

Local Government Attorneys of Virginia, Inc. STRATEGIC PLAN, FY2014

as adopted by the board of directors, October 24, 2013

At the 2012 annual retreat, the LGA board of directors began a long-term strategic planning process in lieu of creating a FY2013 strategic plan. This FY2014 plan incorporates the results of that strategic planning.

LGA Purpose

The LGA is an organization that promotes education, professional excellence, and collegiality, serving as a valuable and unique resource on local government law throughout the Commonwealth.

LGA Strategic Planning Priorities

as adopted by board of directors, Apr. 25, 2013

- Find and retain a new administrative director.[FY2014 objective 4-2.01]
- Improve the delivery of LGA services through technology needs.[FY2014 objective 2-2.02]
- Reach a long-term reserves financial goal of three times the amount of the LGA's annual budget. [FY2014 objective 4-2.04]

Focus area goals and objectives, also adopted by the board of directors, are underlined in the strategic plan report and marked 'Focus Area.'

Note: LGA's adopted policies and guidelines, as developed by the board of directors and frequently referenced in this strategic plan, can be found in LGA's Policies and Procedures (P & P) Catalogue.

Goal 1. EDUCATION

Promote education in matters of common interest to local government attorneys and provide forums through which its membership may from time to time meet and exchange ideas and professional experiences of importance to Virginia local government attorneys. [see *Articles of Incorporation*, II.a and II.c]

1-1 Ongoing Objectives, Goal 1

- 1-1.01 Maintain LGA's status as an accredited CLE provider of the Virginia State Bar (VSB).
- 1-1.02 Provide quality spring and fall conferences and annual regional seminars, following LGA's adopted policy and curriculum guidelines, with program sessions that meet all VSB requirements for CLE credits.
- 1-1.03 Support CLE programs on legal ethics for LGA members, including a minimum of 2 CLE ethics credits offered once each year at an LGA conference (usually in the fall).
- 1-1.04 Support the work of LGA's standing committee on conference policy, adopting and implementing new policies, as needed, to ensure the continued educational quality and fiscal integrity of LGA's spring and fall conferences and regional seminars.
- 1-1.05 Maintain the financial viability of each conference and regional seminar through coordinated efforts of each conference committee, the conference policy standing committee, the outreach

- committee (for seminar planning), and the conference coordinator and other support staff at the Cooper Center for Public Service, University of Virginia (Cooper Center).
- 1-1.06 Support and encourage regional meetings of attorneys by identifying regional groups, inviting retired members to attend, and having either the LGA president or board member in the region attend whenever possible.
- 1-1.07 Support the formation and operations of LGA practice groups, consistent with the board's adopted policies; annually appoint (through action of the president) a board liaison to the practice groups; work with the practice groups to conduct periodic special-focus seminars, with topics and speakers selected by the practice groups.
- 1-1.08 Foster and encourage the efforts of the Local Government Paralegal Association of Virginia (LGPA) to improve the continuing education of its members.

1-2 FY2014 Objectives, Goal 1

[none identified]

1-3 Future Objectives, Goal 1

- 1-3.01 Through the work of the information technology (IT) committee, explore the feasibility of online education for new local government attorneys, as well as the most appropriate way to develop it.

Goal 2. MEMBER INFORMATION; TECHNOLOGY (Focus Area)

Furnish information to local government attorneys and departments, to enable them better to perform their functions. [See *Articles of Incorporation*, II.b]

2-1 Ongoing Objectives, Goal 2

- 2-1.01 Maintain electronic communications services for members, including a comprehensive website and a members' email listserv, through an agreement with the Cooper Center; routinely publicize these services at conferences and through LGA publications and other materials, as appropriate.
- 2-1.02 Continue, as part of improving technology, periodic activities to educate members on using LGA's available technology, as well as other resources for electronic legal research and electronic court filings, with an emphasis on demonstrations and hands-on experience.
- 2-1.03 Provide web management services to maintain and improve the content of the LGA website through a contract with the National Legal Research Group, working with the board of directors, staff, and the information technology (IT) committee.
- 2-1.04 Publish monthly issues and an annual index of the *Bill of Particulars*, according to the board's adopted policies and guidelines.
- 2-1.05 Publish annually an updated edition of the *LGA Handbook of Virginia Local Government Law*, according to the board's adopted policies and guidelines; maintain a balanced *Handbook* budget, while recognizing its value to local government practitioners.
- 2-1.06 Promote and support pro bono activities through the LGA website, *Bill of Particulars*, ListServ, and occasional conference sessions, including the collection and coordination of information from members about ongoing pro bono activities

2-2 FY2014 Objectives, Goal 2

- 2-2.01 **Focus Area** Finance the same level of programs and services with better technology , as informed by input from an information technology consultant (see “Key Tasks and Activities” in Appendix).
- 2-2.02 **Focus Area** Improve the delivery of LGA services through technology improvements; create for LGA members an ‘online community of knowledge.’ with the initial task being to identify and appoint chair and members of the information technology (IT) committee who have the requisite interest, knowledge, and ability to push LGA’s strategic agenda forward. (See “Key Tasks and Activities” in Appendix).
- 2-2.03 Request the IT committee to begin its work to create an ‘online community of knowledge’ by (a) discussing the most important objectives, working from the new and expanded technology improvements suggested in the list of “Key Tasks and Activities” (see Appendix); and (b) engaging an information technology consultant about the best way to proceed.
- 2-2.04 Revisit and determine by January 2014, if possible, the most appropriate time to fund a technology consultant to work with the IT committee.
- 2-2.05 Maintain ongoing contact, through the IT committee and Steve Friedman’s role as the LGA liaison, with the Cooper Center’s website redesign project.
- 2-2.06 Complete and adopt the new real property chapter for the *Handbook*.
- 2-2.07 Continue to pursue marketing strategies for the *Handbook*, working through the publications committee and with the law school liaison committee to identify viable ways to increase *Handbook* sales and use at the state’s accredited law schools.

2-3 Future Objectives, Goal 2

- 2-3.01 Continue to create improved technology and an ‘online community of knowledge’ for LGA members, through work of the IT committee and the board of directors.
- 2-3.02 Examine the continuation of LGA’s former annual salary survey of members and ways to improve the survey, including (a) how, and how often, to conduct the survey, including the use of survey software; (b) possible expansion of the data collected; (c) the most appropriate committee or members within LGA to be responsible for the survey; and (d) whether LGA needs a standing committee on law office administration.
- 2-3.03 Through leadership of the immediate past president, discuss with the Cooper Center whether it could assist with future data collection for LGA’s salary survey of members, using a revised survey instrument that encourages greater anonymity and includes salary information on assistants.

Goal 3. LEGISLATION, LITIGATION, AND RESEARCH

Initiate, support, or oppose, as conditions dictate, legislation, litigation, and research that, in the judgment of this corporation, are of significance to Virginia local governments, provided that any legislative activities shall not constitute a substantial part of the activities of the corporation. [see *Articles of Incorporation*, II.d]

3-1 Ongoing Objectives, Goal 3

- 3-1.01 Provide an amicus brief service, administered through a standing committee according to the board’s adopted policy guidelines and committee process; post routinely on the LGA website every LGA amicus brief filed by the LGA, along with a regularly updated historical listing of those amicus briefs.

- 3-1.02 Act as a resource for information and analysis to the LGA membership and the Virginia General Assembly, according to the board's adopted policy guidelines governing legislative involvement, which facilitate support for the Virginia Municipal League and the Virginia Association of Counties on matters faced by Virginia's localities.
- 3-1.03 Support LGA's standing committee on issues affecting local government law in its work as (a) a forum for in-depth study of issues affecting LGA members, following the board's adopted policy guidelines; and (b) the group primarily responsible for carrying out LGA's legislative alert system during each session of the Virginia General Assembly, according to the board's adopted policies governing legislative involvement.
- 3-1.04 Maintain an ongoing liaison, through the LGA ethics standing committee, with the Virginia State Bar Legal Ethics Committee and the Virginia State Bar Department of Professional Regulation, including its standing committee on the Unauthorized Practice of Law.
- 3-1.05 Support the Virginia Institute of Government at the Cooper Center for Public Service, UVA, by (a) routinely nominating an LGA member to be appointed to the LGA-designated seat on the Institute's advisory committee; and (b) supporting Institute activities in areas of local government law as requested and when appropriate to LGA's mission and objectives.

3-2 FY2014 Objectives, Goal 3

- 3-2.01 Continue monitoring developments and potential legislation in the areas of (a) sovereign immunity, by the president's appointment of an LGA member as board liaison to monitor issues, and (b) Chesapeake Bay-related regulations, either by continuing the current ad hoc committee or, at the recommendation of the committee chair, dissolving the committee and appointing a new board liaison.

3-3 Future Objectives, Goal 3

[none identified]

Goal 4. FINANCIAL SUSTAINABILITY (Focus Area); STAFFING AND STRUCTURE (Focus Area)

Exercise all powers that are within the province of this corporation, organized and functioning as a nonstock, nonprofit corporation under the laws of the Commonwealth of Virginia. [see Articles of Incorporation, II.e]

4-1 Ongoing Objectives, Goal 4

- 4-1.01 Finance staff support for LGA's administrative and financial operations, conferences and seminars, online services, *Bill of Particulars*, and the *LGA Handbook of Virginia Local Government Law*.
- 4-1.02 Adopt a balanced annual operating budget and a balanced *Handbook* budget, while recognizing the value of the *Handbook* to local government practitioners.
- 4-1.03 Maintain a fee schedule for conferences and regional seminars that balances budget objectives and maximum participation.
- 4-1.04 Periodically review LGA's dues structure to ensure that it is adequate to support a balanced annual budget.
- 4-1.05 Maintain financial reporting and investments systems that incorporate the board's adopted policies in each area, through the oversight of the finance committee.

- 4-1.06 Maintain general liability insurance for LGA.
- 4-1.07 Ensure that the annual nominating process and appointment of the nominating committee follow the board's approved policy guidelines.
- 4-1.08 Hold regular board of directors' meetings at least four times a year, with two of those meetings to be associated with the annual fall and spring conferences.
- 4-1.09 Hold an annual board retreat and adopt goals and objectives each year, which are set forth in the strategic plan.
- 4-1.10 Regularly update, through the work of LGA's administrative director, the LGA Policies and Procedures (P & P) Catalogue, which serves as the primary guide to LGA's operations and includes all relevant materials adopted by the board of directors.
- 4-1.11 Maintain an up-to-date LGA member directory on the website and in other formats, as appropriate.
- 4-1.12 Preserve LGA records according to the document retention policy including periodic reviews, as appropriate, to comply with legal requirements and archival needs.
- 4-1.13 Maintain and support the work of LGA's standing committees, following the board's adopted policy guidelines for member requirements, appointments, terms, meetings, and ongoing objectives and procedures.
- 4-1.14 Maintain and support the work of LGA's ad hoc committees according to the board's adopted policy guidelines.

4-2 FY2014 Objectives, Goal 4

- 4-2.01 **Focus Area** Find and retain a new administrative director by fall 2014, according to the list of "Key Tasks and Activities" in the Appendix.
- 4-2.02 **Focus Area** Finance increased staffing (i.e., administrative director, bookkeeping services, technology assistant) and infrastructure, if needed (see "Key Tasks and Activities" in Appendix).
- 4-2.03 **Focus Area** Maintain the relationship with the Cooper Center for Public Service, UVA, (Cooper Center) to ensure a continued level of member services.
- 4-2.04 **Focus Area** Reach a long-term reserves goal of three times the amount of LGA's total annual budget, by transferring to long-term reserves at least \$50,000 annually (except for FY2015) until goal is reached.
- 4-2.05 **Focus Area** Evaluate LGA's committee structure and potentially revise/realign individual committees, using the process outlined in "Key Tasks and Activities" (see Appendix).
- 4-2.06 **Focus Area** Increase conference registration fees so that registration revenue generally averages 70% of estimated conference expenses (see "Key Tasks and Activities" in Appendix). Also consider offering a first-time conference attendee discount, through work of the conference policy committee.

4-3 Future Objectives, Goal 4

- 4-3.01 Inquire whether the Cooper Center would agree to extend its current agreement with LGA to 2020, including communication regarding the value of maintaining LGA as a successful partner; if agreed, draft and execute extension of the agreement.
- 4-3.02 **Focus Area** Consider revising the LGA budget to show sponsorships as a separate revenue stream, asking Non-Profit Connections (Gary Levine), after a full year of keeping LGA's financial records, to work with the finance committee to recommend any needed improvements in LGA's budget structure, including the way sponsorships are reported.
- 4-3.03 Undertake a comprehensive review of the Policies and Procedures Catalogue including its organization, content, updating process, format, and other features that might improve its use and accessibility.

Goal 5. MEMBER DEVELOPMENT AND ENGAGEMENT (Focus Area)

Coordinate an outreach program to enhance the understanding of local government law and the role of local government attorneys.

5-1 Ongoing Objectives, Goal 5

- 5-1.01 Support the LGA's law student scholarship program and encourage law students from all of the state's accredited law schools to apply for scholarships to the LGA's fall and spring conferences and regional seminars.
- 5-1.02 Recognize outstanding contributions to local government law by awarding the Edward J. Finnegan Award for Distinguished Service and the Cherin Award for an Outstanding Deputy or Assistant Local Government Attorney through the work of the awards standing committee,
- 5-1.03 Recognize members' meritorious service through (a) annual Service Awards, (b) Retirees' Awards, (c) the LGA Special Projects Award, and (d) the LGA Pro Bono Award, ensuring that all awards follow the board's adopted policy guidelines.
- 5-1.04 Continue, through the awards committee, to nominate LGA members, wherever appropriate, for awards and honors presented by other organizations, including the Virginia State Bar, the Virginia Law Foundation, the Virginia Bar Association, and Virginia Lawyers Weekly.
- 5-1.05 Conduct, through the outreach committee, an annual day-long summer CLE seminar in underserved areas of the state and those with limited resources, according to a rotating site schedule.
- 5-1.06 Publish and periodically update an LGA membership brochure, through work of the outreach committee and administrative director, making the brochure available for all membership inquiries, general recruitment, and organizational marketing.
- 5-1.07 Continue to appoint LGA members to serve as liaisons to the Virginia Municipal League (VML), the Virginia Association of Counties (VACo), and the Virginia Bar Association (VBA), to increase awareness of LGA and explore opportunities for systematic collaboration, including identifying LGA members for possible speakers at VML and VACo conferences and training programs.
- 5-1.08 Continue to pursue collaborative opportunities with the Local Government Section of the Virginia State Bar.

5-2 FY2014 Objectives, Goal 5

- 5-2.01 **Focus Area** Identify and routinely carry out practices to engage new and younger attorneys, engage more member attorneys, and develop new leaders for LGA; make new members feel more welcome (see list of "Key Tasks and Activities" in Appendix).
- 5-2.02 Consider the approval of a new/young local government attorneys' group.
- 5-2.03 Include at every conference an event aimed at younger members, new members, and scholarship recipients, with this event to feature, on a rotating basis, (a) a social event, (b) an informal exchange/dialogue with senior and retired members, and (c) a CLE breakout session on the topic *Introduction to Local Government Law*.
- 5-2.04 Draft a revised welcome letter to new members (see "Key Tasks and Activities" in Appendix for suggested content); once drafted by the secretary and approved by the president, task administrative director responsible with ensuring that the letter, under the president's signature, is sent to new members each month; add this responsibility to the administrative director's job description.
- 5-2.05 Initiate the work of the restructured law school liaison standing committee to establish a liaison with accredited law schools in both Virginia and the District of Columbia, for the purposes of (a) facilitating participation by local government attorneys at career days and other events relevant to public service; (b) locating and disseminating information on hiring programs and job

fairs for summer and permanent employment; and (c) exploring other ways to promote local government law careers in the state's accredited law schools.

- 5-2.06 Transfer responsibility for coordinating the law school scholarship program to the new administrative director, effective September 2014, and include this activity in the new job description for the position.

5-3 Future Objectives, Goal 5

- 5-3.01 Discuss strategies to reach out to untapped membership pools, including judges, law school professors, school board attorneys, and former LGA members.

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APPENDIX: KEY TASKS AND ACTIVITIES LGA STRATEGIC PLAN, FY2014

In the long-term strategic planning sessions, the board of directors identified four major focus areas: (1) technology, (2) staffing and structure, (3) financial sustainability, and (4) member development and engagement. The board then generated key tasks and activities for each of these major focus areas, which are listed here as approved by the board on October 24, 2013.

FOCUS AREA: TECHNOLOGY

OBJECTIVE 2-2.01. (Focus Area) Finance the same level of programs and services with better technology, as informed by input from an information technology consultant.

Key Tasks and Activities

1. Maintain sufficient funds in the operating account to finance budgeted expenses.[ongoing]
2. Spend the majority of additional operating funds or unused contingency funds on technology expenses.[revisit January 2014]
3. Provided funding for a technology consultant.[revisit January 2014]

OBJECTIVE 2-2.02 (Focus Area) Improve the delivery of LGA services through technology improvements; create for LGA members an ‘online community of knowledge,’ with the initial task being to identify and appoint chair and members of the information technology (IT) committee who have the requisite interest, knowledge, and ability to push LGA’s strategic agenda forward.

OBJECTIVE 2-2.03 Request the IT committee to begin its work to create an ‘online community of knowledge’ by (a) discussing the most important objectives, working from the new and expanded technology improvements suggested in the list of “Key Tasks and Activities”; and (b) engaging an IT consultant about the best way to proceed.

Key Tasks and Activities

1. Identify who should be on the IT committee and appoint the committee. (Note: Include tech savvy, younger/older members, experts.) [FY2014]
2. Make a budget request for an IT consultant and costs to board at board meeting. [revisit January 2014]
3. Vote by board on IT consultant budget request. [revisit January 2014]
4. IT committee determines means of revamping website. [FY2014]
 - 4-1 Require that committee identify/evaluate, for each task:
 - 4-1.01 Cost (both per item and comprehensively)
 - 4-1.02 Timeline for implementation
 - 4-1.03 Staffing needs for creation and maintenance
 - 4-1.04 Ability of Cooper Center to host as the website functionality increases.

- 4-2 Committee reports to board on scope of work for web design request so that board can prioritize (1 yr).
- 4-3 Report is to address at a minimum—Board “Must-Haves”:
- 4-3.01 Universal login/password—ability to use same password that recognizes this member is entitled to use the *Handbook* (e.g., Amazon prime membership) or to obtain handouts as a conference attendee.
- 4-3.02 Ability to put *Handbook* online (and to be downloadable from online), eventually including ability to link statutory and case law authority to the original source.
- 4-3.03 Ability to make ListServ searchable.
- 4-3.04 Searchable conference handouts.
- 4-4 Secondary Priority:
- 4-4.01 Identify what the ideal website would look like and the functionality desired (i.e., Lawyers Weekly)
- comprehensive searchability of all resources?
 - *Handbook*
 - ListServ
 - Conference handouts
- 4-4.02 Additional functions that membership might want:
- Blog
 - Social media
 - mobile applications
- 4-4.03 Administrative use of website:
- Board documents
 - Minutes
 - Committee reports/work product
 - Budget
 - Policy and Procedures Catalogue
- 4-4.04 Member Library (currently underused):
- Amicus briefs
 - Forms
 - Contracts
 - Employment contracts
- 4-4.05 Determine feasibility of developing online training program for new local government attorneys
- 4-4.06 Recommend whether board should seek sponsorship advertising on website.
5. Based on IT committee report, refer to publications committee/Cooper Center to determine how membership will pay for the *Handbook* when available online. [future]
6. Publications committee evaluate and report to board on fair and correct pricing for resources acquired:
With dues/membership levels? Separate from dues but automatic renewal? At the moment online (ability to impulse buy)? Some combination of above? [future]
7. Board to review committee recommendations and options from menu for new website in budget consideration. [future]
8. Board to select options from menu for new website and make decisions.[future]
9. Unveil new website. [future]

10. Evaluate on annual basis how the website is working, what needs to be fixed, what needs to be added, and costs thereof and tie to budget cycle. [future]

FOCUS AREA: STAFFING AND STRUCTURE

OBJECTIVE 4-2.01 (Focus Area) Find and retain a new administrative director by fall 2014, according to the list of “Key Tasks and Activities.”

Key Tasks and Activities

1. Find and retain an accounting or bookkeeping firm to handle all LGA financial transactions, subject to board approval.[FY2014]
 - 1-1 Sandra do legwork to locate suitable accounting firms.[FY2014]
 - 1-2 Carl (treasurer) to be involved in selection process to ensure compatability. [FY2014]
 - 1-3 Need to determine whether accounting contractor will attend board meetings and/or retreat to present financial report.[FY2014]
 - 1-4 Have contract coincide with FY2014 (Sept. 2013); may start June 2013 initial year to enable smooth transition by Sept. 2013.[FY2014]

2. Prepare job description and recruitment profile for LGA administrative director position. [FY2014]
 - 2-1 Board, by consensus, agreed that the new director should continue as an administrative director whose major responsibilities center on overseeing and implementing board policy and supporting the board’s strategic planning goals.
 - 2-2 Sandra Wiley will draft the initial job description and recruitment profile. Cynthia Hudson will review the draft and recommend any needed revisions before the board reviews, make any needed revisions, and approves the final documents.
 - 2-3 **Position Qualifications.** Board members suggested contacting the larger local bar associations that might have one or two paid staff (e.g., Prince William, Arlington, Fairfax, Richmond) to ask for information on their position qualifications. It might also be useful to ask the Virginia Law Foundation about the qualifications for its executive director position. The candidate must be able to have a flexible work schedule and availability, as well as strong writing and computer skills and work experience with Microsoft Office (especially Word and ExCel), and Adobe Professional. General management and supervisory experience would also be desirable. Board members agreed that the new administrative director should continue working out of the Cooper Center’s Richmond office because that is the location of the Cooper Center’s support staff for LGA services (except for IT).
 - 2-4 The new administrative director will be a W-2 employee with a contract [i.e., an “at-will employee” who is classified as an exempt employee under the Fair Labor Standards Act (FLSA). She/he will be paid on a salary basis. The board of directors will set expectations about the total hours to be worked, but the director will have to maintain a fluid schedule, determined by the LGA’s needs. Board members agreed with Carl Boggess’s suggestion to discuss the employee status with accountant Bryan Jones before the position is advertised.]
 - 2-5 Prior to advertisingthe position, board will determine, in consultation with Sandra Wiley, whether new administrative director position should be full-time or part time.
 - 2-6 Accommodate Sandra Wiley’s request to work full-time in FY2014 and part-time in FY2015 (starting Sept.2014).

3. Advertise position, select interview candidates, and hire new administrative director.[FY2014]
 - 3-1 The selection committee will consist of the FY2014 LGA officers and immediate past president, board members George McAndrews and Tara McGee, and administrative director Sandra Wiley. The Cooper Center will serve as a resource to the committee.
 - 3-2 **Advertising Position.** Board members agreed that the following organizations should be contacted about advertising the position: Virginia Municipal League, Virginia Association of

Counties, Richmond and Northern Virginia regional bar associations (including women's bar), possible targeted mailing; Local Government Paralegal Association; Virginia Society of Association Executives; and *Richmond-Times-Dispatch* (paid classified listing).

4. **Schedule for Recruitment Process.** The following tentative schedule was set by board consensus.[FY2014]
 - 4-1 **Early January 2014** Job description and recruitment profile drafted by Sandra Wiley and sent to Cynthia Hudson for review/revisions.
 - 4-2 **January 2014 Board Meeting** Drafts of job description and recruitment profile ready for board review, revisions, and approval.
 - 4-3 **March 1 to March 15** Position advertised.
 - 4-4 **April 15** Application Deadline
 - 4-5 **Mid-April to end of May** Applications screened by selection committee (process to be determined) and preliminary interviews, via conference call, conducted by selection committee; number of interviews would depend on number of viable candidates.
 - 4-6 **June 2014 Board Meeting** Interviews of top three candidates by entire board of directors and Cooper Center staff representative (decision on degree of Sandra Wiley's involvement tabled for later discussion).
 - 4-7 **[no date assigned]** Ranking of top three candidates; offer of employment extended by president, on behalf of board of directors.
 - 4-8 **September 1, 2014 (FY2015):** Effective date of employment for new administrative director (with reduced work hours and pay for Sandra Wiley for FY2015).
 - 4-9 As part of interview process, discuss initial contract of 3 years with option to review for additional years (include termination clause).

OBJECTIVE 4-2.02 (Focus Area) Finance increased staffing (i.e., administrative director, bookkeeping services, technology assistant) and infrastructure, if needed.

Key Tasks and Activities

1. Fund outside bookkeeping services through a small portion of excess operating revenues and unused contingency funds. [FY2014; approved]
2. Fund the new administrative director while also funding reduced hours for current administrative director by retaining the \$50,000 deposit otherwise slated for the long-term reserves fund. [future; FY2015]

OBJECTIVE 4-2.05 (Focus Area) Evaluate LGA's committee structure and potentially revise/realign individual committees, using the process outlined in "Key Tasks and Activities."

Key Tasks and Activities

1. Current LGA president will appoint a committee evaluation task force composed of past presidents of LGA. [FY2014]
2. Task force will examine each committee to: [FY2014]
 - 2-1 Evaluate role and effectiveness of each committee.
 - 2-2 Determine whether some or all of each committee's functions can be transferred to the new administrative director (e.g., outreach committee).
 - 2-3 Make recommendations to board about restructuring, abolition, or consolidation of committees.
3. Board will take action on committee recommendations, to include amendments to bylaws and

Policies and Procedures Catalogue, as required.[FY2014]

4. Consider revising committee appointment process, including: [FY2014]
 - 4-1 Make standing committee appointments on a calendar year versus fiscal year.
 - 4-2 Consider an application process.
 - 4-3 Use written application form.
5. Formally harness input of the committee board liaisons. [FY2014]
(See also key task #4 listed under Objective 5-2.01, below.)

FOCUS AREA: FINANCIAL SUSTAINABILITY

OBJECTIVE 4-2.06 (Focus Area) Increase conference registration fees so that registration revenue generally averages 70% of estimated conference expenses. Also consider offering a first-time conference attendee discount, through work of the conference policy committee.

Key Tasks and Activities

1. Collect data on comparable conference registration fees (i.e., VML, VACO, VBA, VSB, VLGMA, VTLA, VADA).[FY2014]
2. Obtain data on average expenses from past conferences.[FY2014]
3. Recommend a conference fee increase to the board for approval. [FY2014]
4. Create and implement a communication plan to convey increased conference fee data to membership. Tara with assistance of Billie, Adele, and Steve. [FY2014]
5. Implement increased conference fees.[FY2014, spring; approved]
6. Consider offering a first-time conference attendee discount, through work of the conference policy committee. [future]
editorial note: originally part of “key tasks” for Goal 5.2.01.

OBJECTIVE 4-3.02 (Focus Area) Consider revising the LGA budget to show sponsorships as a separate revenue stream, asking Non-Profit Connections (Gary Levine), after a full year of keeping LGA’s financial records, to work with the finance committee to recommend any needed improvements in LGA’s budget structure, including the way sponsorships are reported.

Key Tasks and Activities

1. Revise the budget to show conference income and expenses as a separate item, with sponsorships as a separate revenue stream.[future]
2. If necessary, revise the contract/relationship with Weldon Cooper Center so that conference funds are handled by the bookkeeping services.[future]
3. Within existing programs and services, evaluate possibilities for sponsorship opportunities (regional conferences, biannual conferences, *Bill of Particulars*, online CLE, website).[future]

FOCUS AREA: MEMBER DEVELOPMENT AND ENGAGEMENT

OBJECTIVE 5-2.01 (Focus Area) Identify and routinely carry out practices to engage new and younger attorneys, engage more member attorneys, and develop new leaders for LGA; make new members feel more welcome.

Key Tasks and Activities

1. Welcome first-time attendees (conference “buddies”); board members take one-on-one responsibility. [ongoing]
2. Evaluate law student scholarship program on a periodic basis. [ongoing]
3. Enhance one-day regional seminars. [ongoing]
4. Appoint new, younger, and/or more diverse members to committees.[FY2014]
 - 4-1 Appointments to blend seasoned members with expertise and young members whom they would mentor.
 - 4-2 Expand pool of members for committees.
(See also key task #4 for objective 4-2.05, above.)
5. Appoint one or two younger members to each conference committee. [FY2014]
(Note: Chair needs to ensure that these members have specific tasks.)
6. Evaluate benefits of sending one or two members with leadership potential to attend bar leadership training (e.g., VSB Conference of Local Bar Associations’ Bar Leadership offered March 2014).

OBJECTIVE 5-2.04 Draft a revised welcome letter to new members (see “Key Tasks and Activities for suggested content); once drafted by the secretary and approved by the president, task administrative director with ensuring that the letter, under the president’s signature, is sent to new members each month; add this responsibility to the administrative director’s job description.

KEY TASKS AND ACTIVITIES

1. Send welcome letter from LGA.[FY2014]
 - 1-1 Include some of the testimonials from “What LGA Means to Me” exercise.
 - 1-2 Detail benefits of membership.
 - 1-3 Encourage recipients to become active in LGA through committees, work groups, ListServ, and conference attendance [include date of next conference, note first-time attendee reduced fee (if adopted), and new member lunch or other activity].

editorial note: see also Objectives 5-2.02, 5-2.03, which were originally part of “Key Tasks and Activities” but then became FY2014 strategic plan objectives.

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