



**Christopher P. Morrill**  
Executive Director/CEO

## Practicing What We Preach

### GFOA Budget Priorities

**G**FOA began a new fiscal year on April 1, and we're implementing a program budget that addresses our core values and strategic priorities, a review of past performance, and a plan for achieving our mission of advancing excellence in government finance. All GFOA services, both internal and external, are now organized by programs that cover expenses, revenues, and service level—or targets that will help us achieve our desired outcomes, which include services for our members. The programs are organized by categories, including:

- Awards
- Certification
- Conference
- Consulting
- Education
- Federal Advocacy
- Relationships
- Research
- Resources

These categories provide GFOA with a diverse revenue mix for funding our operations—because unlike other organizations, we don't get most of our revenue from member dues. Our diverse mix of revenue sources gives us the financial sustainability and freedom to explore new potential programs, maintain cost-effective services, and invest in innovation to support GFOA long-term.

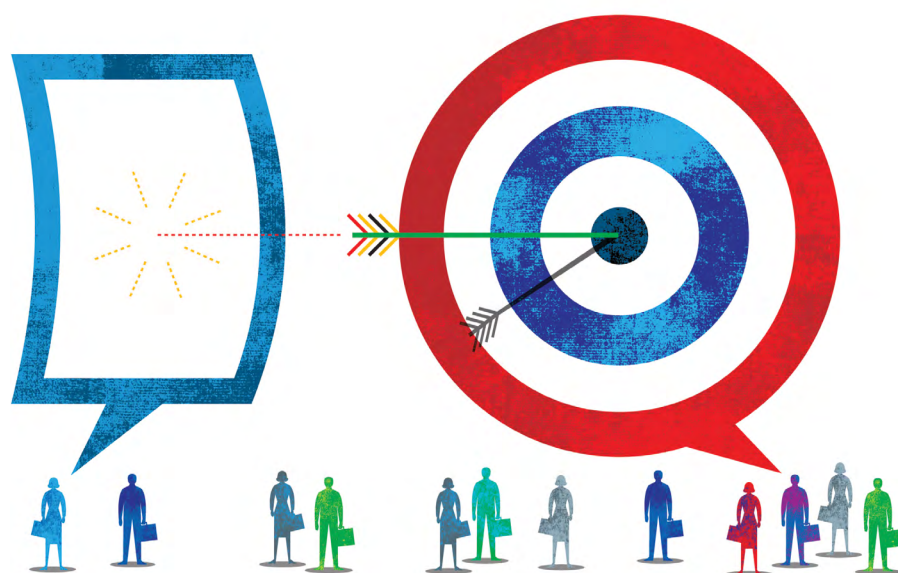
For this year, we've identified two major strategic initiatives to pursue: 1) member engagement, and 2) talent recruitment and retention. Our member engagement goal is to increase members' meaningful and active participation in GFOA. In the past year, approximately 49 percent of members participated in at least one event, but we hope to encourage more of you to join us and engage with our amazing network of members. Our goal for talent recruitment and retention is to make it easier to hire great people in government finance and help them grow. We know how much of a challenge this is for many organizations, and we want to help. Our educational programs provide a good start, and you'll be seeing more research, resources, and advocacy on this topic.

Within our primary service areas and major sources of revenue, we anticipate another strong year for services and continued growth. Highlights from GFOA's major program categories (with the percentage of overall revenue) include:

**Education (20 percent).** This year will mark the full return of GFOA's onsite national training. During the pandemic, GFOA has invested in technology in our Chicago office that will allow us to host approximately two training seminars per month in 2023. Courses

will feature both core content across all our topic areas and current-event topics. Education also includes GFOA's important role in communicating research, information from our federal advocacy efforts, lessons learned from consulting projects, timely information on implementation of GASB standards, and more. And new for 2023, we will be rolling out our learning pathways tools to help our members identify the skills and competencies they need to take the next step in their careers—and to help them achieve it.

**Membership (18 percent).** Membership has grown at approximately two percent per year, historically, and total membership numbers now exceed 22,500 for individuals and 7,600 for government organizations. But there is significant room for growth: GFOA's membership among small governments, rural governments, school districts, and certain geographic areas of the United States and Canada is low. To accelerate growth and help shift our focus to member engagement, GFOA hired our first director for member strategy, and we look forward to rolling out new member benefits in the coming year to maximize the value we provide and to encourage new government finance officers to join.



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**Awards programs (17 percent).** GFOA offers four major award programs: our Certificate of Achievement for Excellence in Financial Reporting, Popular Annual Financial Report, Distinguished Budget Presentation Award, and Canadian Award for Excellence in Financial Reporting. We anticipate growth in all these programs this year. GFOA will also add the Budget Award to our Awards Management System. To support the growth in our award programs, GFOA will continue to rely on volunteer reviews, and also add staff.

**Annual conference (13 percent).** GFOA is expecting strong attendance at this year's annual conference, to be held in May in the City of Portland, Oregon.

While revenue for the conference is up, however, so are expenses. As with many of our onsite training events, food and beverage costs, meeting room rental, and logistics vendors have been hit by inflation. Luckily, with attendance numbers exceeding our forecasts and strong interest from exhibitors and sponsors, GFOA is projecting minimal overall financial impact, despite having one of the lowest registration fees compared to other government associations.

**Consulting (14 percent).** GFOA is unique among most of our peer organizations in that we provide consulting services to member jurisdictions. Over the past 20 years, the Research and Consulting Center (RCC) has helped more than 500 governments with ERP procurement, business process improvement, and financial policy development. RCC focuses on ERP advisory services, organizational assessments, and using probability management to help determine risk reserve policies. GFOA continues to experience strong demand for consulting services. This year RCC plans to expand both revenue targets and staff capacity. Revenue from consulting services is redirected into GFOA research, which has fueled our Rethinking Budgeting and Rethinking Revenue initiatives.

**Certification (3 percent).** This year we're completing our relaunch of GFOA's Certified Public Finance Officer (CPFO) program, which we've fully redesigned. The program has new topic areas. We've built improved support structures and study guides. And we've revised ongoing compliance criteria to better serve our candidates and those who have earned the CPFO designation. We look forward to helping a growing number of CPFOs demonstrate the value of highly skilled finance officers to their governments.

While GFOA is not a government, we understand and appreciate the care and diligence that goes into preparing a local government's budget and the pride staff members feel when it is passed. GFOA's executive board approved our FY 2024 budget at its board meeting on March 4, and we are excited to begin implementation. We also look forward to another strong year of member growth, member service, and the continuation of our mission to advance excellence in government finance—and to join you in building thriving communities across the United States and Canada.

Sincerely,

*Chris*