



Government Finance Officers Association

Women’s Public Finance Network (WPFN)

DRAFT Strategic Plan

Years 2019–2024

Executive Summary:

The Women’s Public Finance Network (WPFN) is a voluntary association of women, elected and appointed officials, and other women finance professionals, formed within the GFOA of the United States and Canada to encourage active involvement and full participation of women members in the organization, policy-making process, and programs of the GFOA.

In October 2018, WPFN recruited members to take part in the strategic planning process and to identify areas of focus for WPFN. Three common themes emerged from the members: communications, programming, and mentoring. Small working groups were organized under these three themes. Each working group was tasked to identify strategic initiatives. This strategic plan is a result of numerous discussions amongst the small working groups to ensure that the initiatives align with WPFN’s purpose and the initiatives are prioritized in order to build a foundation for future work.

Year 1
Develop WPFN’s branding and communications strategy
Create regular WPFN newsletter featuring members and articles on women’s professional development
Enhance promotion of WPFN at GFOA’s annual conference
Provide at least one educational opportunity for WPFN members outside of GFOA’s annual conference
Coordinate a networking event for WPFN members and local women in the industry at GFOA’s annual conference
Develop resources and guides for mentorship program participants
Year 2
Identify strategy to connect WPFN to local GFOA members to encourage networking
Host a recruitment drive for WPFN's mentorship program at GFOA's annual conference
Create promotional materials for WPFN's mentorship program, including video
Enhance WPFN's webpage in conjunction with GFOA's website initiative
Year 3
Host WPFN recruitment drives, including one at GFOA’s annual conference
Develop WPFN brochure with GFOA membership materials
Lead volunteer drive to support GFOA Cares initiative at GFOA's annual conference
Develop welcome strategy for new WPFN members
Identify strategy to promote WPFN through other GFOA communication channels
Explore opportunities for a WPFN members only discussion forum

To ensure that this plan is a living document, WPFN will regularly monitor the strategic plan, including its progress against the goals. WPFN will also amend the plan as needed, such as to leverage opportunities with GFOA’s initiatives. A formal report will be provided to WPFN members annually. Additionally, WPFN will embark on a formal strategic planning process every five years. A copy of WPFN’s strategic plan will be available on WPFN’s webpage on GFOA’s website.

Year 1

Establishing an appropriate foundation to help support WPFN’s mission is the focus of Year 1. In the area of communications, the focus is to establish a communication and branding strategy for WPFN. Programming focuses on educational and networking opportunities at GFOA’s annual conference and outside of it. Mentoring focuses on building resources to better support the mentorship program.

	Communications	Programming	Mentoring
Develop WPFN’s branding and communications strategy	✓		
Create regular WPFN newsletter featuring members and articles on women’s professional development	✓		
Enhance promotion of WPFN at GFOA’s annual conference	✓	✓	
Provide at least one educational opportunity for WPFN members outside of GFOA’s annual conference		✓	
Coordinate a networking event for WPFN members and local women in the industry at GFOA’s annual conference		✓	
Develop resources and guides for mentorship program participants			✓

Year 2

After an appropriate foundation is established, Year 2 focuses on broadening the reach of WPFN, including dedicated initiatives for WPFN’s mentoring program.

	Communications	Programming	Mentoring
Identify strategy to connect WPFN to local GFOA members to encourage networking	✓	✓	
Host a recruitment drive for WPFN's mentorship program at GFOA's annual conference			✓
Create promotional materials for WPFN's mentorship program, including video			✓
Enhance WPFN's webpage in conjunction with GFOA's website initiative	✓		

Year 3-5

Years 3-5 include initiatives that are dependent on the outcomes of initiatives in earlier years. In some instances these initiatives can be completed sooner, thus regular monitoring of this plan is essential.

	Communications	Programming	Mentoring
Host WPFN recruitment drives, including one at GFOA’s annual conference	✓	✓	✓
Develop WPFN brochure with GFOA membership materials	✓	✓	✓
Lead volunteer drive to support GFOA Cares initiative at GFOA's annual conference		✓	
Develop welcome strategy for new WPFN members	✓	✓	✓
Identify strategy to promote WPFN through other GFOA communication channels	✓		
Explore opportunities for a WPFN members only discussion forum	✓		

Small Working Group Acknowledgements

Communications

- **Ann Carbone**, Budget Director, Public Works, City of Boston, Massachusetts
- **Olga Enrique**, Senior Manager Clerk & Comptroller, Palm Beach County Clerk & Comptroller, Florida
- **Dawn Jennings**, Finance Director, City of Odessa, Missouri
- **Darlene Malaney**, Acting Chief Officer of Finance, Palm Beach County Clerk & Comptroller, Florida
- **Linda Matkowski**, Chief Operating Officer, Stern Brothers & Co., Missouri
- **Kelly Newman, CPA**, Arvada Police Department, Colorado
- **Regina Sharpe**, Financial Analyst, Montgomery County OMB, Ohio
- **Terri Velasquez**, Finance Director, City of Aurora, Colorado
- **Natalie Laudadio**, Senior Communications Manager, GFOA

Programming

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- **Kim Garland**, Reporting & Compliance Manager, Great Lakes Water Authority, Michigan
- **Mary Christine Jackman**, Assistant Treasurer, City of Chicago, Illinois
- **Tina Lausier**, Fiscal Officer, Milwaukee County Employees' Retirement System, Wisconsin
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- **Brooke Marshall**, Support Services Director, City of Klamath Falls, Oregon
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- **Lori Thomas**, Performance Manager II, City of Rock Hill, South Carolina
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Mentoring

- **Susan Iverson**, Finance Director, City of Lake Elmo, Minnesota
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- **Ember Strange**, Executive Director, University of Central Arkansas Foundation
- **Heidi Voordeckers**, Chief Deputy, Audit and Finance, Davis County Government, Utah
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- **Elizabeth Fu**, Senior Manager, GFOA