

# Strategic Plan

June 2022 to May 2025



# GUIDING PRINCIPLES

**VISION** Colorado's government finance field is the standard for excellence.

**MISSION** CGFOA advances excellence in government finance by providing professional development, supporting a thriving finance officers community, enhancing careers, promoting service in the field, and advocating for up-to-date, ethical, and high-quality service in Colorado.

**VALUES** **Connection**

We prioritize relationships, so people feel connected, included, and supported. This engenders excellence and retention in the field.

**Quality**

We maintain the highest standards in all we do so we can serve our members and drive excellence in government finance.

**Equity, Diversity, and Inclusion**

We respect the inherent dignity, value, and potential in each person and know we are strongest with a diverse community. We sow a culture that focuses on common ground and each person's unique strengths, inclusive of a diverse range of experiences, perspectives, and abilities.

**Learning**

We believe knowledge, skills, tools, and a learning orientation are necessary to Colorado finance professionals being best in class.

## CORE COMPETENCIES

**Community-Building**

Oriented to people and building engaged, trusting relationships.

**Responsiveness**

Able to secure meaningful input, respond with humility, and move quickly in response to changing needs and environment.

**Shared Leadership**

Sharing power and influence across many members while practicing respect .



Excellence

# CGFOA STRATEGY – 2022 TO 2025

## STRATEGIC ORIENTATION

CGFOA's orientation of the next three years is twofold:

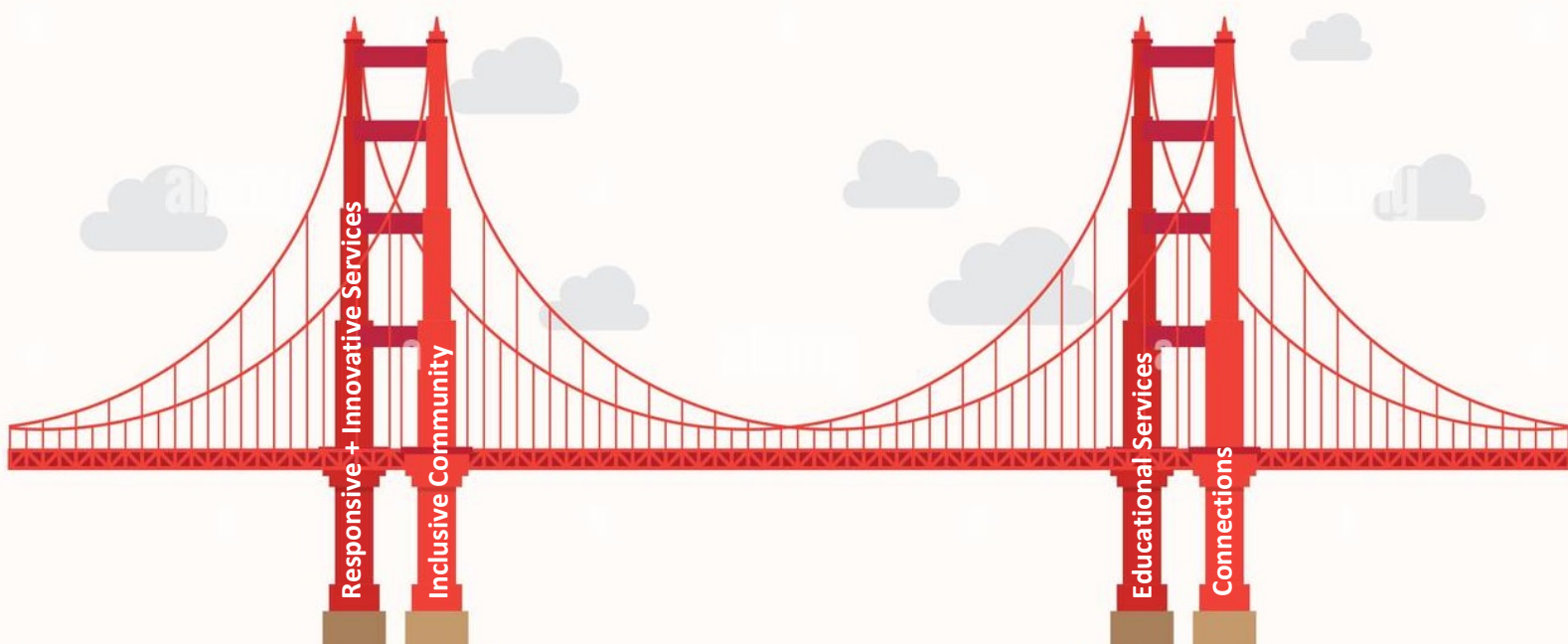
1. Invest in the organization's foundations to increase perceived value and engagement. By focusing on quality, connections, communication, technology, and elevating the profession we can grow and build a solid foundation for significant future growth.
2. Innovate and become more responsive to remain relevant and thrive. Professional membership associations can fall prey to becoming static and failing to meet the ever-changing needs of members and the field. By renovating CGFOA (adjusting and adding services and staying current on member's wishes), we can maintain a vibrant and attractive organization.

*Note: The planning team entered into the strategy process with the idea that CGFOA's next phase of growth would come through geographic expansion. What we learned from our data collection is that CGFOA is not ready for significant growth of this nature. Rather, there is room to grow within the current membership and within the state, which will set the stage for more audacious growth in future.*

## PILLARS OF OUR STRATEGIC ORIENTATION

In order to meet our long-term audacious goal for significant growth, potentially outside of Colorado, in the next three years CGFOA will:

- Ensure responsive and innovative services
- Create inclusive community and extensive member engagement,
- Strengthen education services, and
- Expand connections between members.



# CGFOA STRATEGY – 2022 TO 2025

## VISION FOR WHERE WE ARE IN THREE YEARS

- ✓ CGFOA is a thriving and connected community
- ✓ CGFOA has strong credibility and reputation in the field
- ✓ CGFOA is well-known and accessible
- ✓ CGFOA is a member's first thought when they need help
- ✓ CGFOA is driving the conversation about government finance
- ✓ CGFOA is promoting professions in government finance
- ✓ CGFOA's membership is inclusive of entry to management level professionals
- ✓ CGFOA involvement leads to career advancement

## GOALS AND OBJECTIVES



**Build an accessible, inclusive community representative of diverse perspectives, experiences, and skills.**

### Objectives

### *Goal 1*

- \_\_\_% of members report feeling part of and represented in CGFOA across geographies, ages, race, ethnicity, ability, level of finance experience, area of finance practice, type and size of municipality, or other identified priority areas of diversity.
- \_\_\_% of members report feeling empowered to and comfortable connecting with other members.
- CGFOA sees a \_\_\_% increase in diverse representation in leadership roles.
- CGFOA sees a \_\_\_% increase in enrollment, inclusive of higher retention rates and new members.
- CGFOA sees a \_\_\_% increase in diversity of its membership (as broadly defined).

# CGFOA STRATEGY – 2022 TO 2025

## GOALS AND OBJECTIVES (CONT.)



**Ensure educational offerings are of higher quality, and are more accessible, relevant, and timely.**

### Objectives

- \_\_\_% of members report an improvement in quality, accessibility, and relevance.
- Member satisfaction with courses improves by \_\_\_%
- CGFOA sees a \_\_\_% increase in course enrollment (both virtual and in-person).
- CGFOA sees a \_\_\_% expansion in course offerings (with a special focus on virtual).

## Goal 2



**Create new opportunities for real-time member connections and resource-sharing.**

### Objectives

- CGFOA sees a \_\_\_% increase engagements between members as reported by members.
- \_\_\_% of members are active on new connection tools and social media.
- CGFOA increases member networking opportunities by \_\_\_%.
- CGFOA implements a new online tool (e.g., Mighty Networks) for real-time member connections and a conference app for connections (e.g., Whova).

## Goal 3



**Add innovative new services in keeping with evolving member needs.**

### Objectives

- Pilot and implement at least 3 updates to services, tools, and/or practices.
- \_\_\_% of members report an improvement in quality, accessibility, and current relevance.
- CGFOA sees a \_\_\_% increase in member participation in services.
- CGFOA's net promoter score increases by \_\_\_%.

## Goal 4

# CGFOA STRATEGY – 2022 TO 2025

## DEVELOPMENTAL PRIORITIES



**Develop a robust system for gathering member input, making decisions and adjustments in response, and reporting out to members.**

### Objectives

- CGFOA members report feeling heard as well as informed about changes.
- CGFOA can directly point to member input and research to support program decisions.

*Priority 1*



**Increase engagement of members as volunteers by creating a more sophisticated infrastructure and improving the volunteer experience.**

### Objectives

- CGFOA sees a \_\_\_% increase in member volunteerism and a \_\_\_% increase in people serving in leadership roles.
- CGFOA has 50% more ways in which members can volunteer.
- CGFOA has documentation to support, guide, and provide a container for volunteers.
- CGFOA recognizes volunteers more actively and through a variety of approaches leading to 90% of volunteers reporting they feel appreciated.

*Priority 2*



**Invest in marketing externally and expanded communications internally.**

### Objectives

- Strong brand as evidenced by...
- \_\_\_% of members report an improvement in feeling informed and aware of CGFOA opportunities.
- CGFOA sees a \_\_\_% increase in member participation in services.
- CGFOA sees a \_\_\_% increase in members and a \_\_\_% increase in sponsors.

*Priority 3*

# CGFOA STRATEGY – 2022 TO 2025

## DECISION-MAKING SCREEN

Having a framework for decision-making helps the people within an organization stay aligned with mission and strategy, provides clarity, and makes it easier for members to understand what’s happening and why. The planning team, in concert with the planning consultant, created a set of questions designed to be used internally (by the board of directors, administrator, committees, and volunteer teams) when making decisions during the life of this strategic plan.

QUESTIONS	YES	NO	EXPLANATION
Is this decision aligned with our vision, mission, and values?			
Does this decision support an accessible, inclusive community?			
Does this decision prioritize high quality programming?			
Will this decision help our members connect?			
Does this decision help us to be innovative and relevant?			
Are we being brave while acknowledging the limitations that exist?			
Do we have the data we need to make a case for this decision?			
Will key stakeholders understand and be excited about where the organization is headed related to this decision?			
Is this viable for both human and financial resources?			
Are we increasing our internal capacity with this decision?			

# Colorado Government Finance Officers Association

## Situational Analysis Report

April 2022

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Key Takeaways + SWOT

Research

Stakeholder Input



### **Planning Team Members**

Marlin McDaniel | Brandy Zink | John Lewis | Carolyn Doran

# INTRODUCTION

## MOVING BEYOND REMAINING RELEVANT

Professional association members still believe it is important to be part of an association, but the world in which membership organizations operate is changing dramatically. To remain relevant and, more importantly, be vital means innovating -- being responsive to the changing pressures on, requirements of, and priorities of government finance officers. It means building up a vibrant community. It means saying 'no' to some of what has been and 'yes' to new ways of providing value. It means getting clear on where the organization is headed and staying focused. It means infusing vision and energy into the organization.

In Taking Charge of Change, Paul Shoemaker posits that leaders within organizations must now exhibit at least two of the following: a generosity mindset, data conviction, 24/7 authenticity, capacity for complexity, and cross-sector fluency. The same holds true for membership associations.

Membership organizations are faced with a multitude of challenges: increasing member expectations, keeping up with technology, maintaining engagement when competing against the multitude of draws on member's attention, maintaining networking momentum, and changing financial models for member-funded organizations.

Still, there are great opportunities to shine. After years of building a strong foundation and growing capacity, CGFOA has an opportunity to reinvigorate its community and value. CGFOA can meet this moment by aligning on a strategic orientation and prioritizing investments of time, skill, and attention.

To this end, CGFOA has embarked on a process designed to develop and adopt a three-year strategic plan, a roadmap. The process includes research and data collection, a SWOT, planning retreat, plan writing, and formal adoption of a plan.

Highlights of data review and organizational analysis, survey results, along with key information for retreat participant's preparation follow.

"You all do an amazing job. I've always felt that this membership was the most valuable one I had."

Survey respondent

## CGFOA Purpose + Objectives

- To improve the practice of governmental finance in Colorado, as developed and recommended by the Government Finance Officers Association of the United States and Canada and other recognized authorities in the field of governmental administration, by developing mutually understandable procedures of accounting and financial reporting, budgeting and capital planning, cash management, financial administration, and debt management by encouraging the use of appropriate technology; by employing consistent financial classification, and principles; by training qualified public officials and employees; and by promoting ethical, high quality governmental service.
- To develop closer relationships and understanding among those concerned with public finance in Colorado by facilitating a system of networking, by promoting training and sharing of information among finance officers; by identifying career enhancement opportunities; by providing a forum for the discussion of common issues and problems; and other objectives of a mutual interest to public finance officers.

## STRATEGIC PLANNING

Nonprofit organizations typically use strategic planning to provide a structured process to define success, to create the container for operational and programmatic steps that will get the organization there, and to align resources and staff to achieve the goal within a given timeframe. Strategic planning involves examining an organization's intended impact along with analysis of the organization's internal capabilities, programs, external environment, and participant trends to identify opportunities with the greatest potential for impact. In other words, to determine what kind of growth the organization will commit to in the near-term on its way to meeting organizational vision. Most everyone in an organization should contribute to the strategy. It's the Board's job to approve the strategy.

The strategic plan lives at the big-picture level. It's about overall approach, providing a framework for the organization's decisions, priorities, investments, and actions. The implementation plan and/ or action plan lives at the ground level. It provides the detail to be used on a day-to-day basis. It's typically the staff's responsibility to create and manage the implementation plan. However, in a small organization (such as CGFOA) with a "working board," board members and volunteers are more involved in creating and 'doing' the implementation plan.

## CGFOA PLANNING PROCESS

Discovery and Process Planning	January to February
Data Collection (Survey and Research)	February to March
Situational Analysis	April
Retreat Planning	April
Retreat	April 29
Complete Strategic Plan and Implementation Plan Outline	May

## PLANNING TEAM MEMBERS

Marlin McDaniel | Brandy Zink | John Lewis | Carolyn Doran

## PLANNING DEFINITIONS

**Strategic plan:** The high-level strategy an organization will use to meet its purpose. It provides an overall approach -- a framework for the organization's decisions, priorities, investments, and actions.

**Strategic orientation:** The direction, or foundational ideas and actions, an organization will take to reach success. Allows for consistency in strategy over time.

**Plan pillars:** Core areas of the strategy to move towards long-term goal.

**Goal:** Broad statements that describe the intended quantifiable or qualitative result for a specific strategy.

**Objective:** A measurable step towards achieving a goal. Objectives should be SMARTIE – Specific, Measurable, Achievable or Ambitious, Relevant or Realistic, Timebound, Inclusive, and Equitable.

**Tactics or Actions:** Specific activities that must take place to achieve objectives.

**Core Competencies:** What it's imperative a nonprofit must do/excel at to live its values, meet its mission, deliver on its strategy, and achieve its goals. As with the other guiding principles, its best to keep the list short.

**SWOT:** A SWOT analysis is a simple, but powerful, framework for leveraging the organization's strengths, improving weaknesses, minimizing threats, and taking the greatest possible advantage of opportunities.

**Nonprofit Governance:** The process of providing strategic leadership to a nonprofit organization. It entails the functions of setting direction, making policy and strategy decisions, monitoring organizational performance, and ensuring overall accountability to the community.

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### ANTICIPATED STRATEGIC PLAN STRUCTURE



### ANTICIPATED IMPLEMENTATION PLAN STRUCTURE



# WHAT WE KNOW FROM SWOT, RESEARCH, AND SURVEY

## IS CGFOA RELEVANT? HOW CAN IT BE RELEVANT INTO THE FUTURE?

- Survey responses and research clearly indicate CGFOA is relevant and membership organizations are still desired.
- To remain relevant and attract government finance professionals new to the field, CGFOA will need to actively curate community, maintain high quality and pertinent education, strengthen brand, expand updates and content creation, capitalize on technology for virtual sessions and an online community, and ensure the ability to be responsive and agile.
- Honor members priority to address Colorado-specific needs, such as working within TABOR.
- Develop a targeted campaign to recruit members new to the field.
- Consider adding new services, such as a member mentorship program. And prioritize quality in current services before service expansion.

## HOW DO WE BETTER REACH OUR MEMBERS?

- Get clear on and lift-up CGFOA's unique value proposition. Market to your members consistently.
- Invest in a robust online community.
- Commit to providing some variety in education year over year.
- Highlight emerging trends, best practices, policy changes, and stories from around the region.

## HOW DO WE BUILD TRUST WITH OUR MEMBERS?

Survey results tell us members want to see:

Quality	Connection
Accessibility	Engagement
Reliability	Respect and Appreciation

## WHAT DO WE NEED TO ADJUST ABOUT OUR EDUCATION?

- Increase virtual learning.
- Expand continuum of basic to intermediate to advanced content.
- Prioritize SUT and CTAC.
- Test alternate session structures.
- Monitor session content for consistency with best practices.
- Assess viability of additional regional mini-conferences.
- Increase sophistication of networking logistics.

# STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

A SWOT analysis is a simple, but powerful, framework for leveraging the organization's strengths, improving weaknesses, minimizing threats, and taking the greatest possible advantage of opportunities.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• New talent and experience (with board members and Sunshine Creative)</li> <li>• Institutional knowledge</li> <li>• Conference is high quality + members value it</li> <li>• Education program is robust, provide more relative to other state associations</li> <li>• Affordable services, high value to members from a cost perspective</li> <li>• Networking for members, supportive relationships between members</li> <li>• Generally, members and leaders are invested in the organization</li> <li>• Members have overwhelmingly positive assessment of the organization</li> <li>• Part of a national network</li> </ul>	<ul style="list-style-type: none"> <li>• Low board and volunteer engagement in leading and running the organization</li> <li>• Under-resourced financially and administratively</li> <li>• Could do a better job of managing member expectations</li> <li>• Some members are consuming but not feeling ownership</li> <li>• Not enough investment in online community and website</li> <li>• Too light on social media presence, particularly LinkedIn</li> <li>• May need to invest in more content creation and/or policy and practice updates</li> </ul>
<ul style="list-style-type: none"> <li>• Membership increases through geographic growth or targeted campaigns</li> <li>• Turnover in the field could lead to new energy and ideas</li> <li>• New technology and digital solutions</li> <li>• Professional association members still believe it's important to be part of an association</li> </ul>	<ul style="list-style-type: none"> <li>• Losing long-term members, need to attract new members</li> <li>• Turnover in the field, made more impactful by employment trends in the public sector</li> <li>• Finance role in government is changing and becoming more complex (becoming technologists, automation)</li> <li>• People generally have less time and capacity, as well as many more things vying for their attention</li> <li>• Shaping perception has become more complex and organizations have less control over their reputation than in the past</li> <li>• Other professional associations in the space (CML, CCI, CO Human Services Association)</li> </ul>
Opportunities	Threats

# RESEARCH

Jennie Arbogash Consulting reviewed online research sources provided by the CGFOA strategic planning team and conducted additional research on associations, regional competitors, and GFOA.

## KEY TAKEAWAYS FROM RESEARCH

### Regarding Target Audience and the Field

- A [MissionSquare Research Institute](#) survey finds more than half (52%) of public sector workers are inclined to leave their jobs voluntarily – whether to change jobs, retire, or leave the workforce entirely – driven largely by burnout and compensation issues.<sup>6</sup>
- Employers are capitalizing on employee agency and choice as the means to drive learning, adaptability, and impact. This influences both opportunities and challenges for membership associations.<sup>8</sup>
- We're seeing the end of 'work/life balance' and a focus on designing work for well-being. Meaning integrating employees' physical, mental, financial, and social health into the design of work itself rather than addressing well-being with adjacent programs. This informs how professional membership associations behave and what they offer.<sup>8</sup>

### Regarding Membership Organizations

- Professional association members still believe its important to be part of an association. In Personify's latest research, respondents said that career skills and certifications are the top reason for joining, followed closely by advocacy for their industry and the ability to network with others in-person.<sup>4</sup>
- Members want their association to personify transparency, equity, and valuing relationships and human interactions.<sup>1</sup>
- Driven by technological advances, members expect a more personalized, intuitive and engaging experience.<sup>1</sup>
- Online presence is critical -- website, accessibility, creating content, invest in social media presence (especially LinkedIn, Facebook, and Instagram)<sup>2</sup>

### Regarding Membership Events

- It's all about virtual and hybrid learning. This doesn't simply mean live-streaming the event. Need to cater experiences to those who are there in-person and virtually; separate but cohesive events. <sup>1,2,4</sup>
- People are most likely to attend virtual meetings for the topics, content and speakers; while people are more likely to attend in-person events for the networking.<sup>5</sup>
- Virtual events need to be promoted more intensely and through day-of-event.
- Repurpose content from your virtual events.
- Build networking into virtual events.<sup>3</sup>
- Up your virtual sponsorships game. (e.g. have sponsors for breakout rooms)<sup>2</sup>

*Research continued on next page.*

## RESEARCH *(cont.)*

### COMPETITORS TO GROWTH

#### [Colorado Government Human Services Financial Officer's Association](#)

Mission: To improve the practice of governmental finance and accounting and develop closer relationships and understanding among those concerned with public Human Service finance in Colorado.

Offering: Monthly member meetings and Annual Accounting Conference

#### [Colorado Municipal League](#)

Mission: Advocacy, information, and training supporting exceptional municipal governance.

Offering: Advocacy, Networking + Events, Education + Training, Publications

#### [Colorado City & County Management Association](#)

Mission: To connect local government managers and assistants through professional networking and career development; supporting their service to Colorado communities.

Offering: Connection and Networking, Annual Conference & Regional Events, Access to Membership Directory, Job Postings, Career Transition Support, Workshops & Online Events, Career Development

#### [Colorado Counties, Inc](#)

Mission: To offer assistance to county commissioners, mayors, and council members and to encourage counties to work together on common issues.

Offering: Conferences, County Commissioner Orientation, Advocacy

#### [American Society for Public Administration](#)

Mission: To advance excellence in public service, primarily through serving as the critical bridge between public administration scholarship and practitioners in the field. Services and programs are geared toward supporting goal to advance the art, science, teaching and practice of public and nonprofit administration.

Offering: Promote the public service profession, Networking, Professional development

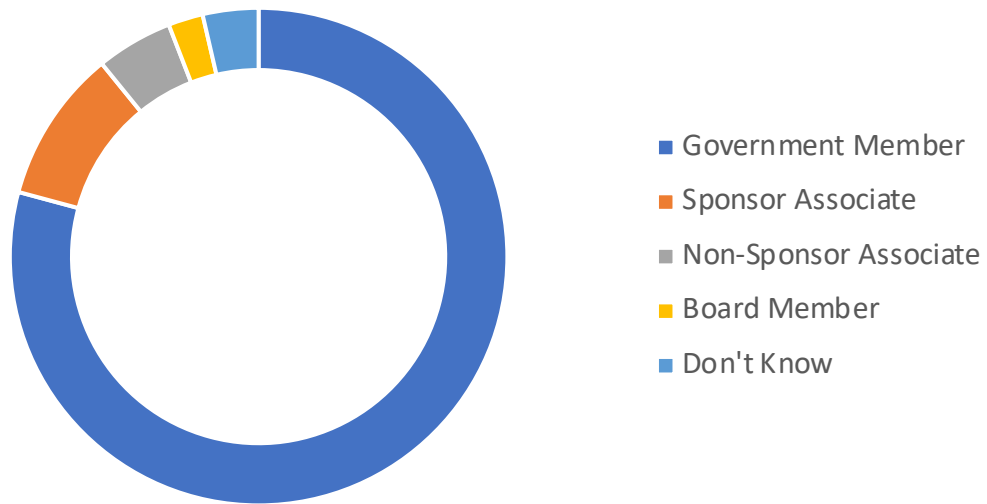
### RESEARCH SOURCES

1. [The Top 8 Association Trends in 2021](#) by MCI
2. [7 Association Trends in 2021](#) by Tatiana Morand
3. [State of Star Chapters Infographic](#)
4. [5 Association Trends from Personify's New Research Report](#) by Erin Sullivan, 2021
5. [5 Virtual Lessons for Association Chapters by Star Chapter](#), 2021
6. [More than Half of State and Local Government Employees Contemplating Leaving Their Jobs Due to Ongoing COVID-19 Pandemic](#) by MissionSquare Research Institute, 2022
7. [University of Colorado Denver School of Public Affairs](#)
8. [A public sector perspective" Human Capital Trends 2021](#) by Deloitte

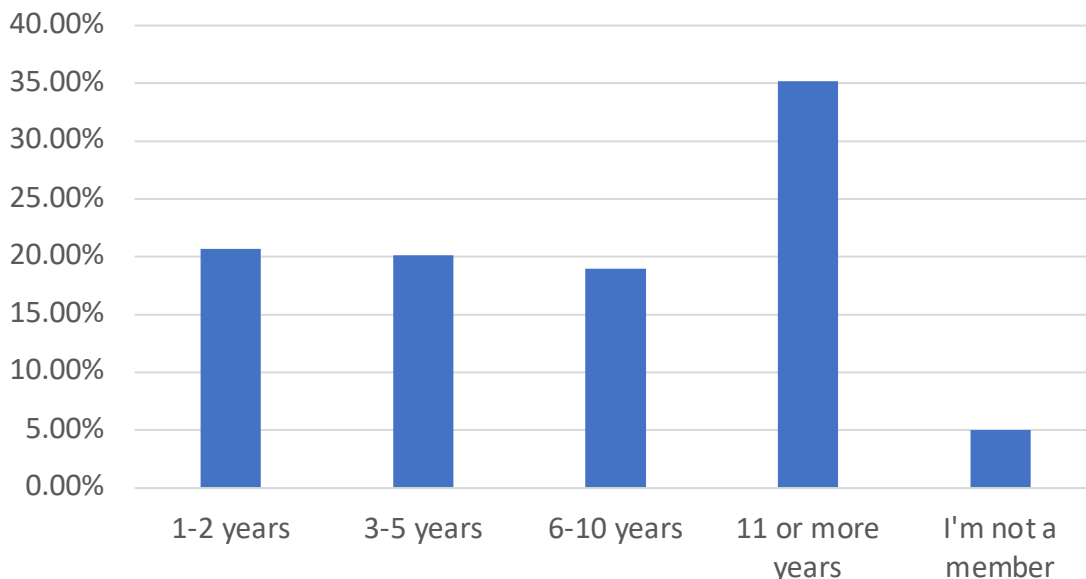
# STAKEHOLDER INPUT

To gather input from stakeholders, a survey was conducted with internal and external stakeholders. Jennie Arbogash Consulting (JAC) wrote and conducted the survey, providing participants with response anonymity to encourage candid input. As such, CGFOA has no access to original data. All findings are being shared here without identifying information. To increase response rates, the initial survey request and link was sent to approximately 700 stakeholders by CGFOA. Followed by two reminders. 221 responses were received. Responses to open-ended questions have been summarized wherever possible.

RESPONDENTS



I'VE BEEN A CGFOA MEMBER FOR:



*Stakeholder input continued on next page.*

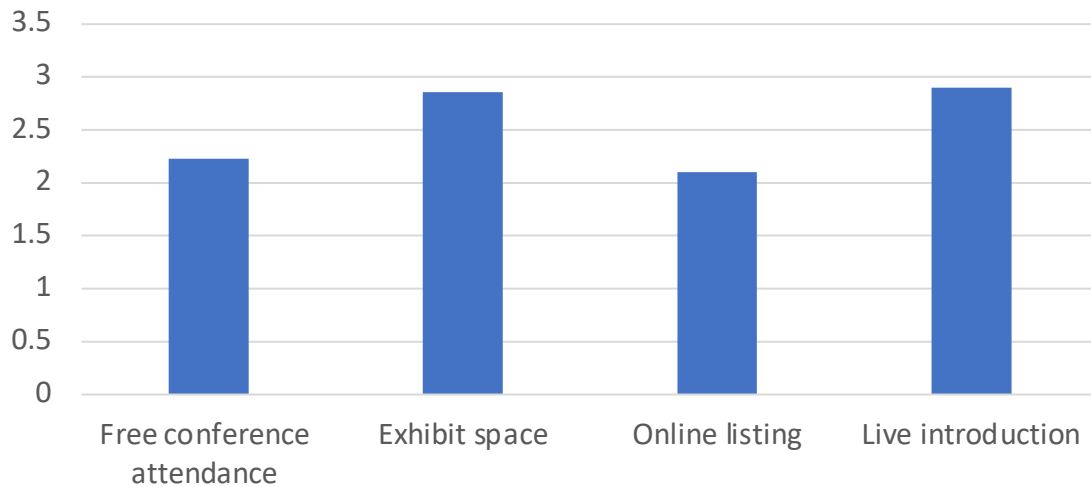
## STAKEHOLDER INPUT *(cont.)*

WHY DO YOU SPONSOR CGFOA'S ANNUAL CONFERENCE  
(SELECT ALL THAT APPLY)?

<u>Answer Choices</u>	<u>Responses</u>
Direct access to ideal customer/targeted marketing/audience	86.96%
Brand awareness	82.61%
Lead generation	60.87%
CGFOA's positive brand	43.48%
Wider audience reach	30.43%
None of the above	8.70%

Additional reasons offered by respondents: understand trends; learn what is important to clients; help match our technology to needs

RANK YOUR PREFERRED SPONSORSHIP BENEFITS  
FROM 1 (FIRST) TO 4 (LAST).

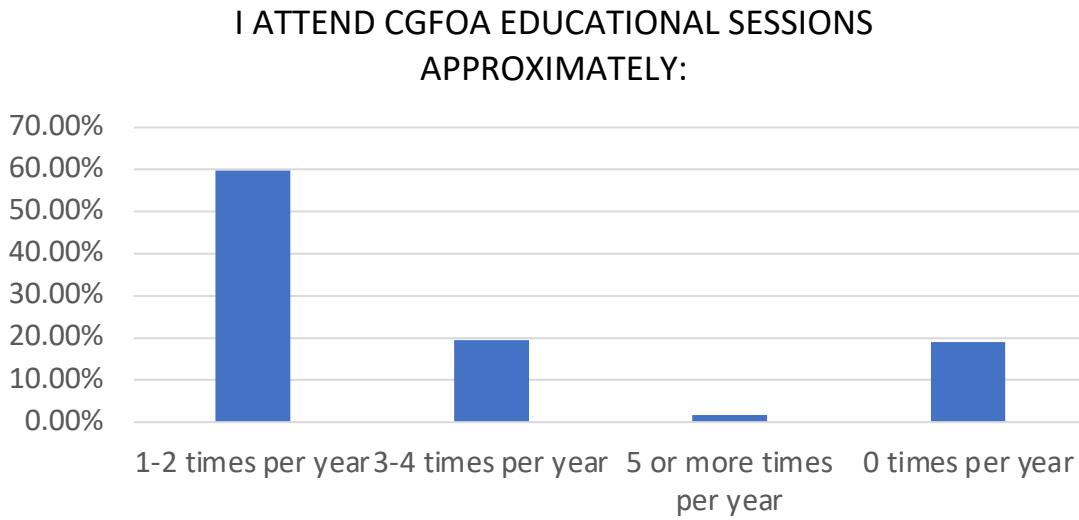


Additional Benefits Requested:

- Content delivery/education sessions with CPE/CTP/AAP/P2P eligible content.
- Networking events.
- We would like to sponsor a quarterly banking / financial best practices roundtable or webinar. It would be nice to have our name on that digitally and then be able to introduce the event.
- Incentives for conference attendees to visit exhibitors and engage in conversation (multiple).
- Sponsorship options: sponsor, name badge sponsor, HH sponsor, break sponsor.

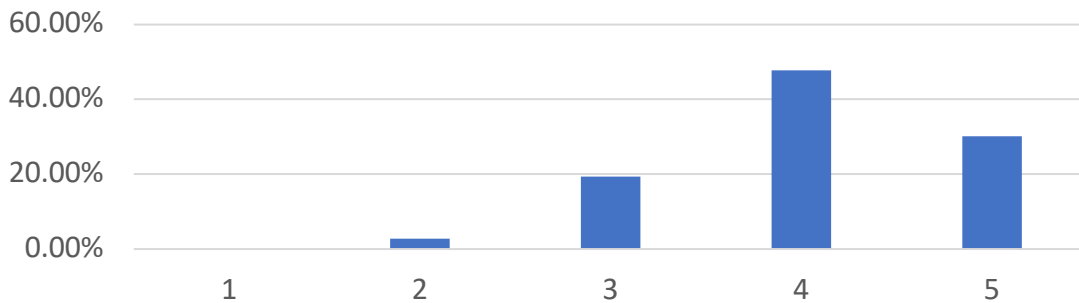
*Stakeholder input continued on next page.*

## STAKEHOLDER INPUT *(cont.)*



Additionally, 57.5% of respondents said they attend the annual conference.

**ON A SCALE OF 1 TO 5, WITH 1 BEING STRONGLY DISAGREE AND 5 BEING STRONGLY AGREE, I GENERALLY FIND CGFOA EDUCATION VALUABLE.**



**I ATTEND CGFOA EDUCATIONAL PROGRAM OR CONFERENCE ACTIVITIES TO (SELECT ALL THAT APPLY):**

<u>Answer Choices</u>	<u>Responses</u>
Improve my knowledge/skills	89.71%
Learn about trends in the field	65.71%
Network	56.57%
Earn continuing education credits	40.57%
Because I'm required to by my employer	2.86%

*Stakeholder input continued on next page.*

## STAKEHOLDER INPUT *(cont.)*

I FIND THE FOLLOWING CONTENT PERSONALLY USEFUL  
(SELECT ALL THAT APPLY):

<u>Answer Choices</u>	<u>Responses</u>
Accounting and reporting procedures	83.13%
Financial administration	66.87%
Budgeting and capital planning	60.84%
Technology	51.81%
Cash management	37.95%
Debt management	36.14%

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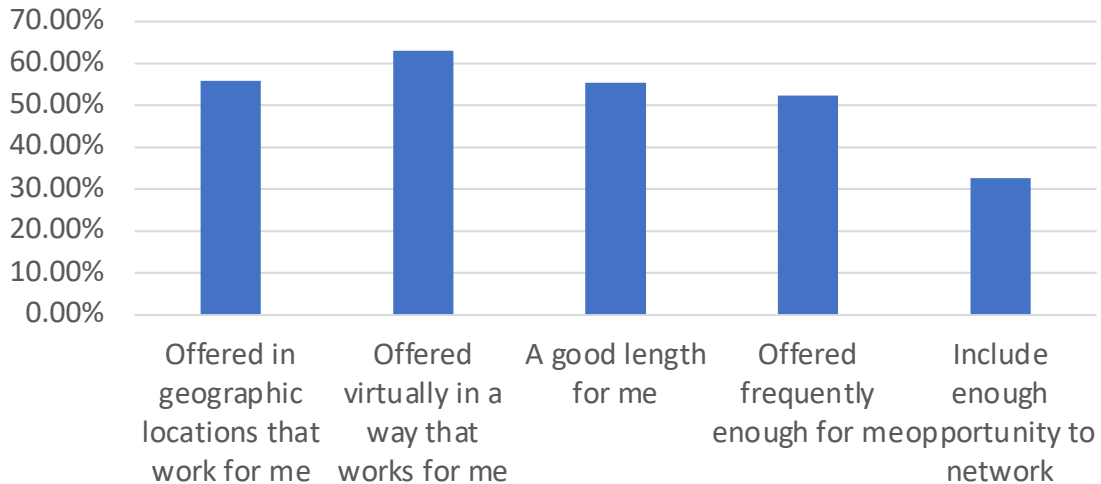
Respondents also find useful or requested the following topics (*arranged with most frequent answers first*):

- Sales + Use Taxes
- CTAC
- Other tax administration
- TABOR, Gallagher, and home rule
- Grant management
- Budgeting
- Payroll
- Ethics
- Fraud prevention
- Reporting to elected officials and the public
- Systems
- Procurement management
- Policy development and sample policies
- Investments
- Strategic planning and its implementation
- Leadership and management
- How to continue employee communication and growth in remote work environments
- How to prevent fraud in municipalities
- How retirees can leave their office in good shape
- Public policy
- GFOA current practices
- In-depth sessions on GASB updates

Note: Many respondents asked for more advanced classes, as well as sessions that really dig into the meat of the subject. Respondents regularly said classes are often too general.

## STAKEHOLDER INPUT *(cont.)*

### I FIND CGFOA EDUCATIONAL PROGRAM AND CONFERENCE ACTIVITIES ARE (SELECT ALL THAT APPLY):



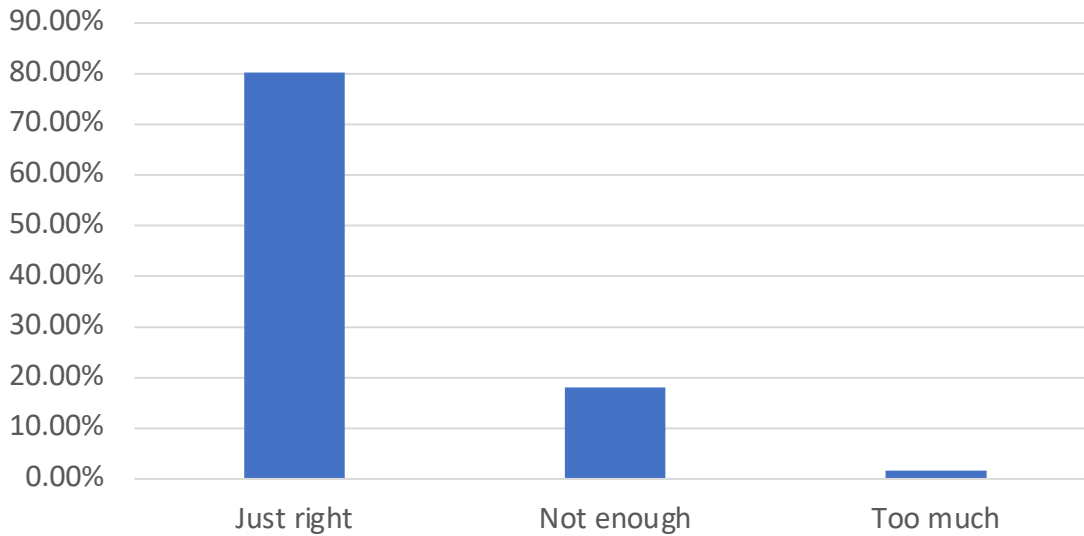
### WHAT IS ONE WAY WE COULD IMPROVE LOGISTICS? *(Arranged with most frequent answers first.)*

- More virtual classes. Also, add virtual option to conference. (21)
- Move conference away from Thanksgiving, either early November or in another month entirely.
- More networking opportunities.
- More mini conferences were requested for Western slope and mountain communities.
- Better range of beginner to advanced learning opportunities for everyone from junior staff to highly experienced staff.
- Record classes.
- New topics beyond recycling from last year.
- Shorter, more targeted trainings, whether in-person or virtual.
- Longer events to make it worth it for CPE accumulation
- Networking opportunities specifically with people in similar positions (e.g. budget analysts, accountants, deputy finance directors, finance directors/CFOs).
- Having CTAC meetings on Fridays, particularly during the winter, poses a challenge driving back to mountain areas with skier traffic.
- In the sign-up process to deliver content, it is frequently requested that associate members partner with government members to present relevant case studies. I truly believe in this approach, however associate members are often left to find a partner on our own for any given presentation. It would be easier, logistically, if CGFOA managed that process from the start and requested case studies from governments. Right now, this dual presentation approach (Govt + Associate member) is a strong suggestion. Maybe make it mandatory for some content?

Note: Numerous respondents weighed in on the location of the conference, with no clear winner coming out between metro Denver, the Front Range, mountain communities, or the Western Slope.

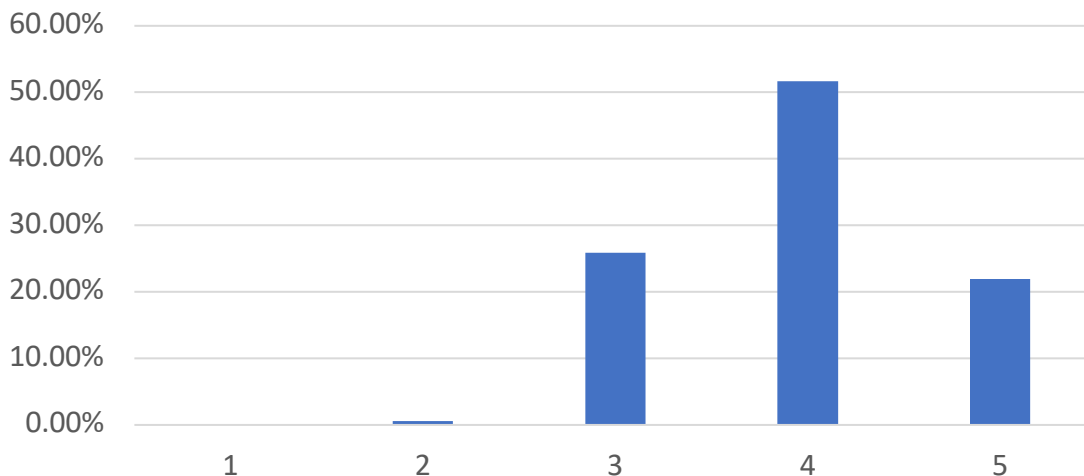
## STAKEHOLDER INPUT *(cont.)*

I BELIEVE THE AMOUNT OF NETWORKING BUILT INTO CGFOA ACTIVITIES IS:



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CGFOA'S CURRENT PURPOSE IS TO IMPROVE THE PRACTICE OF GOVERNMENTAL FINANCE AND TO DEVELOP CLOSER RELATIONSHIPS AND UNDERSTANDING AMONG THOSE CONCERNED WITH PUBLIC FINANCE IN COLORADO. ON A SCALE OF 1-5, WITH 1 BEING NOT AT ALL WELL AND 5 BEING EXTREMELY WELL, HOW WELL DO YOU THINK CGFOA IS MEETING ITS PURPOSE?



*Stakeholder input continued on next page.*

# STAKEHOLDER INPUT *(cont.)*

## WHAT ISN'T CGFOA DOING THAT YOU THINK IT SHOULD? (WHAT GAPS EXIST? WHAT OPPORTUNITIES AND TRENDS DO YOU SEE?)

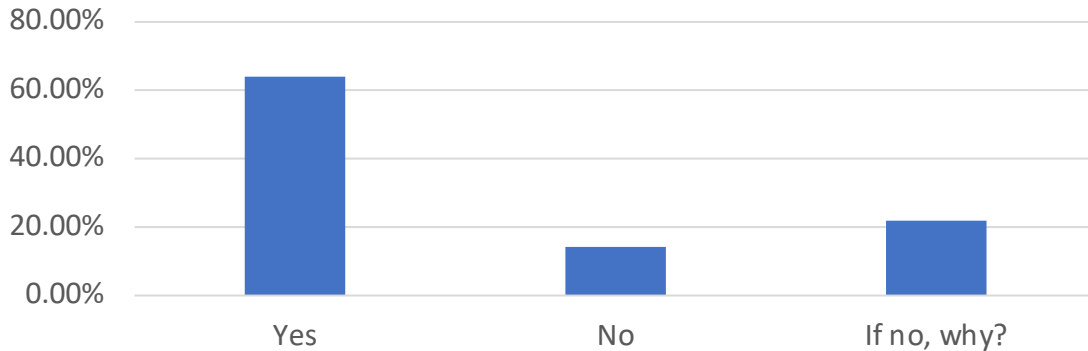
- Highlight diversity and inclusion efforts.
- Highlight environmental, social governance change efforts.
- A mentoring program.
- A better online community tool, such as Mighty Networks, as a platform for online communities of practice, updates on emerging issues or changes, peer support, and more.
- It seems like CGFOA is more focused on State & Local Governments and could improve in including School Districts more (*multiple people asked for more content relevant to schools*).
- Maybe add a few introductory classes for those we are grooming for succession.
- More CPE classes and higher quality CPE classes (multiple)
- Better way to share best practices - what has worked well and comparable data as councils often ask for comparisons particularly regarding revenue, tax rates, types of taxes, etc.
- I loved the class put on by the state team that does statistics. It was written up as a budget class. What a wonderful surprise! I could take that one every year if our budget allowed.
- It would be helpful to have a group within CGFOA that monitors proposed state legislation changes & discusses. I would volunteer to be part of that - if it was virtual.
- I would like a more active Colorado Forum. The Forum doesn't seem to notify me when people post - maybe I don't know how to set it up. And, I can't figure out how to submit a document in response to others' requests. I like what GFOA has done to encourage participation in their Forum and have learned a lot from it.
- Another thing we could do is share salary surveys. I believe that there are big discrepancies in pay ranges of various finance and accounting personnel throughout Colorado. Also, many job positions within Finance and Accounting are not properly scored by HR personnel and job descriptions are often inaccurate.
- County sales tax meetings. Not all counties are members of CCI, or know about the county sales tax group, so it would be nice to be able to reach out to them and include them in some of the conversations.
- I believe education of both City/Town Administrators as well as Councils/Boards regarding the value of knowledgeable government finance staff is being missed. I'm unsure how to bridge this gap, but it should be a discussion item at a minimum.
- Given the emphasis on Infrastructure at the Federal level, maybe more classes on capital projects and utilities.
- It would be helpful if CGFOA would send emails about changes to Colorado legislation that may impact us as government agencies and have a financial impact.

“More sales/use tax through CGFOA generally. S/U is a large portion of local government budgets (including debt), and CTAC provides good info for those of us in that area. However, it seems that S/U info is mostly geared toward CTAC, and S/U tax is going to continue to be a large part of the budget for almost all Colorado cities.” Survey respondent

*Stakeholder input continued on next page.*

## STAKEHOLDER INPUT *(cont.)*

CGFOA IS CONSIDERING EXPANSION BEYOND COLORADO TO INCREASE NETWORKING AND PROFESSIONAL DEVELOPMENT OPPORTUNITIES, EXPAND MEMBER ACCESS TO REGIONAL RESOURCES, AND IMPROVE SUPPORT IN UNDERSERVED STATES. WOULD YOU LIKE TO SEE CGFOA EXPAND MEMBERSHIP BEYOND C



24 respondents did not support CGFOA's expansion beyond Colorado. Most significant and common concerns included:

- Fear of losing focus on matters unique to Colorado, such as TABOR
- Desire for Colorado to be better served before expansion
- Lack of ability, interest, or organizational support for traveling out of state
- Impact to quality of annual conference

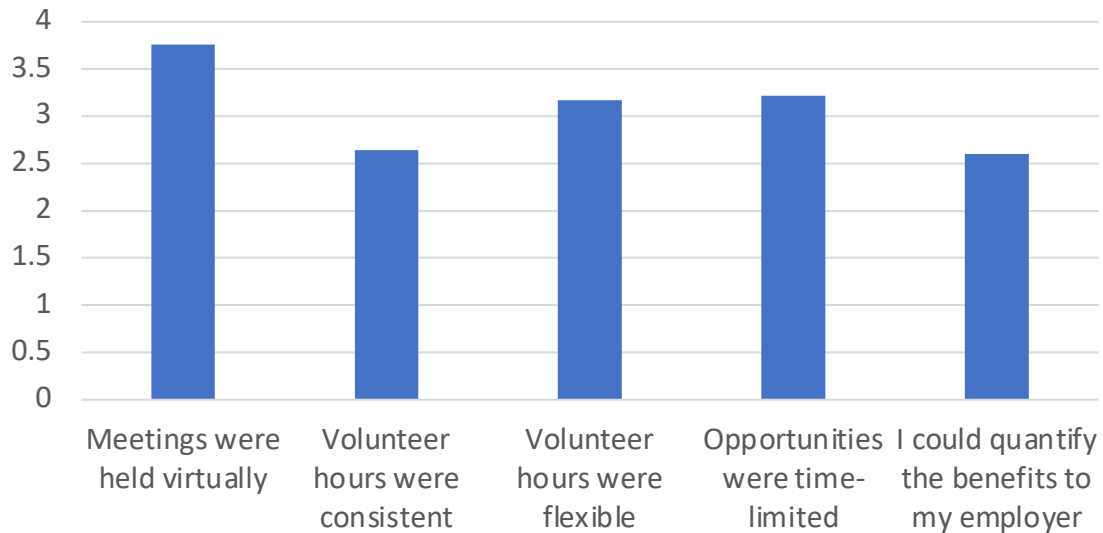
If CGFOA were to expand beyond Colorado, JAC recommends:

- First fortifying Colorado offerings through improved quality and coverage
- An investment in significant education for current members about the need elsewhere and why/how GFOA isn't meeting that need
- Development of a strong case for current member benefits
- Consider a conference and some educational events unique to each region

*Stakeholder input continued on next page.*

## STAKEHOLDER INPUT *(cont.)*

IT WOULD BE EASIER FOR ME TO VOLUNTEER WITHIN CGFOA IF (RANK SELECTIONS FROM 1 (FIRST) TO 5 (LAST)):



WHAT BENEFITS WOULD ENCOURAGE YOU TO VOLUNTEER WITHIN CGFOA (BEYOND OPTIONS OFFERED IN QUESTION 15)?

- Conference or class discounts
- Increased opportunity for relationship building
- Upfront clarity of workload and other expectations
- Leadership, knowledge, or skill attainment that supports opportunities for advancement
- Continuing education hours or points

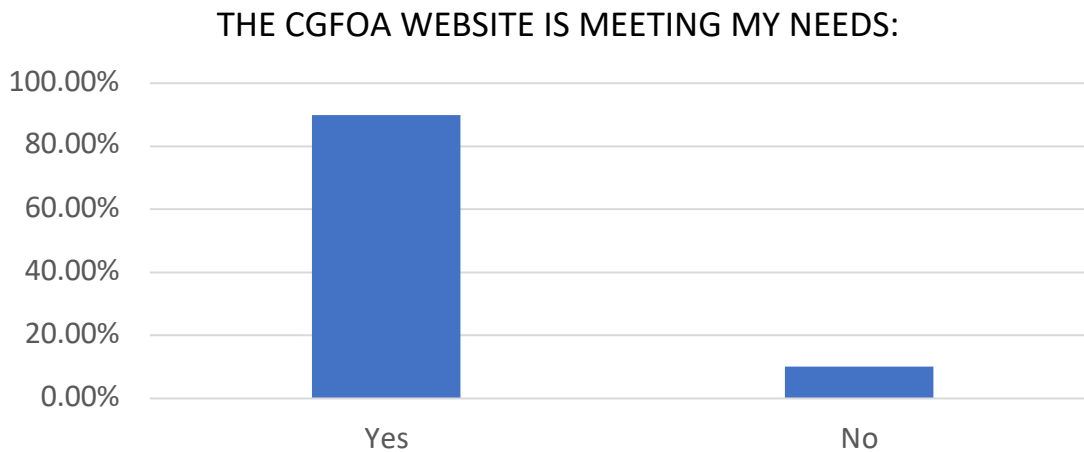
MOST COMMON BARRIERS:

- Working in a small office without back-up
- General lack of availability
- Travel required
- Quite a few people mentioned not being appreciated or treated well in the past

**“I would like to see more leadership opportunities within CGFOA.”**

JAC recommends better promotion of volunteer opportunities (numerous respondents reported being unaware of volunteer opportunities), use of a more robust online community tool such as Mighty Networks, and offering small opportunities to volunteer.

## STAKEHOLDER INPUT (cont.)

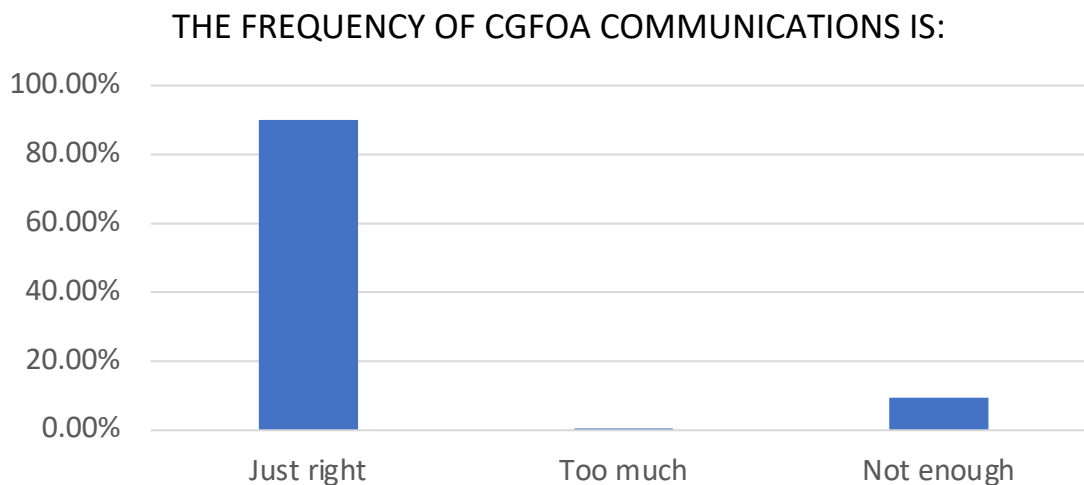


### WHAT TO IMPROVE:

- Keeping it updated
- Online community functionality
- Navigation
- Access to prior presentation materials

### WHAT TO KEEP OR EXPAND:

- Job postings
- Field-related news
- Active posting of new resource materials



**87% of respondents were likely or extremely likely to recommend CGFOA to colleagues in government finance. 11% were neutral and 2% were not likely to recommend CGFOA.**

## STAKEHOLDER INPUT *(cont.)*

### OTHER FEEDBACK

- The amount charged for CTAC conferences is too much in comparison to what CGFOA provides to the group/meetings. CTAC members volunteer their city meeting spaces and rarely have paid speakers. It appears that CGFOA uses these meetings to subsidize other trainings not focused on tax.
- Better treatment of sponsors, better website and communication. A lot of activities are required (i.e. submit sessions prior to education meeting) and then not used/ appear not to be used.
- Please issue reminder emails to renew annual memberships.
- Please keep the member directories up-to-date.
- Promoting its value to City/County Managers, Councils, etc. through CML and maybe ICMA. more lower level accountants in the government sector should be involved and taking classes.
- Communicating cost-benefit of membership and fees. As a large government member, we pay a lot of money for our people to participate.
- Return to providing advance electronic copies of attendee lists.
- GFOA has a number of best practices that clearly define what should be done, however there is no grading of those practices as it relates to GFOA certifications and awards. Seems to be a disconnect if it is GFOA best practice and its members freely ignore the best practice, and yet still receive awards.

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