual members within existing member agencies	Membership Benefits Committee	Identify agencies with potential to add additional members	Formally enlist support of active members in targeted agencies	Review and refine list	Member Benefits Committee Pending review in conjunction with goal 2 C.3. For evaluation of dues structure, noted a trend that agencies having active members in CSMFO leadership roles also tend to have a higher number of members. For example, City of Sacramento has 17 members, while the City of Los Angeles has one member.

Goal Area: Membership Engagement					
Goal 2: CSMFO will sustain and grow the membership and encourage active participation in the organization.					
High-level Priority Action C: Explore membership structure format to enhance deeper participation within each member agency.					Status as of August 2015
Strategy	Responsible Parties	Timeline			
		Year 1	Year 2	Year 3	
2) Increase contract with Michael Coleman to allow lower-cost chapter participation	Membership Benefits Committee				
3) Evaluate the dues structure and make recommendations on changes, if warranted	Board of Directors; Membership Benefits Committee	Examine the bylaws to affirm or adapt dues structure	Propose changes, if any	Implement changes, if any	Member Benefits Committee Direction from CSMFO Board was solicited at September meeting.

Goal Area: Membership Engagement					
Goal 2: CSMFO will sustain and grow the membership and encourage active participation in the organization.					
High-level Priority Action D: Consider opportunities for student engagement and involvement.					Status as of August 2015
Strategy	Responsible Parties	Timeline			
		Year 1	Year 2	Year 3	
1) Gather and analyze data on current student members and develop a plan to promote the profession	Executive Committee and Smith Moore and Associates; ad hoc committee to be determined	Determine which schools and majors produce the greatest number of CSMFO members	Develop and recommend best practices based on high performing schools and majors	Consider further incentives (dues, scholarships, etc.) to build a cadre of student members	Executive Committee Deferred from August Executive Committee Meeting.

Goal Area: Membership Engagement					
Goal 2: CSMFO will sustain and grow the membership and encourage active participation in the organization.					
High-level Priority Action E: Establish consistency in communication efforts.					
Strategy	Responsible Parties	Timeline			Status as of August 2015
		Year 1	Year 2	Year 3	
1) Gather Develop a consistent organization-wide communication strategy	Individual or ad hoc committee	N/A	Develop targeted communication groups (cities, special districts, geographically, etc.; Determine how often and who distributes what information to membership	Develop a style guide to provide guidance and reinforce a consistent 'look'	
b) Evaluate alternatives for communications and how they complement current messaging (social media, MiniNews, website, etc.)	Individual or ad hoc committee	N/A			
c) Consider database and listserv/forum upgrades	Individual or ad hoc committee	N/A			
d) Appoint individual(s) or an ad hoc committee as a point of contact for communications for SMA.	President in conjunction with Executive Committee	N/A	Committee/individuals identified		Executive Committee Discuss overall communications strategy at the 2016 planning session.

Goal Area: Professional Development					Status as of August 2015
Goal 3: CSMFO will offer relevant training and varied educational opportunities to enhance the knowledge and skills of finance professionals throughout California.					
High-level Priority Action A: Utilize the Annual Conference to broaden CSMFO's educational reach.					
Strategy	Responsible Parties	Timeline			
		Year 1	Year 2	Year 3	
1) Refine call for sessions to solicit general membership ideas	Program Committee	e		Integrate new ideas into Annual Conference program	Program Committee The call for sessions sent out in May was sent to all members, both commercial and government, as well as previous vendors and others who requested to be included.
2) Re-distribute program content from Annual Conference throughout the year through chapter meetings and webinars	Career Development Committee; Program Committee; Chapter Chairs		Review session evaluations to identify speakers and topics of interest at chapter level and via webinar	Repeat Annual Conference program offerings throughout the calendar year	Career Development Committee Developed a survey for soliciting member input on incorporating conference sessions as webinars during the following year and has allocated webinar slots for this purpose. Program Comm. The Program Committee is already considering a webinar for one of the 2016 conference topics. Other ideas will be developed as the program develops.
3) Establish a "Finance 101" track in conjunction with Annual Conference	Career Development Committee; Program Committee			Review session evaluations to determine what modifications need to be made	Career Development Committee The Program Committee is taking the lead on this, but the Career Development Committee has provided feedback and adjusted elements of the CSMFO website to provide Finance 101 resources. Program Committee

Goal Area: Professional Development					Status as of August 2015
Goal 3: CSMFO will offer relevant training and varied educational opportunities to enhance the knowledge and skills of finance professionals throughout California.					
High-level Priority Action A: Utilize the Annual Conference to broaden CSMFO's educational reach.					
Strategy	Responsible Parties	Timeline			The Program Committee has ensured that "Finance 101" content has been offered for the past two years. The Committee is already identifying sessions for 2016.
		Year 1	Year 2	Year 3	
4) Invite State Controller to the Annual Conference (as CSMFO guest?)	Program Committee				

Goal Area: Professional Development					Status as of August 2015
Goal 3: CSMFO will offer relevant training and varied educational opportunities to enhance the knowledge and skills of finance professionals throughout California.					
High-level Priority Action B: Strategically position the Coaching Program as a readily accessible member benefit and professional development tool.					
Strategy	Responsible Parties	Timeline			Career Development Committee In progress with the pilot program underway to enhance participation. Organization-wide marketing will follow once the pilot program is complete and input from the Board has been incorporated.
		Year 1	Year 2	Year 3	
1) Create marketing plan for the one on one Coaching Program to increase participation	Career Development Committee	Conduct phone interviews with participants to-date and develop a cohesive "brand" for the program	Re-introduce the Coaching Program to the membership and advertise to non-members	Consider an alumni group or networking circle for past participants	
2) Creating materials and content to facilitate the success of the one on one Coaching Program	Career Development Committee	Conduct focus groups among member and non-	Target marketing efforts to	Evaluate program and make	Career Development Committee See #1 above

		member up and coming finance directors to determine coaching needs	specific job categories	modifications, if necessary	
--	--	--	-------------------------	-----------------------------	--

Goal Area: Professional Development					
Goal 3: CSMFO will offer relevant training and varied educational opportunities to enhance the knowledge and skills of finance professionals throughout California.					
High-level Priority Action C: Expand CSMFO's core training offerings by leveraging technology to encompass a broader audience.					Status as of August 2015
Strategy	Responsible Parties	Timeline			
		Year 1	Year 2	Year 3	
1) Continue to increase the number of webinars and expand the size of the webinar library	Career Development Committee				Career Development Committee All webinars are now being archived to the webinar archive. Career Development Committee had 11 webinars last year and are on track for 11 or 12 this year. Career Development Committee feels that increasing beyond 12 would over saturate the market for webinars.
2) Evaluate need for additional live courses throughout the year	Career Development Committee; Program Committee		Examine pricing practices to determine if multi-agency or non-member incentives are warranted	Evaluate annual calendar to ensure volume supports additional live courses	Career Development Committee Implemented an Investment Accounting live course and is in the process of developing a Revenue Fundamentals live course. Career Development Committee has a concept in development for a fees and charges live class. Program Committee The Career Development Committee will work with the Program

Goal Area: Professional Development					Status as of August 2015
Goal 3: CSMFO will offer relevant training and varied educational opportunities to enhance the knowledge and skills of finance professionals throughout California.					
High-level Priority Action C: Expand CSMFO's core training offerings by leveraging technology to encompass a broader audience.					
Strategy	Responsible Parties	Timeline			
		Year 1	Year 2	Year 3	
					Committee to identify conference sessions that may be offered during the year.
3) Promote educational opportunities through regular updates	Career Development	Increase marketing efforts by featuring programs and putting a spotlight on presenters	Increase marketing efforts by featuring programs and putting a spotlight on presenters	Increase marketing efforts by featuring programs and putting a spotlight on presenters	Career Development Committee This item is on hold pending the larger effort to develop a marketing strategy that was to be undertaken by an ad hoc committee under the Board's direction.

Goal Area: Professional Development					Status as of August 2015
Goal 3: CSMFO will offer relevant training and varied educational opportunities to enhance the knowledge and skills of finance professionals throughout California.					
High-level Priority Action D: Evaluate need for best practices and consider the role CSMFO committees play in developing standards.					
Strategy	Responsible Parties	Timeline			
		Year 1	Year 2	Year 3	
1) Establish an inventory of existing professional standards and certifications to determine if gaps exist	Professional Standards and Recognition Committee	Establish inventory and identify where CSMFO is the appropriate entity to fill gaps, if they exist	Assess CSMFO's ability to develop additional standards, and, if capacity exists, assign to	Develop, test and launch new standards	Professional Standards & Recognition Committee The committee has identified the categories for inventorying. They are: <ul style="list-style-type: none"> Financial Management and Budgeting

			appropriate committee(s)		<ul style="list-style-type: none"> • Accounting and Financial Reporting • Retirement and Benefits Administration • Treasury and Investment Management • Capital Finance and Debt Administration • Grant Management <p>Of these categories; Treasury and Investment Management; Capital Finance and Debt Administration; and Grant Management are nearly complete. Work on the other three is ongoing. Our current inventorying system identifies: Practice Area; Topic; Author and Internet Link. In addition to the inventorying efforts, the Committee has had discussions with the IT Committee regarding the CSMFO website design. The idea being a central location for standards and resources would make it easier for members to locate information.</p>
--	--	--	--------------------------	--	---