

Georgia Fiscal Management Council



About Us

The Georgia Fiscal Management Council (FMC), a nonprofit organization, began in 1968 as the Fiscal Officers' Council. The Council promotes efficient management of state government resources in a variety of ways. The Council serves its members by encouraging professional development, providing quality educational programs through monthly meetings and a three-day annual training conference.

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NEWSLETTER

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What Are We Measuring?



Cody Whitlock, Chief Financial Officer

By Cody Whitlock, CFO, Georgia Department of Community Health

As the Chief Financial Officer of the Georgia Department of Community Health (DCH), I am inundated with data. We have our financial data in TeamWorks. We have internal applications that are too numerous to count. We receive data from providers and other external stakeholders. We have our federal partners and other state agencies with whom we exchange data. With all this data at our disposal, the question becomes – what are we measuring?

If you do not follow baseball as closely as I do, you may not have noticed the paradigm shift in the sport within the last couple of decades. Traditionally, baseball decisions relied heavily on statistics such as batting average, a metric that, over time, revealed its limitations. Baseball answered with the utilization of *sabermetrics* – the application of statistical analysis to evaluate and compare the performance of individual players. Instead of looking at batting average, baseball organizations now utilize a myriad of data, such as Weighted Runs Created Plus (wRC+), which quantifies run creation, and On-Base Plus Slugging Percentage (OPS), a combination of how well someone can reach base with how well they can hit for average and power. These measurements are now staples of the modern game, widely acknowledged as better indicators of how much a player contributes to overall success of the team.

Like baseball, our financial strategies must transcend traditional measurements. DCH created the Office of Analytics and Program Improvement (OAPI) and the Division of Strategic Finance to assist in this mission. These offices coordinate across the agency, particularly with other finance units, to provide higher-quality information and enriched data for better insights. Through these offices, we are implementing and supporting innovative programs that shape the future of a healthy Georgia, including state directed payment programs. Once approved by the Center for Medicare and Medicaid Services, these programs will result in more than \$1.3 billion in additional federal funding for Georgia hospitals and care providers.

Through OAPI and Strategic Finance, we also updated our Medicaid projections model. With Medicaid benefits accounting for over \$17 billion of our total expense, it is imperative to provide accurate projections. Using higher-quality data and establishing better correlations, the model provides insight into the underlying cost drivers and allows DCH to make more informed decisions related to financial management.

More broadly, state agencies should develop key performance indicators (KPIs) based on data analysis to measure the success of their programs. A call center KPI that shows how many total calls are received provides just that. With more awareness of the underlying program, agencies can allocate resources based on actual needs to drive toward the desired outcome. Applying more appropriate KPIs and data analysis will also foster an environment of enhanced accountability by linking financial allocations to measurable outcomes and performance metrics.

As we expand and apply data-driven decision-making across our agency, I encourage the state to embrace new technologies and concepts. We all must move beyond the "batting averages" of financial analysis and focus on metrics that truly provide value to all Georgians.

Member Spotlight



Jacenta Carmichael is a budget and financial management professional with the Georgia Department of Community Health. She has 7 years of experience with the state, which includes managing state and federal funds. Jacenta serves a subject matter expert and provides leadership managing large complex budgets such as Medicaid and the State Health Benefits plan.

How did you end up in budget?

My experience in the private financial sector, led me to the budget office at the Georgia Department of Community Health.

What is your favorite part of your job and why?

Knowing the work we do at DCH leads to providing healthcare to fellow Georgians and sharing knowledge to other budget professionals.

What is your biggest work challenge?

Managing large complex budgets, having the knowledge to overcome obstacles for a budget with a lot of moving parts.

Advice to other professionals seeking a career in budget?

Be detailed, be able to adapt to change, have knowledge of programs at your agency, and a willingness to learn.

What do you enjoy most about your FMC membership?

I enjoy networking, information sharing and meeting other finance professionals in person that I cross paths with.

Congratulations!

Jacenta was recently promoted to IT Budget Manger specifically managing the Offices of Information Technology and Analytics Program Improvement. She also completed the Budget and Financial Management Certificate program at Carl Vinson Institute.

Training & Education

By Dave Lakly

The Vinson Institute is proud to recognize recent Budget and Financial Management Certification recipients. This program offers an overview of the state's budget and fiscal management cycle, and it covers important information on many topics, including budget and accounting, revenue and debt, and purchasing and internal controls. Students must complete eight classes – and exams! - comprised of 78 total training hours. Students leave this program ready to meet the challenge of working in an ever-changing environment, equipped with knowledge and resources to keep Georgia the best state in the country.

Please join me in congratulating:

Congratulations Certificate Recipients!

- | | | | |
|--------------------|---------------------|------------------|-------------------|
| Blessing Agulonu | Carlos Hardy | Natasha Morgan | Sheila Todd |
| Sherryl Blair | Latresa Harvey | Trang Nguyen | Terrence Tucker |
| Deidra Boan | Allison Heayberd | Shenee Owens | Kevin Wade |
| Tanyka Braithwaite | Mary Heenan | Beau Powell | Detris Westbrook |
| Keon Brown | Monica Hodge | Brittany Powell | LaShawnda Wheeler |
| Clifford Burke | Yvonne Holmes | Beatriz Ramos | Tiffany Widener |
| Monica Bussey | Shawna Johnston | Leslie Rosser | Hilroy Wilson |
| Tracy Conner | Lashanda Kirkland | Nelly Rubio | |
| Cynthia Davis | Vroseline Kone | Carlethia Rushin | |
| April Dodgen | Christina Lam | Kori Russell | |
| Shimike Dodson | Christopher Lampley | Michelle Sherrod | |
| Lisa Garrison | Shakenna Lampley | Hayeon Sim | |
| Shauna Hall | Jana Lokey | Crystal Sorrells | |
| Katie Hamilton | Karen Martin | Rahsaan Thompson | |



Dave Lakly with Tanyka Braithwaite, Keon Brown, Monica Bussey, Lisa Garrison, Vroseline Kone, and Shakenna Lampley on their last day of class.

Scholarship Spotlight

As part of the mission of the Georgia Fiscal Management Council (FMC), there is the availability of up to two scholarships to eligible college juniors, rising college juniors, or graduate students. FMC scholarships are valued up to a maximum of \$1,000.

During 2023, FMC awarded two scholarships. The winners were Makaila McAlpin (State Accounting Office) and Monica Hodge (Department of Corrections). This edition of the FMC Newsletter will feature Monica Hodge.



Monica Hodge has been with the state for six years. She started her career at the Georgia Forestry Commission as a billing and collections specialist. Monica is currently a Business Operations Manager at the Georgia Department of Corrections.



As a state of Georgia employee, how did winning the FMC Scholarship motivate you?

The FMC scholarship did motivate me as I felt supported for this chapter in my life.

What are your career goals?

I have a goal of becoming a chief financial officer and strongly believe that this degree will help me move to necessary jobs to build a stronger basis to stand on.

What do you enjoy most about your FMC membership?

What I enjoy most is the ability to be involved in the meetings to hear speakers talk about a variety of things pertaining to finance. It adds to my perspective and knowledge base that I feel will be extremely beneficial in future roles.

What advice do you have for students thinking about applying for the FMC scholarship?

I would strongly suggest that they thoroughly think about what they want out of their career with the state and express it well. To take their studies seriously as it can build upon the foundation that they currently have and apply it in their current role and future roles. Also, thoroughly take everything that FMC has to offer in making them a better-rounded employee.

FMC Membership

When you are getting ready to change jobs, change your email address to a personal email if you are currently using a work email for your FMC membership account. After starting your new position, you can update your email (login) to your new work email address and update your professional profile on the FMC website.

Instructions on how to change your email (login)

- Log into the FMC website <https://georgiafmc.com>
- Top ribbon: Membership
 - Drop Down: My FMC Account
 - Under “Manage Account”, change the email address, click “Save and Continue”.
- Your email address (login) is changed.

Reminder:

Once you leave your current job, you won't be able to update your FMC password without access to that email account.



Georgia Fiscal Management Council

Join Today

Membership to the Georgia Fiscal Management Council is open to any state employee engaged in a function related to fiscal operation and/or management. If you would like to join, please complete an [application form](#).

Benefits of being an FMC Member

- **Professional Development.** An FMC membership gives you access to up-to-date information on fiscal matters. When a change in methodology, policy or procedure is required, FMC usually hears about it first.
- **Mentorship.** FMC is made up of many leaders across the state of Georgia. These leaders are seasoned professionals and career state government employees. The depth of knowledge is vast and they provide a strong support system within the fiscal community.
- **Leadership Development.** An FMC membership gives you access to an organization where the possibilities of participation is unlimited! Build your leadership skills by serving/chairing on a committee or leading an effort.
- **Networking.** Being a member of FMC allows you to mix and mingle with others in the fiscal community within the state of Georgia. You can establish relationships with other FMC members who share common professional interests and similar business concerns.
- **Jobs.** Most fiscal officers in FMC share open job or vacancy announcements with the FMC since it represents the state's fiscal community.

Council Leadership

Peter Adams	President
Kelly Dudley	President-Elect
Cindy Jones	Past President
Chad Dabella	Treasurer
Alicia Hautala	Secretary

Contact Us

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Council Committees

Meetings & Events (Chair: Peter Adams)

Membership (Chair: [Barbara Kaumeyer](#))

Newsletter (Chair: [Carla Morris](#))

Program and Professional Development
(Chair: [Dave Lakly](#))

Scholarship (Chair: [Teresa Loggins](#))

Sponsorship (Chair: [Kenley Finlayson](#))

Website (Chair: [Kenley Finlayson](#))