



## **STRATEGIC PLAN**



***ADVANCING GOVERNMENT ACCOUNTABILITY***

**THREE-YEAR PLAN  
FOR THE PERIOD BEGINNING JULY 1, 2015**



# **ASSOCIATION OF GOVERNMENT ACCOUNTANTS**

## **Nashville Chapter Strategic Plan**

### *Advancing Government Accountability*

The Association of Government Accountants (AGA) organization, established in 1950, is the premier association for advancing government accountability.\* AGA fosters learning, certification, leadership, and collaboration for professionals and stakeholders committed to advancing government accountability.

Established in 1978, the Nashville Chapter of AGA is one of more than 100 chapters across the country that promotes the organization's goals by maximizing member value and providing continuing education and leadership development opportunities to members while serving their communities through volunteer activities.

The Nashville Chapter serves the governmental financial community in middle Tennessee and south-central Kentucky and is a part of the Southeastern Regional governance structure.

The revised Strategic Plan Framework, aligned with AGA's Strategic Long-Term Plan, was adopted by the Chapter Executive Committee on February 27, 2012, for the purpose of defining a clear and compelling vision, mission, and values statement that will guide the chapter's activities. Each committee strategic plan has been reviewed and updated for the 2015-2016 program year.

\*Government accountability: A government's obligation to the people for its actions and use of resources.

## **Strategic Plan Framework**

### ***VISION***

AGA is the premier association for advancing government accountability.

### ***MISSION***

The Nashville Chapter of the Association of Government Accountants fosters learning, certification, leadership, and collaboration for professionals and stakeholders committed to advancing government accountability.

### ***VALUES***

**Accountability** - Promoting and advancing accountability in government

**Communication** - Providing opportunities for members to learn and grow through education, meetings, and networking events

**Diversity** - Respecting the ideas and perspectives of all members

**Integrity** - Fostering the highest professional standards of ethical conduct and behavior and exemplary services to all levels of government

**Leadership** - Providing experience to members to advance leadership roles in government

**Service** - Attending to the needs of our members, the governmental financial sector, and the community

### ***STRATEGIC GOALS***

**Member Value** - The chapter maximizes member value through quality programs, products, and services.

- ★ Attract and retain a diverse and growing membership
- ★ Provide members with opportunities for networking such as meetings and social events
- ★ Provide services to others to demonstrate the chapter's commitment to improving the quality of life in our community
- ★ Provide scholarship programs to provide financial assistance to members and develop future governmental accountability professionals
- ★ Maintain fiscal responsibility of chapter financial resources
- ★ Provide effective communication to members

**Education/Certification** - The chapter enhances government accountability by providing continuing education to meet the changing needs of the government accountability profession.

- ★ Provide quality, affordable training events
- ★ Promote the Certified Government Financial Manager (CGFM) as the preferred professional designation
- ★ Provide speakers at chapter meetings to discuss current events and other topics of interest to our members
- ★ Promote accountability, integrity, and competence in government
- ★ Generate revenue to support other chapter activities

**Leadership/Professional Development** - The chapter provides opportunities for members to serve the chapter and gain leadership experience.

- ★ Promote involvement in chapter governance
- ★ Promote active participation by early career members in chapter activities
- ★ Promote involvement of members in national leadership roles and award opportunities
- ★ Acknowledge contributions made by members to enhance chapter and national activities
- ★ Maintain or improve our chapter's leadership position at the regional and national levels

The individual committee strategic plans that follow are organized in line with the sections in the Chapter Recognition Program.

## **Section I – Chapter Leadership, Planning and Participation**

### **CHAPTER GOVERNANCE STRATEGIC PLAN**

**Goal:** Maintain an effective governance and financial structure.

**Strategies:**

- ★ Develop and implement a three-year strategic plan that aligns with the chapter’s Strategic Plan Framework and the National Chapter Recognition Program.
- ★ Annually review how chapter business is organized and conducted.
- ★ Produce and maintain policies and procedures to assist the Chapter Executive Committee (CEC) and other committee members in their positions.
- ★ Prepare an annual budget that defines how chapter funds will be spent for the fiscal year.
- ★ Ensure expenditures are within budget.
- ★ Monitor the chapter’s financial condition by the preparation and review of financial statements.
- ★ Require an annual evaluation of the chapter’s year-end financial statements with a review of the system of internal control.
- ★ Conduct meetings in accordance with chapter bylaws and prepare and obtain approval of CEC and chapter meeting minutes.

**Indicators:**

- ★ Achievement of the Platinum Chapter Designation, which is the highest level of recognition in the National Chapter Recognition Program.
- ★ Publication of the chapter’s Citizen-Centric Report annually on the website.
- ★ Publication of the annual evaluation and financial statements on the website.
- ★ Availability of all CEC and chapter meeting minutes on the website.

## **FINANCE COMMITTEE STRATEGIC PLAN**

**Goal:** Provide assistance with recording the chapter's history, reporting to the Internal Revenue Service, collecting funds at chapter events, and consulting on financial issues and chapter policies.

### **Strategies:**

- ★ Throughout the chapter year, accumulate the information needed to compile the history report.
- ★ Obtain the financial information needed for the federal tax return from the Treasurer after the year-end closing.
- ★ Provide individuals to collect cash and checks at chapter meetings and education events and properly account for receipts.
- ★ As requested, consult with chapter officers and committees on financial issues, internal controls, and policies and procedures.

### **Indicators:**

- ★ Submission of the Chapter History Report to the AGA National office, the Regional Vice President, the Senior Vice President for Regional Services, and the Chapter Executive Committee (CEC) and posting on the chapter website by September 30.
- ★ Submission of the federal tax return to the Internal Revenue Service by November 15.
- ★ Collection of cash and checks and submission of a receipt report for all chapter meetings and education events in conjunction with the Meetings and Attendance Committee.
- ★ Drafting and presentation of all requested policies to the CEC by the end of the chapter year.

## **Section II – Education and Professional Development**

### **EDUCATION COMMITTEE STRATEGIC PLAN**

**Goal:** Provide professional training, education, and development opportunities that are relevant to the needs of the government professional community.

### **Strategies:**

- ★ Develop and implement an annual plan for continuing education based on topics that are timely and relevant to the government professional community.
- ★ Sponsor and present affordable training conferences, seminars, workshops, and networking opportunities.

- ★ Develop continuing education for targeted sectors of the professional governmental and non-governmental community.
- ★ Develop direct participation opportunities for existing and potential members to present programs in their particular areas of expertise.

**Training:**

To provide programs worth at least 40 CPE credits annually, including:

Participate in various web conferences held by AGA National (2 hours each)

Provide at least one 2-day professional conference (16 hours)

Provide one professional training breakfast meeting (2 hours) and/or a one-half day training seminar (4 hours)

Work with the Program Committee to provide CPE at certain monthly chapter meetings (1 hour each applicable month)

Have other training as developed during the chapter year

In all of our training we will strive to maintain a satisfaction level of above average for training content based upon surveys of participants.

**CORPORATE SPONSORSHIP COMMITTEE STRATEGIC PLAN**

**Goal:** Obtain corporate funding to assist the chapter with educational events. **Strategies:**

- ★ Compile a list of possible corporate sponsors with contact information.
- ★ Contact potential sponsors to request assistance for specific events.
- ★ Provide anticipated revenue amount for inclusion in the chapter’s proposed budget.

**Indicator:**

- ★ Corporate funds are available to supplement the chapter’s funds.

**Section III – Certification**

**CERTIFIED GOVERNMENT FINANCIAL MANAGER (CGFM) COMMITTEE STRATEGIC PLAN**

**Goal:** To increase the number of finance professionals becoming CGFM holders by marketing the service mark, by assisting potential candidates in attaining certification, and by supporting current CGFMs.

**Strategies:**

- ★ Aggressively market the value of the CGFM to governmental employers, especially state agencies and local governments that are not actively promoting the CGFM designation, and the public.
- ★ Encourage employers to use the CGFM among qualifications for employment and promotion.
- ★ Encourage internal recognition by our chapter membership of the value of the CGFM through the use of the mark on nametags and in our newsletter.
- ★ Provide continuing professional education.
- ★ Encourage CGFM certification renewals.
- ★ Actively support attainment of the CGFM through directed study groups.
- ★ Provide incentives to potential CGFM candidates (e.g., exam subsidies.)
- ★ Recognize new CGFMs through chapter recognition in the newsletter, at monthly business meetings, and in press releases.

**Indicators:**

- ★ Submission of annual plan by July 15.
- ★ Receipt of CGFM recognition from the legislative and executive branches of state government and other governmental entities.
- ★ Personal contact with heads of state agencies and local governments to inform them of the CGFM program.
- ★ Contact local Beta Alpha Psi chapters to request opportunities to speak to students about CGFM certification.
- ★ Personal contact with AGA chapter members who are not CGFMs.
- ★ Increase in the number of chapter members and nonmembers attending CGFM training and taking the CGFM exam over the prior year.
- ★ Retention of at least 90% of chapter CGFMs.

**Section IV – Communications**

**COMMUNICATIONS - NEWSLETTER, PUBLIC RELATIONS, AND WEBSITE  
COMMITTEES STRATEGIC PLAN**

**Goal:** Communicate effectively with the chapter members, government financial community, and general public in an integrated and timely manner.

### **Strategies:**

- ★ Inform members, customers, and stakeholders about AGA National and chapter programs, benefits, and accomplishments.
- ★ Provide current information of interest to the members, government financial community, and general public.
- ★ Increase the use of electronic communication and personal contact.
- ★ Use multiple means of communication including newsletter, website, press releases, and e-mail.
- ★ Maintain an up-to-date chapter website.
- ★ Promote public awareness and confidence in the integrity, competence, and professionalism of government accountability professionals.
- ★ Be a leading source of information and knowledge on accountability in government.
- ★ Build relationships with other professional associations and private-sector organizations to expand AGA's influence in the government accountability profession.

### **Indicators:**

- ★ Publication of at least nine newsletters annually.
- ★ Members notified by e-mail of relevant information and events during the year.
- ★ Committees aided in achieving communication objectives.
- ★ Submission of periodic press releases announcing various events and accomplishments throughout the year.
- ★ Regular updates of the chapter website with the latest accomplishments, events, and news.
- ★ Other professional organizations invited to meet with the chapter members.

## **PROGRAM COMMITTEE STRATEGIC PLAN**

**Goal:** Ensure that appropriate speakers are available at each business meeting and provide an opportunity for members to network at a social event. In addition to the monthly business meeting programs, assist in coordination of an annual social event for chapter members.

### **Strategies:**

- ★ Identify meeting dates for eight (8) monthly chapter business meetings for program year 2015-2016.
- ★ Develop a list of relevant topics and subject matter experts available to present at each



business meeting.

- At least four (4) of the scheduled presentations will qualify for CPE credit.
- One (1) meeting will be a joint meeting with another professional organization. Coordination with the Meetings and Attendance Committee required.

- ★ Confirm the speaker for each meeting.
- ★ Coordinate with various chapter committees to conduct an annual social event.

**Performance Indicators:**

- ★ Submitting annual plan by July 15, 2014.
- ★ Confirming each speaker with biography and photograph provided to the newsletter editor by monthly deadline.
- ★ Receiving CPE for at least four (4) of the eight (8) monthly chapter business meetings.
- ★ Holding of joint meeting with another professional organization.
- ★ Holding an annual social event.

**MEETINGS AND ATTENDANCE COMMITTEE STRATEGIC PLAN**

**Goal:** Coordinate all chapter meetings

**Strategies:**

- ★ Secure a location and coordinate or provide meals for all chapter meetings—monthly Chapter Executive Committee (CEC) meetings, monthly chapter business luncheon meetings, and the chapter awards banquet. Secure a location for the year-end CEC appreciation luncheon as directed by the Chapter President.
- ★ Prepare and publicize luncheon reservation notifications via e-mail through the Nashville AGA Google Groups along with reservation deadlines and attendance policies.
- ★ Confirm via e-mail individual luncheon reservations prior to the chapter business meetings and the chapter awards banquet.
- ★ Maintain a list of meeting attendees for all meetings, except for CEC meetings, in conjunction with the Chapter Treasurer.
- ★ Coordinate the member name tags, chapter banner, and drawings for door prizes for the business meetings and chapter awards banquet.

- ★ Prepare and provide the program for the business meetings.
- ★ Ensure the availability and set up of necessary equipment for meetings.
- ★ Seek volunteers for the monthly business meeting invocation.
- ★ Coordinate attendance of all joint meetings with other professional organizations as directed by the CEC.

**Indicators:**

- ★ Luncheon prices obtained from at least three potential venues for monthly chapter business meetings by the end of the first quarter of the calendar year
- ★ Contract signed with local venue for monthly chapter business luncheon meetings.
- ★ Minimal complaints regarding quantity and quality of food provided at meetings.
- ★ Completed attendee list available for each business meeting and the chapter awards banquet.
- ★ Adequate number of meeting programs placed on each table at each business meeting and the chapter awards banquet.
- ★ Invocation provided at the beginning of each business meeting and the chapter awards banquet.

**MEMBERSHIP COMMITTEE STRATEGIC**

**Goal:** Attract and retain a diverse and growing membership.

**New Member Recruitment**

- ★ Establish points of contact at each department to check on guests to gauge their interest in joining. Determine what job classifications are eligible to join AGA. (Recruit)
- ★ Play the National Video during each luncheon. (Recruit)
- ★ First-time guests to chapter luncheon will receive a complementary meal. Each guest is introduced by their member who extended the invitation. (Recruit)
- ★ Send a thank you email to all first time guests to thank them for coming and include membership information and contact information if they have questions. (Recruit)
- ★ Add a table or use part of the registration table at each luncheon and at training events to display membership information and materials. It will be staffed by a membership committee member before and after the lunch to talk to guests who are interested in joining. (Recruit)
- ★ Sponsor Incentive– The member who sponsors the most new members from May to December

will receive a gift. The member who sponsors the most new members from January to April will also receive a gift. (Recruit)

- ★ The chapter will participate in all National New Member Campaigns during the year. (Recruit)

### **Retention of Members**

- ★ Obtain National's retention goal for 2015. (Retention)
- ★ When new members come to their first luncheon as a member, introduce them, and present a welcome bag with a thank you card and AGA swag. Include a business card containing information about the listserv and how to sign us to receive chapter news. (Retention)
- ★ Announce all new members in the newsletter. (Retention)
  
- ★ Perform outreach to members on the suspended lists. Encourage them to renew and track why they chose not to renew. (Retention)
- ★ Email members to remind them to renew by March 31. Members receive points for participating in chapter activities. Members who earn 30 points and pay their dues by March 31 will receive a reimbursement of \$45 of their regular membership dues. This incentive only applies to members who are classified as full members. (Retention)
- ★ Include all members who renewed by March 31 in a drawing for an award. The number of awards will depend on the budget. (Retention)
- ★ Other incentives will be announced as the budget allows. (Recruit/Retention)

### **Other**

- ★ Analyze monthly membership reports and rosters for trends, errors, corrections, etc.
- ★ Work with other chapter committees as needed with activities to encourage member recruitment and retention.

## **EARLY CAREERS COMMITTEE STRATEGIC PLAN**

**Goal:** Promote early career and student membership, active participation in chapter activities, and government employment and aid in the development of the management skills of tomorrow's leaders.

### **Strategies:**

- ★ Prepare and implement an annual plan for early career and student membership development.
- ★ Provide outreach opportunities to college campuses to raise awareness of and encourage participation in AGA chapter.
- ★ Promote careers in government to students.

- ★ Provide mentoring and networking opportunities to involve and develop early career members.

**Indicators:**

- ★ Submission of annual plan by July 15.
- ★ Publication of notices of education activities in the newsletter and early careers section of the website.
- ★ Increase in early career member attendance at luncheon meetings and sponsored social event(s).
- ★ Holding a social event for early career members.

**Section VI – Accountability**

**ACCOUNTABILITY**

**Goal:** Help government entities prepare Citizen Centric Reports

- ★ Develop an annual Chapter Centric Report and submit it to AGA’s National Office.
- ★ Post the Chapter’s Centric Report to our website.
- ★ Work with government entities to prepare Citizen Centric Reports.
- ★ Identify opportunities to market Citizen Centric Reports to government entities.
- ★ Encourage chapter members to participate as National’s Citizen Centric Report reviewers.

**Indicators:**

- ★ Prepare an annual Chapter Centric Report.
- ★ Assist in preparing a Citizen Centric Report for at least two government entities.

**Section VII – Community Service**

**COMMUNITY SERVICE COMMITTEE STRATEGIC PLAN**

**Goal:** Promote and conduct community service activities that enhance the chapter’s and the Association of Government Accountant’s image and reputation.

**Strategies:**

- ★ Establish an annual plan of volunteer service projects that demonstrate the chapter’s commitment to serve the community.

- ★ Encourage chapter members to volunteer their time and effort and contribute their resources to community service projects.
- ★ Increase awareness of members' community service activities.

**Indicators:**

- ★ Submission of annual plan by July 15.
- ★ Participation in or conduct of at least six community service projects annually.
- ★ Publication of community service activities on website or in newsletter.

**Section VIII – Awards**

**AWARDS COMMITTEE STRATEGIC PLAN**

**Goal:** Acknowledge contributions made by members that enhance chapter activities and the government accountability community.

**Strategies:**

- ★ Develop an annual plan that recognizes contributions to chapter activities and to the government accountability community.
- ★ Explore new ways of recognizing individual achievement in the government accountability community.
- ★ Monitor the chapter participation spreadsheet to determine that each member's points are posted in a timely manner.
- ★ Participate in AGA national awards program.
- ★ Publicize the recognition of members and awardees in the chapter newsletter.
- ★ Select and present the scholarship awards—William R. Snodgrass Scholarships and Fawn W. Ellis Scholarship.
- ★ Coordinate the selection of nominees for other established chapter awards.

**Indicators:**

- ★ At least four individuals nominated for national awards annually.
- ★ Member contributions celebrated annually.

★ Scholarships awarded to qualified individuals.

2015-2016 Chapter Executive Committee and Members

<b>Role</b>	<b>Name</b>	<b>Accepted</b>	<b>First Leadership Role</b>	<b>New Member</b>
<b>President</b>	Penny Austin	Yes	No	No
<b>President-Elect</b>	Angela McElrath-Prosser	Yes	No	No
<b>Immediate Past President</b>	Michelle Earhart	Yes	No	No
<b>Secretary</b>	Donna Jewell	Yes	No	No
<b>Treasurer</b>	Katie Armstrong	Yes	Yes	No
<b>Two-year Directors</b>				
Comptroller's Office	Bridget Carver	Yes	No	No
General Services	Emily Gray	Yes	Yes	No
General Services	Debi Moss	Yes	Yes	No
Comptroller's Office	Anna Nickell	Yes	Yes	Yes
General Services	Michael Winston	Yes	No	No
<b>One-year Directors</b>				
Comptroller's Office	Rachelle Cabading	Yes	No	No
Metro Nashville	Pamela Marks	Yes	No	No
Human Resources	Cindy Hobbs	Yes	No	No
Finance and Adm	Charlotte Gentry	Yes	No	No
Finance and Adm	Alicia Reynolds	Yes	No	No
<b>Committee Chairs and Co-Chairs</b>				
<b>AOC</b>				
<b>Chair</b>	Gerry Boaz	Yes	No	No
<b>Community Service</b>				
<b>Co-Chair</b>	Pamela Marks	Yes	No	No
<b>Co-Chair</b>	Emily Gray	Yes	Yes	No
Member	David Lanham	Yes	N/A	No
Member	Scarlett Sneed	Yes	N/A	No
Member	Joyce Bentley	Yes	N/A	No
Member	Tammy Fruscione	Yes	N/A	No
Member	Melvin Jones	Yes	N/A	No

<b>Role</b>	<b>Name</b>	<b>Accepted</b>	<b>First Leadership Role</b>	<b>New Member</b>
<b>Corporate Sponsorship</b>				
<b>Chair</b>	Jennifer Whitsel	Yes	No	No
Member	Martin Brown	Yes	N/A	Yes
Member	Chas Taplin	Yes	N/A	No
Member	Heather Roe	Yes	N/A	No
<b>Communications</b>				
<b>Chair</b>	Karen Hale	Yes	No	No
Member	Vincent Finamore- Photographer	Yes	N/A	No
<b>Webmaster</b>				
<b>Co-Chair</b>	Nathan Abbott	Yes	No	No
<b>Co-Chair</b>	Dan Willis	Yes	No	No
<b>Program</b>				
<b>Co-Chair</b>	Cindy Hobbs	Yes	No	No
<b>Co-Chair</b>	Debi Moss	Yes	Yes	No
<b>Meeting and Attendance</b>				
<b>Co-Chair</b>	John Dunne	Yes	No	No
<b>Co-Chair</b>	Scarlett Sneed	Yes	No	No
Member	Bridget Carver	Yes	N/A	No
Member	Teresa Hensley	Yes	N/A	No
Member	Melvin Jones	Yes	N/A	No
<b>Early Careers</b>				
<b>Chair</b>	Alicia Reynolds	Yes	Yes	No
Member	Carrie Dawson	Yes	N/A	No
Member	Brittany Pressley	Yes	N/A	No
Member	Loriann Davis	Yes	N/A	No
<b>Education</b>				
<b>Co-Chair</b>	Rachel Cabading	Yes	No	No
<b>Co-Chair</b>	Anna Nickell	Yes	Yes	Yes
Member	Tammy Fruscione	Yes	N/A	No
Member	Michael Winston	Yes	N/A	No
Member	Chas Taplin	Yes	N/A	No
Member	Drew Sadler	Yes	N/A	No
Member	Susan Slaton	Yes	N/A	Yes
Member	Lisa Lynch	Yes	N/A	Yes
<b>Awards</b>				
<b>Chair</b>	Jeff Hughes	Yes	No	No

<b>Role</b>	<b>Name</b>	<b>Accepted</b>	<b>First Leadership Role</b>	<b>New Member</b>
<b>Membership</b>				
<b>Co-Chair</b>	Charlotte Gentry	Yes	No	No
<b>Co-Chair</b>	Bridget Carver	Yes	No	No
Member	Keevia Battle	Yes	N/A	No
Member	Melissa Lahue	Yes	N/A	No
Member	Janice Moore	Yes	N/A	No
<b>Finance</b>				
<b>Co-Chair</b>	Alex Warns	Yes	No	No
<b>Co-Chair</b>	Eddie D'Ovidio	Yes	Yes	Yes
<b>CGFM</b>				
<b>Chair</b>	Michael Winston	Yes	No	No