



# Strategic Plan

## Document Control

### Author

June Randall, 1<sup>st</sup> VP for the GMIS International Executive Board

### Document Source

This document is located at International Headquarters and on the web site at [www.gmis.org](http://www.gmis.org)

### Document Approval

This document has been approved for use by the following:

- ◆ GMIS International Executive Board
- ◆ GMIS International Advisory Council

### Amendment History

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### Distribution List

When this document is updated the following copyholders must be advised through email that an updated copy is available on the GMIS web site:

Title
Executive Board
Advisory Council
State Chapter Presidents

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## **Introduction**

### ***Purpose***

The GMIS International Strategic Plan provides a summary of organization structure, current services, and a roadmap to help guide the strategic direction of GMIS International for the next three to five years.

### ***Scope***

The scope of this strategic plan document is to clearly define the structure and direction of the GMIS International organization. It is intended for use as a reference document by GMIS International decision makers in setting policies and procedures as well as developing Bylaws.

### ***Audience***

This document is relevant to those named on the distribution list and membership as well as any other organizations who want to understand the direction of GMIS International.

### ***Ownership***

The GMIS International Executive Board has ownership of this document. The 2009 Executive Board consists of the following people:

- Executive Director, Bruce Miller
- International President, Ken Keen
- 1<sup>st</sup> Vice President, June Randall
- 2<sup>nd</sup> Vice President, Johnny Walton
- 3<sup>rd</sup> Vice President, Rick Bareuther
- 4<sup>th</sup> Vice President, Bernadette Kucharczuk
- Executive Secretary, Carolyn Price
- International Treasurer, Sam Ferguson
- International Director, Doug Taylor
- Conference / Chapter Development Coordinator, Sue Farni
- Conference Chair, Matthew Wainwright

The Executive Secretary assumes custodial responsibility for this document.

## ***Related Documentation***

This document contains a summary of each service provided by GMIS International including references to the following related documents:

- The official newsletter, the GEM
- The Listserv
- The GMIS International Annual Conference binders
- The official GMIS International home page [www.gmis.org](http://www.gmis.org)
- The official GMIS International Bylaws
- GMIS Policies and Procedures
- Subordinate State Chapter Bylaws
- Board Meeting Minutes
- Financial Reports

## **Executive Overview**

The Executive Board intends for this dynamic document to be a guide for the future direction of GMIS International. It describes current operations as well as future objectives and the plan to accomplish the goals set by the Executive Board. It also describes fiscal and staffing philosophies of GMIS International. Organizational structure regarding subordinate State Chapters as well as International Affiliations is included.

## ***Mission***

The mission of GMIS International is to provide an organizational structure and network with associated activities, which may be used by all member agencies in order to assist them in their information technology related practices, associated projects, and challenges.

## ***Goals***

The Mission is supported by accomplishing the following goals:

- Increase visibility of GMIS International as a recognized beneficial resource to Government IT Leaders
- Collect and share member testimonials relating direct benefits to potential GMIS members
- Offer affordable and equitable membership costs
- Continue effort to increase total number of members

- Be an acknowledged leader in promoting and sharing information technology management best practices

## **Objectives**

The Executive Board of GMIS International has identified the following prioritized objectives for 2009-11 that support the goals and that are essential to the success of the organization:

Priority #1: Increase and provide value to the membership – jurisdictions, chapters and vendor partners.

Priority #2: Continue to enhance the Website for use by membership.

Priority #3: Expand and Improve Conference & Publications (ie. GEM) Program.

Priority #4: Update the Marketing Program.

Priority #5: Pilot consolidated billing for GMIS International and three State Chapters, Pennsylvania, Connecticut and Kansas to determine feasibility of GMIS International offering this service to all State Chapters in the future.

Priority #6: Develop plan to assume full responsibility for organizing and conducting the annual International Conference beginning in 2011.

Priority #7; Build a mentoring program for CGCIO Students.

Priority #8: Continue cultivating associations with International Sister Organizations.

Priority #9: Establish New Vendor Partner Program.

Priority #10: Create a Knowledge Repository.

Priority #11: Explore possible collaboration with other Professional Organizations to deliver new services to respective memberships.

## ***Techniques***

In order to accomplish its objectives, GMIS International will use techniques that are fundamental in scope and includes but is not limited to the following activities:

- Manage costs by closely monitoring services and expenditures
- Respond rapidly and effectively to member requests or concerns
- Continue providing high-quality annual conferences.
- Publish articles from members and vendor partners in the GEM Newsletter
- Increase revenue by establishing vendor partners, by promoting vendor advertising in the GEM and on the Website, and through expansion of membership base
- Conduct member surveys to determine how to improve services
- Encourage members to participate in the Listserv discussions
- Facilitate a unified effort among members to share their respective research, applications, processes, tools and strategies

## ***Agency Membership Expectations***

GMIS International exists as a viable, dynamic, quality organization because of its broad member base. Membership has remained level with about 375 agencies over the past few years.

Although GMIS International membership provides value to participating government organizations, many government agencies are not approving the payment of membership dues, travel, lodging, meals and conferences in their IT budgets because of ever increasing economic constraints. There have been overall decreases in government spending for the past 10 years. This trend is expected to continue.

Aggressive measures to recruit new members and retain existing members must be taken. The GMIS International Executive Board will discuss membership dues at least twice per year during Board Meetings to determine the most appropriate model to support the ongoing services to the member agencies.

Existing members must be encouraged to seek new members using logic that concludes that in these tough economic times, GMIS International membership dues and conferences are good investments for extremely cost-effective values.

## ***Estimated Revenues***

### A. Membership and Vendor Affiliates Dues

The membership dues are based on the agency's EDP annual budget, therefore if the department/agency annual IT budget is:

- <\$250,000; membership dues is \$75.00
- >=\$250,000 and < \$1,000,000; membership dues is \$150.00
- >=\$1,000,000 and < \$3,000,000; membership dues is \$300.00
- >=\$3,000,000; membership dues is \$400.00
- Vendor Partner Program
  - a new dues based model will be recommended in 2010.

Given agency membership projections, if agency member dues remain constant, and the majority of funding is received from membership dues, then it can be concluded that our major source of revenues will not rise without additional members or vendor partners.

There is an obvious beneficial, symbiotic relationship that exists between government information technology practitioners and vendors. Since 1997 vendors have been allowed to become non-voting, non-office holding affiliates. A new Vendor Partner Program was implemented in 2007 and is still undergoing refinement. This is an area of concentration that must be given attention by the GMIS Board.

## **GEM Advertising**

Realizing the potential revenue source from advertising in the GEM, the Executive Board must apply more emphasis on this aspect of that official GMIS International publication.

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The related strategy regarding the GEM is that the Executive Board has committed to recruiting vendors that will advertise in the GEM. Each Board member will attempt to recruit at least one advertisement. The Advisory Council will be asked to assist. Projected GEM advertising revenue through fiscal year 2009 follows:

Table A – Projected GEM Advertising Revenue

<b>Fiscal Year</b>	<b>Projected GEM Advertising Revenue</b>
2005	\$1,500
2006	\$12,000
2007	\$12,000
2008	\$12,000
2009	\$12,000

### Annual Conference Revenues

The goal of the annual conference is to provide a timely and focused conference for a fair and competitive fee. Due to IRS regulations and the tax-exempt status of GMIS International, a net profit from the conference is not the primary objective. However, GMIS International does desire to seek a reasonable profit from the conference to fund beneficial programs for its membership. The accounting for the conference is done separately by the conference committee and the net profit / loss statement is submitted to GMIS International for inclusion on the Form 990.

Historically, the conference has generated surplus revenue. 20% of the revenue is retained by the hosting State Chapter and 80% is allocated to GMIS International. If a single member agency hosted the conference, 100% of the surplus revenue is allocated to GMIS International. Conversely, any conference loss is absorbed by the general fund. The surplus revenue that goes to the GMIS International general fund is used to cover GMIS International operating expenses and special initiatives to serve the membership base. (Website, membership billing, marketing, etc...) The following table shows the historical conference profit/loss amounts.

Table B – Projected vs. Actual Annual Conference Profit/Loss Amounts

<b>Fiscal Year</b>	<b>Location</b>	<b>Expected Profit/Loss</b>	<b>Actual Profit/Loss</b>
1993	North Carolina		12,780
1994	Cedar Rapids, IA		00
1995	Park City, UT		4,725
1996	Rolling Meadows, IL		6,151
1997	Mobile, AL		19,311

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1998	Ft. Lauderdale, FL		14,673
1999	Charlotte, NC		19,119
2000	Atlanta, GA		23,538
2001	Niagara Falls, NY		53,360
2002	Santa Fe, NM		11,042
2003	Salt Lake City, UT	20,480	20,483
2004	Wichita, KS	7,500	5,131
2005	New Haven, CT	10,000 conservatively	- 0
2006	Charleston, SC	10,000 conservatively	- 4,307
2007	Reno, NV	10,000 conservatively	- 62,095
2008	New Jersey	10,000 conservatively	- 6,643
2009	Rhode Island	10,000 conservatively	-
2010	Georgia	10,000 conservatively	
2011	Santa Fe	10,000 conservatively	

Upon review of the conference accounting papers in past years, most of the profit came from vendor participation. This is an indicator of how the growing relationship between vendors and GMIS International can help the organization continue to provide high quality services at a very reasonable price. It emphasizes the effective strategy of nurturing the relationship GMIS International has with vendors.

### **Summary: Revenues**

With the fairly static number of member agencies or vendor affiliates during the past few years and with some increases in operating expenses, actual revenue is projected to remain the same or reduce. A strategy that could provide GMIS International the best opportunity to increase revenues is to further develop the conference and vendor partner program. These items will require consistent Board attention.

## Headquarters Operations

### Background

GMIS International Headquarters was established in July, 1986 with the following objectives:

1. Centralize and attend to administrative matters
2. Serve as a contact point for member agencies and subordinate State Chapters
3. Provide a location to archive related materials
4. Be of assistance in Chapter development
5. Provide support as required to members of the Executive Board
6. Provide toll free phone support Monday through Friday during normal business hours

In 1993, the Executive Board decided that the Headquarters Executive Secretary would also serve as the Recording Secretary for the Executive Board.

The Executive Secretary staffs GMIS International Headquarters and reports to the Executive Board. The present Executive Secretary services are performed by CMP Management, Inc, a contracted external service provider. Due to the importance of ensuring appropriate alignment of headquarters operations with the GMIS Executive Board, the GMIS Executive Secretary is expected to attend the two semi-annual Executive Board Meetings. GMIS International covers the cost of travel and lodging for the Executive Secretary to attend Executive Board meetings one of which coincides with the annual conference.

### Strategy

A strategic imperative is to continue funding and staffing for the services of the Executive Secretary position. A contract with CMP Management is in place through June 2010. Performance of the service provider, terms and conditions, and scope of services must be reviewed and approved for continuation by the GMIS International Executive Board annually. A formal scope of services is included within the current contract. The Executive Secretary services must continue to provide stability and continuity for the organization. The GMIS International Executive Board is responsible for replacement of the Executive Secretary in the event that the service provider can no longer provide service or if the GMIS Executive Board determines it is in the best interest of GMIS International to terminate the contract.

Important Headquarters archives and materials must be kept and preserved. Archives and related materials should be reviewed, catalogued, labelled, stored and or destroyed appropriately.

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Financial records must be maintained for four years including the current fiscal year. All meeting minutes should be permanently retained. The bylaws must be maintained along with historical documents, photographs, or videos reflecting development, growth and direction of the organization. One copy of each GEM, Conference booklet and User Survey reports for each year must be archived.

Members of the Executive Board perform other GMIS International administrative duties. These duties include maintenance of bylaws, policies, procedures, contracts, and the strategic plan. The Board also focuses on chapter support, member recruitment, and international affiliations. *GMIS International's policies have been documented and are available on the GMIS International Website.* GMIS will continue to document and properly store all new policies and procedures to ensure compliance with the decisions of the Board and or Membership.

All Board positions with the exceptions of Executive Secretary, Executive Director, and Conference Chair, are subject to election / re-election by the general membership at each annual conference. Three Board positions have specific job functions. They are the International Director, the International Treasurer, and the Chapter Development / Conference Coordinator.

Although the position of International Treasurer is not compensated, the responsibilities and technical skill required to accurately and competently do the job are becoming increasingly complex. During the next couple of years the Executive Board should evaluate and recommend whether the International Treasurer should be a paid staff position much like the Executive Secretary. This assessment would include the workload volume and complexity to determine if the position requirements are substantially greater than what is expected from a non-compensated elected Executive Board member. In the interim, a Certified Public Accountant has been retained for a nominal fee to assist the Treasurer with such administrative tasks and projects as Web support, listserv, taxes and insurance counsel.

All new contracts and or substantive modifications to current contracts executed by GMIS International should be reviewed by an attorney during contract negotiations or when modification to a contract is being considered.

## **Services and Benefits Provided by GMIS International**

Since its inception, GMIS International has focused on its ability to respond positively and cost-effectively to its members. Some of the services offered by GMIS International have been provided by member agencies at little or no charge, generally much less than fair market value.

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These member agencies have given of their resources, including staff time, equipment, supplies, postage, telephone, and so on.

Operation of GMIS International has become more complex and it is becoming increasingly difficult for member agencies to contribute their own individual resources in order to provide the services which GMIS International desires to extend to its membership. Consequently, the Executive Board needs to accomplish the following:

- Examine the current services provided and how they are being performed.
- Identify any other needed services
- Determine how to provide these services along with associated costs

*The services currently performed include:*

- Support subordinate State Chapters and members at large by providing membership, financial, insurance, and other information from GMIS International Headquarters or through the GMIS International President
- Provide Financial, Insurance, and Tax Exempt Status services to GMIS International and subordinate State Chapters
- Produce and distribute the GEM newsletter
- Conduct member surveys
- Provide Annual International Conferences
- Coordinate GMISOPA (GMIS Outstanding Professional Award) and other award programs
- Administer and manage content for the Internet Website
- Provide Listserv

Each of these services is briefly discussed and assessed in the following sections.

## ***Administrative Support***

### **Support Services**

GMIS International Headquarters, with an Executive Secretary knowledgeable about the organization and its related member agencies, provides membership support to current and potential members, performs billing and payment collection, and other administrative services.

## **Financial, Insurance, Tax Exempt Status**

GMIS International has strongly encouraged the formation of subordinate State Chapters in the substantiated belief that the strength of GMIS International lies within these Chapters. Each subordinate State Chapter is provided with financial support, insurance coverage, tax-exempt status, and Headquarters support.

A subordinate State Chapter is included under GMIS International Group Exemption Number 7151 and as such enjoys all the privileges extended by the law to organizations exempt under IRC 501(c) (6). With this structure GMIS International is, ultimately, accountable for the conduct of the chapter.

The original purpose of financial support to Chapters was to help offset start-up costs and most importantly, to provide funds to continue increasing membership within the Chapter. Each year, 20% of the dues paid by member agencies in a given Chapter are returned to the Chapter. It is appropriate to continue this support. Chapters should be strongly encouraged to use this money for membership enhancement.

GMIS International continues to provide liability insurance coverage to its Chapters. The executive Board should review and evaluate this coverage on an annual basis. Each subordinate State Chapter is currently under the umbrella of GMIS International coverage, which at the present time is up to \$1,000,000 per conference.

GMIS International also provides for tax-exempt status for itself and for the subordinate State Chapters. GMIS International processes all the paperwork to maintain this tax-exempt status for both itself and the subordinate State Chapters that are listed under GMIS International Group Exemption Number.

Each year, Chapter Presidents should be reminded of these benefits. In turn, Chapter Presidents are encouraged to explain these benefits to their respective membership. Finally, all chapter leaders should become familiar with GMIS International's bylaws, which clearly articulate the relationship between GMIS International and the subordinate State Chapters.

## **GEM**

The GEM (General Educational Materials) is the official publication of GMIS International and is expected to provide informative and helpful information to GMIS International members. The GEM is presently

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published six times each year. Costs associated with GEM publication are paid by GMIS International and are supported in the budget. The Executive Board plans to enhance and modernize the publication content and format.

Since 1999 a Board Member from the Alabama Chapter has been responsible for publishing the GEM. Currently the publication process requires a GMIS Executive Board member, or an individual appointed by the President to supervise the gathering of articles, to edit, and to approve publication of the GEM.

In the issue immediately following the annual conference, the GEM must include conference highlights, the Executive Board meeting synopsis, the approved budget, and an article about the GMISOPA winner.

All issues should advertise the upcoming conference venue and include registration information as well as the link to the Conference Web Site when available. The GEM is distributed via electronic mail and is also posted to the website. Members desiring a printed copy must request that copies be sent via regular mail.

GEM publications focus on technical and management oriented issues. The GEM editorial policy of speaking freely and openly is encouraged, even if issues discussed may be controversial. A concerted effort should be undertaken, i.e. an assignment for each Executive Board member and for each Advisory Council member, to obtain more articles contributed by members and vendor partners. The low number of Members' contributions of articles has been an ongoing challenge. Since it is a volunteer effort, the Board must continue with the strategy of active solicitation, direct encouragement, and improving network ties to meet this challenge. Executive Board members should contribute regular columns.

Vendor affiliates or partners are able to advertise and submit articles in the GEM. As the GEM becomes more attractive to potential advertisers there is an increase in potential advertising revenue. Each member of the Executive Board has committed to recruit a vendor for advertising in the GEM. That commitment should be reconfirmed at each Board meeting.

## ***Annual Conference***

The GMIS International Annual Conference provides one of the most important, significant and cost effective benefits of membership. This event provides an opportunity for all participants to garner valuable information, to learn in educational and informal environments, and to meet and interact with peers. The Chapter Development/Conference Coordinator strives to locate and rotate conference sites in various locations within the United States in order to provide agencies within a given region an opportunity to attend an International Education Conference within their local area. Conferences are typically scheduled within the May to August timeframe. Consideration should be given to avoid conflicts with established State Chapter events. GMIS International also provides conference support services such as website presence, credit card processing and electronic registration.

The Annual International Conference provides myriad of pertinent technical, vanguard, and management topics. These topics showcase areas of automation and information technology management unique to state, county, and local governments. Vendors are invited to demonstrate their products and services and to participate in the conference activities. Planned social activities are included for all member and vendor registrants. Spouse/significant other guest and children's activities are also scheduled, usually during at least a part of each day of the conference.

The Chapter Development/Conference Coordinator who is a member of the Executive Board is expected to keep on file and maintain a comprehensive set of conference guidelines that will be updated yearly with the experience gained from the most recently held conference. The guidelines provide a roadmap and instructions for the Conference Chair and his/her committees. The Conference Chair and his/her committee are responsible for all aspects of the Annual Conference from inception through final preparation of the financial statements for audit within 90 days of the conference close.

The Conference Chair and Committee determine their own budget, which is reviewed by the Executive Board for final approval. GMIS International normally provides up to \$4,000 as seed money that is paid back to GMIS International, usually after the annual conference takes place. Each annual conference "pays its own way." If profits are realized the hosting chapter receives 20% of the profit. Unique to the 2008 conference, the New Jersey chapter will receive 20% of the first \$10,000 of profit and, all profit greater than \$10,000 is shared 50% with the hosting chapter and 50% with GMIS International. If an individual GMIS member or member

agency hosts an annual conference, all profits, if any, are turned over to GMIS International.

With the recent economic crisis reflected in local jurisdictions budgets, there could be a decline in conference attendance. Conference chairs are urged to strike a balance between their fees and services provided so as many members as possible can take advantage of this important GMIS International benefit. Further, a number of attendees are now paying all, or part of their own expenses. Consequently, each year the Executive Board must continue to monitor and oversee Conference content and activities closely to ascertain that attendees will be well served for their money. Conference fees and associated expenses must be a premium concern of the Executive Board and should be kept as low as possible in keeping with providing a quality Conference value.

A related strategy discussed by the Executive Board is to begin making video copies of some of the main presentations or possibly allowing presentations via live video. Future conference chairs will consider this option.

### ***Ambassador Award***

The Ambassador Award is given at each Annual International Conference to the person who has recruited the most new members during the previous year. There is one person in the history of GMIS International who had personified the ambassador to the highest level. For more than 20 years before his untimely death, Hershel Strickland with his wife Rosemary served in many capacities including Executive Secretary. Hershel was, and still is, an inspiring example to the officers and membership of GMIS International as a man with passion and courage which he so gracefully applied to serve the organization. His love for GMIS International and his tireless work for it set a very high standard for future “ambassadors” to emulate. To that end the Executive Board decided to rename the Ambassador Award to the ***Hershel Strickland Ambassador of the Year Award***.

### ***GMIS Outstanding Professional Award (GMISOPA)***

The GMIS Outstanding Professional Award (GMISOPA) program, previously known as the MISAPA program, strives to recognize at the staff level an individual in a member agency who deserves recognition for outstanding performance in the profession. An Executive Board member assigned by the President usually administers this program. This program provides positive publicity for GMIS International and should be continued

in its present format. THE GMISOPA winner receives complimentary registration, hotel lodging up to 4 nights, and economy class airfare to accept the award. In 2008, the program was enhanced to provide complimentary Conference registration for the person submitting the nomination of the GMIS OPA winner as an incentive to the membership to submit nominations. This incentive will require evaluation to determine if an increase in nominations occurred and whether it is appropriate to continue this practice.

### ***GMIS Website***

GMIS International provides an Internet presence through its Website, [www.gmis.org](http://www.gmis.org). The Website describes the GMIS International mission and goals, lists the current officers of the organization, and provides other useful information to members and potential members. The Executive Board needs to continuously review and improve the presentation, content and fee payment processing capabilities of the GMIS International Website.

### ***GMIS Listserv***

GMIS International assists in resolving the abundance of day-to-day challenges for its members, by providing a listserv. This capability allows a member agency to post their problems or comments on the listserv and request assistance and advice from other members. A member agency that subscribes to the listserv and who has a potential solution or recommendation can then respond to the requesting agency and at the same time, the response, if desired by the respondent, will be distributed to all participating member agencies. This service has become a main attraction for members who are actively working projects that are common among the GMIS International membership agencies. There have been very few improper postings on the listserv. Members have demonstrated effective self-policing or admonition for others when the Listserv is used for inappropriate purposes. Participants are encouraged to give their opinions as they relate to relevant information technology issues.

### ***GMIS Sponsored Accreditation***

Beginning in 2007, GMIS has worked with the University of North Carolina to designate a year-long study program to provide the Certified

Government CIO (CGCIO) certification. Each class year begins and ends at the GMIS International Conference, with monthly required coursework being completed via the web or offline. This is the first step for GMIS International to offer association-branded certifications as similar organizations have done. The GMIS Executive Director provides oversight of this program.

Beginning with the 2010 fiscal year, a mentoring program will be introduced through the University of North Carolina's Certified Government Chief Information Officer (CGCIO) program. Every new CGCIO program student will be linked to a qualified GMIS International member who will serve as the student's mentor throughout the year. A separate document describing the program and qualifications in detail will be maintained by the GMIS International Executive Director and stored by Headquarters. The strategic intention of GMIS International is to enhance quality leadership attributes and to grow its membership through this program as graduating students go to work in government agencies and register their agencies as GMIS International members.

### ***International Affiliations***

The Joint Cooperation Agreement that GMIS International has with international sister organizations says, "Seeking to strengthen the bonds of friendship and understanding between the members of the local governments in our countries and considering that the development of these friendly ties and cooperation shall serve the cause of global communication and technology exchange, the organizations of GMIS International and 'Sister Organization' hereby resolve to establish and maintain friendly ties and cooperation as local government information technology organizations. This shall be accomplished, among other means, by the exchange of information, newsletters and delegates to conferences."

By building alliances with international sister organizations, GMIS International is providing its members with the opportunity to share with a wider array of municipalities and learn about their best practices and approaches to information technology management. Among the many benefits are:

1. Broadening the effects of information technology in the process of globalization

2. Learning about cost-saving techniques and methods by municipalities working in different economic and government contexts
3. Exposing members to a wider array of software and operating systems for potential technology transfer
4. Providing potential for internships for mutual benefits of the host and the intern
5. Addressing unified issues affecting all organizations' members
6. Developing templates for technology and innovation deployment
7. Noting accomplishments and sharing the results of best practices or new innovations
8. Developing objective performance measurement processes, policies and standards
9. Participating in sister organization workshops and educational conferences
10. Promoting cultural exchanges to expose members to the impacts of technology around the world

## GMIS International Structure

As defined by the Bylaws, GMIS International is structured with officers who are elected annually, except for the President and Executive Director, each of whom move up automatically. The Conference Chair who is appointed by the Executive Board changes annually. The Executive Board, representing all member agencies, forms the essential working structure and it makes decisions regarding the organization operation, develops bylaws, policies, procedures, and strategies for the organization. The following table contains the structure of the Executive Board.

**Table G – GMIS International Officers Structure 2009**

<b>Position Title</b>	<b>Position Status</b>	<b>Board Vote</b>
President	Automatic from 1 <sup>st</sup> V.P.	No
1 <sup>st</sup> V.P.	Elected in General Meeting	Yes
2 <sup>nd</sup> V.P.	Elected in General Meeting	Yes
3 <sup>rd</sup> V.P.	Elected in General Meeting	Yes
4 <sup>th</sup> V.P.	Elected in General Meeting	Yes
Treasurer	Elected in General Meeting	Yes
Past President / Executive Director	Automatic from President	No
Executive Secretary	Salaried Appointed by Executive Board	No

Chapter Development / Conference Coordinator	Elected in General Meeting	Yes
International Director	Elected in General Meeting	Yes
Conference Chair	Appointed by the Board	Yes

There are four Vice Presidents that provide backup coverage to ensure continuity in case of unexpected vacancies in the Executive Board. They serve in support of the President and help level the workload of the organization as the President assigns tasks to each. The Conference Chair is appointed by the Board and is usually nominated for 4<sup>th</sup> Vice President at the conference as the other Vice Presidents are nominated for the respective successive officer positions. All positions subordinate to the President are equal in rank. In future years, where GMIS International assumes more of the Conference management responsibilities, a selection of 4<sup>th</sup> Vice President may likely come from the pool of Advisory Council members.

The Executive Board is not compensated. Each Executive Board member, or his/her agency, pays for his/her own transportation and other meeting expenses unless a request for per diem reimbursement is submitted and approved by the rest of the Board. As new Board Members are elected they are required to provide a letter of support from their agency that states a commitment of support for the next six years as the new Board Member advances through the offices on the Executive Board. It is desired by the Board to standardize this letter by creating a template so that all commitments are the same. The letter representing the basic requirements for future Board Member Agency's commitments is kept on file and can be made available from the Executive Secretary.

## **Organizational Management Strategy**

### **Strategic Considerations for Change and Enhancements**

Executive Board members traditionally have contributed and still do contribute much of their time and their own funds in order to conduct GMIS International business. It is likely that these donations of time and funds may not be as forthcoming in the future. GMIS International must either plan to help finance the Board Members' activities or find a way to cut costs while increasing the workload of this growing organization. The strategy of using teleconferencing and other technologies in order to reduce meeting costs is appropriate. The use of teleconferencing has been frequently used to conduct business in 2008-2009. Continued use of this method or other conferencing technologies is expected.

## ***Board Member Duties***

In 1997/98 the organization developed a list of critical, secondary tasks and activities for which it commits to be responsible. The current Board needs to review and update that list. Currently, the President assigns tasks to Executive Board members. In past years each given office was at least responsible for specific, primary tasks and activities as well as providing active back-up support for the previous office's tasks. The advantage of serving at a President's pleasure allows a President the flexibility to assign those responsibilities and tasks most suitable for a given Board member.

The principal goal is to provide continuity and knowledge for GMIS International to continue to function effectively. The individual office holder should be gaining sufficient knowledge and understanding such that upon becoming President, or moving up due to unexpected vacancies, he/she can provide solid leadership and essential focus with some historical perspective.

The Executive Director's position has more defined, specific roles including acting as advisor, soliciting candidates for office and conducting elections. It is an active, working position, especially for membership recruiting and planning efforts.

The Treasurer's position is charged with at least current bi-monthly reporting to the Executive Board and for maintaining financial records according to standard, acceptable accounting procedures. The Treasurer uses a standard software package called QuickBooks. There is no need at this time to consider making changes.

## ***Advisory Council***

Currently the President with Executive Board approval appoints members of the Advisory Council. Their function is to work with members of the Executive Board and to gain experience with the organization. They also provide a pool of potential candidates for future Executive Board members. Advisory Council members do not vote on Executive Board issues and are not compensated. The 2<sup>nd</sup> Vice President has responsibility to coordinate Advisory Council assignments on behalf of the Executive Board.

The Advisory Council should be comprised of at least four at-large appointments made by the President from the pool of representatives from each subordinate State Chapter or International Member. In this way, enhanced communications and understanding between subordinate State Chapters and the Executive Board may be realized. Advisory Council members would represent insofar as possible, the geographic distribution, type, e.g., State, County, education, and size, i.e. the diversity and complexion of the membership.

Advisory Council members serve actively in working capacities with specific responsibilities yielding tangible results. Each Advisory Council member should be assigned to an Executive Board member. In this way the work of an Advisory Council member enhances the capabilities and efforts of the Executive Board members. Advisory Council members are also encouraged to recruit new member agencies. Advisory Council members serve continuously for no more than three years. As stated previously the experience gained by a person on the Advisory Council prepares him/her for potential election to the Executive Board.

### ***Membership and Recruiting***

GMIS International, as a priority, must provide and increase benefits to retain present members and attract new ones. The Executive Board must determine what the primary interest is for potential members and actively and energetically market the organization. A written action plan should be developed for retaining and increasing membership. This plan would serve as a roadmap for the Executive Board to determine, assign and execute concrete steps to develop, refine and measure effectiveness of membership services.

Membership and recruiting involve considerable effort, fortitude and enthusiasm. Executive Board, State Chapter, Advisory Council, and members at large are needed to champion the recruitment efforts. There is a higher rate of success in recruiting new members when current members passionately share with them their own experiences and benefits received, whenever and wherever possible.

### ***DUES***

The present dues structure for member agencies has remained fairly constant but should be re-evaluated annually by the Executive Board. The philosophy of relating the amount of dues to the size of the member's IT budget remains sound and should be continued. GMIS International must be judicious in any move to increase dues ensuring the best interest of the entire membership.

A careful analysis of the actual cost of providing the range of services to each GMIS International member should be performed. The analysis should also re-emphasize the fact that GMIS provides excellent value for its members. These analyses will provide accurate data from which to consider any changes in dues and should be done on an annual basis.

### **Conclusion**

The overriding strategy of the current GMIS International Executive Board is to maintain focus on its core values by responding to the challenges of better, more innovative government through participation, people, technology and information. GMIS International is headed in the right direction, is poised with a plan of how to accomplish its goals and clearly understands the role it must play. The original structure of the organization created in 1971 continues to be viable even in today's dynamic environment. There is built-in flexibility to accommodate necessary adjustments without forsaking the core values of GMIS International. The Executive Board is committed to executing as many of these strategies as possible to ensure that GMIS International will be a vibrant, effective organization for many years to come.