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## Thoughts from the President

Can you believe it? Almost an entire year has passed since the last GGFOA annual conference. After attending a July conference committee meeting, I am pleased to report that another excellent program is in the works for 2003. Inside this newsletter you will find a conference agenda. I would like to thank Angela Cole and her committee for their planning efforts. That committee has discovered the secret to life – have fun while you are working! Now we are all counting on you to bring your survivor gear to Savannah this September for the 18<sup>th</sup> Annual GGFOA Conference.

If you are a new member, please plan on attending the New Member Orientation session on Sunday afternoon, September 28. Our membership chair Melody Marlowe and her committee will be hosting this session to give you some insight into GGFOA and its many opportunities.

In other news, progress is being made on the ggfoa.org web site enhancement. Our communications committee chair Amy Burch has put a lot of time and effort into this project. As you are aware, Amy transformed our newsletter this year into a great information tool. I think that you will soon see the same level of detail in the enhanced web site.

Did you attend the summer career development seminar, Banking RFPs and Audit Service RFPs? Stephanie Black's career development committee did an outstanding job in planning this seminar. From the evaluations it was clear that those in attendance received some very beneficial information from the participating speakers. The North Georgia mountain location was a welcome change for all the attendees.

In closing, I would like to thank you for the opportunity to serve as your president this year. It has been a wonderful experience. I have been very fortunate to work with an insightful executive board and a very progressive group of committee chairs. Many thanks to each of them for their participation and enthusiasm. Rest assured that GGFOA is moving forward in a positive and focused way.

Regards,  
*Linda Cramer*

## Employee Owners vs. Employee Renters Which Do You Employ?

By Marnie E. Green

Employees are a lot like cars or houses. The amount of care, attention to detail, and feelings of permanency we project toward our cars or houses is comparable to the way employees view their work relationship. Consider the analogy.

### EMPLOYEE RENTERS

When we rent a car or a house, we are less likely to spend a lot of time caring for it, nurturing it, or preserving it. On vacation, when we hit a big bump on the road, we say, "no big deal ...it's a rental." If we nick the wall of our rented apartment, we say, "oh well, we'll be moving soon." Our attention to the little details are not as precise because we know our relationship with that particular car or house is not going to last forever. Some of our employees are also renters. They view their jobs from a temporary perspective. With the short-timer approach, they are less likely to give great attention to the accuracy or precision of their work. They believe that the quality of their work is "no big deal" because they won't be there for very long. As a result, performance suffers and they look to move on as quickly as they can, once they've gotten what they wanted from our employment.

### EMPLOYEE OWNERS

On the flip side, when we own our own house or car, we are more likely to spend time on the maintenance. We concern ourselves with the cleanliness and appearance of our property. If the car gets a scratch, we may touch it up. More regularly, we give the house a fresh coat of paint. Our property is something we are proud of, and we usually expect to own it for an extended length of time. Many of our employees are owners. They approach their work with a sense of pride. They work hard to maintain the quality of their work, as well as the quality of their relationships, because they know that they'll be there for an extended period. In this day of layoffs, reorganizations, and downsizing, we are creating more opportunities for the renters to thrive. As leaders, we must do our best to create owners and the owner mentality. Recently, The Gallup Organization interviewed 2 million employees at 700 companies nationwide. A significant finding of the report was that employee tenure and productivity are directly related to the relationship between the employee and his or her immediate supervisor. Employee tenure and productivity are key indicators of an employee owner. The conclusion is obvious. If you are a supervisor, you are responsible for creating employee owners. Spend more time cultivating the owners and retaining them for the long term. Don't spend your time on renters. They're going to be moving on anyway.

### FIVE TIPS FOR CREATING EMPLOYEE OWNERS

How do supervisors help contribute to the nurturing of their employees? How do they create employee owners? Here are five tips that have been proved effective.

**1. Recognize your responsibility to retain the owners.** Employee owners don't exist unless someone nurtures the relationship. Until the immediate supervisor accepts the responsibility, the task will go undone. Making employee morale and well being a top priority is a first step.

**2. Provide tons of feedback.** Owners want to know how they are doing and how things are going so that they can constantly make appropriate adjustments. Their goal is to do their best and they can only do that with feedback. If you are not providing feedback on a daily basis, you should be.

**3. Ask for tons of feedback.** Owners have ideas that can be useful to the direction of the work unit. If you are not asking for their input, suggestions, and ideas on a regular basis (and using their ideas), they begin to feel as if they are not as valuable as they could be. By asking for feedback, you create ownership.

**4. Look for hidden talents.** Owners want to contribute in as many ways as they can to help the organization succeed. The ways they do that may be new to you. In one organization where I worked, a clerk asked to be part of the process to develop a new employee manual. Come to find out, his true passion was desktop publishing and graphics. Because the supervisor encouraged him to step out of his role as a clerk, the whole organization benefited from his creative skills and soon afterwards, he was their new graphics specialist. The employee and the organization won.

**5. Ask yourself daily:** What did I do to help an employee become better today? Supervisors get caught up in the daily tasks of trying to get the work done. In doing so, they often lose sight of their job of supporting employees. To create employee owners, spend a little time each day reflecting on the impact you've had on others. In other words, leave them in a better place. Leaving them in a better place will keep them there for the long haul.

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# The Giveaway

By David Brunori

Targeted tax incentives violate all the established principles of sound tax policy. Yet, they keep proliferating.

A few years ago, hotel giant Marriott International “hinted” that it was looking to move its headquarters out of Maryland’s Montgomery County. Virginia politicians sprang into action, offering Marriott \$6 million to cross the Potomac River. Fearing the loss of 3,000 high-paying jobs and a high-profile employer, Maryland countered with \$58 million worth of incentives to stay. It turns out that Marriott was never really interested in leaving Maryland. But it received a windfall for staying put.

With states still reeling from falling tax collections, here’s an idea: End the practice of granting tax incentives to individual corporations as a means of fostering economic development.

Public finance experts have long criticized such targeted tax incentives as violating all the established principles of sound tax policy. Yet, these incentives have proliferated over the past quarter century. Hundreds of companies have received tax breaks worth billions of dollars. Alabama — a leader in the use of incentives — has granted Mercedes Benz more than \$250 million in tax relief.

Some of this is understandable. Politicians want to encourage investment and create jobs, and they believe that the most expedient way of doing so is to lure companies through tax concessions. Politicians also don’t want to lose jobs. A company that is talking about leaving — as Marriott did — is sure to be offered tax breaks to stay. Aware of this dynamic, corporations have used an army of consultants to broker deals for tax incentives. Essentially, corporations have learned to “game” the system.

When it comes to spurring economic growth, incentives are certainly the quick fix. Other ways of attracting companies — creating better schools and transportation systems — take years to develop. Tax incentives can be pushed through the legislature lickety-split and then, just as quickly, the governor and legislative leaders can be standing at a ribbon-cutting ceremony announcing a new manufacturing plant that will employ hundreds of citizens.

Despite its political allure, the targeted tax incentive is a poor policy choice. First, and most important at this time, it costs a lot of money. Even conservative estimates place the lost tax revenue at billions of dollars over the past decade. Curbing or ending their use could balance the budgets in many states.

Second, it’s unnecessary. Corporations are far more interested in access to market, an educated workforce and labor costs than state tax burdens. As former U.S. Secretary of the Treasury Paul O’Neill said during his confirmation hearings: “I never made an investment decision based on the tax code. Good business people don’t do something because of [tax] inducements.” O’Neill led corporate giants International Paper and Alcoa.

Third, tax incentives are patently unfair. Typically, a corporation is offered significant tax breaks for creating a certain number of jobs and investing a certain amount of money in the state. But what of the companies that have already created the jobs and invested the money? They receive nothing. Similarly, corporations that threaten to leave a state often receive tax breaks for staying put. But what of the companies that do not have the nerve or guile to threaten to leave? The companies and individuals not receiving concessions end up paying more to support public services.

Fourth, tax-incentive programs suffer from a lack of accountability. Neither the public nor most political leaders know if the corporations are doing what they promised. There are often no guarantees that the recipients will create good-paying jobs or that a company won’t close down the operation a year or two later.

Under the current system, government action is prompted by fear of losing jobs to other states, dubious promises and empty threats. The system prompts companies that do not receive incentives to lobby legislatures for similar breaks. And, the incentives run roughshod over the ideal that government should minimize its presence in the marketplace.

Competition among the states, based on low tax burdens and good public services, is a good thing. But providing tax breaks to particular companies in return for a promise of doing what most companies would do anyway violates all notions of good government. Ending the practice would result in a fairer, more efficient and more accountable public-finance system. It might just save states a little money as well.

*David Brunori, contributing editor for State Tax Notes and research professor of public policy at George Washington University, can be reached at [dbrunori@tax.org](mailto:dbrunori@tax.org)*

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## Welcome New GGFOA Members

G. Robert Beck	City of Winder	Mark Jackson	MARTA
Nathaniel Bryant	City of Powder Springs	Frieda Lance	City of Adairsville
Miguel A. Figueroa	MARTA	Ruby F Perlman	City of Savannah
Roger Freeman	City of Adairsville	Joy Richardson, CPA,	City of Thomasville
Thomas Fruman	Bronner Group	Ken Sedeckas	Atlanta Housing Authority
Francesca A. Heard	City of Fairburn	Walter A. West	Southwest Securities
Carl W. Henson, Jr.	Catoosa County Government	Robert Whitmarsh	City of Richmond Hill

# Welcome

Myra L. Byrd  
Cherrita Griswold  
Kimberly McGlothlin  
Debby Pryor  
Sharon S. Robinson

Carl Vinson Institute of Government  
Forsyth County Board of Commissioners  
Liberty County Board of Commissioners  
Forsyth County Board of Commissioners  
Jasper County Board of Commissioners

## ***GGFOA MEMBER RECRUITMENT AWARD PROGRAM***

### **ADD UP YOUR POINTS!!!!**

The Annual Conference is a great way to recruit new members. Invite your colleagues and associates to join GGFOA and attend our conference. In the **Member Recruitment Award Program**, one point is awarded for every new member you recruit. The member who accumulates the most points in a year's time wins \$200.00 cash. Membership Applications are available on our website at [www.GGFOA.org](http://www.GGFOA.org) or you can call Lisa Kesler at 706-542-8162.

## **Changes to the Statistical Section of Your CAFR**

The GASB is proposing to make significant changes to the format and contents of the statistical section of the comprehensive annual financial report (CAFR). On Thursday, November 6, GFOA's 8th Annual Governmental GAAP Update satellite videoconference will examine what will change and what will remain the same in the CAFR's statistical section.

The videoconference also will update participants on the changed and expanded note disclosures for investments required by GASB Statement No. 40 and GASB TB 2003-1, impairments of capital assets, and the pending accrual of the cost of postemployment healthcare and similar employee benefits. The four-hour session also will address a number of deficiencies and technical issues encountered in practice in the wake of implementation of the new financial reporting model.

Downlink sites around the country make participation both convenient and affordable. Register now online at [www.gfoa.org](http://www.gfoa.org).

Past Presidents Committee  
"Wise Advice from the Has Beens"

**You Get What You Pay For**



When working as an attorney, Abraham Lincoln deplored petty litigation. So imagine how he felt the day an irate businessman approached him, intent on bringing suit against a bankrupt debtor over an unpaid bill of \$2.50.

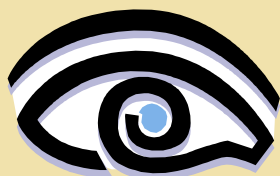
Lincoln tried to dissuade the man from pursuing such a trivial matter, but the man refused on principle. So Lincoln agreed to take the case and asked for a \$10 retainer. The client happily obliged.

After receiving payment, Lincoln gave half of the money to the defendant. With the \$5 windfall in hand, the defendant agreed to pay the debt and thereby settle the matter. The plaintiff was victorious. The defendant had a little money in his pocket. And Lincoln was able to avert an unnecessary lawsuit.

Adapted from *Bartlett's Book of Anecdotes*  
CLIFTON FADIMAN and ANDRE BERNARD, editors Little, Brown and Company

Watch for the changes to the GGFOA website. Coming this fall GGFOA will have a face lift.

The new design will bring members access to message boards.



All GGFOA members will be able to post questions or topics of interest and reply to others.

**Moody's: Municipal Credit Quality Deteriorating**

According to a recent report by Moody's Investors Service, municipal bond market downgrades are approaching parity with upgrades for the first time in a decade. During the first quarter of 2003, there were 90 ratings upgrades and 84 ratings downgrades for a ratio of only 1.1 to 1. The dollar value of the downgrades outweighed the upgrades by a ratio of 2.4 to 1.

Until the first quarter of this year, upgrades had outnumbered downgrades by a significant margin for 10 years. Now the downgrades may actually surpass the upgrades. "Given the weak first quarter results, this ratio could reverse this year, especially if geopolitical uncertainty persists and economic recovery continues to stall," the report said.

As expected, the financial stress experienced at the state level is now trickling down to the local level. Diluted tax revenues and reduced investment income have led to growing fiscal deficits and pension shortfalls for state governments. To balance their budgets, many states have reduced local aid levels, leaving many local governments contemplating service cuts or tax increases. As a result, the credit outlook for tax-backed bonds is not as favorable as last year.

School districts have been particularly hard hit by reductions in state aid. This reality is evidenced by the fact that the first quarter of 2003 marked the first time that more school district general obligation bonds were downgraded than upgraded. Downgrades outnumbered upgrades by a ratio of 1.5 to 1 in the first quarter -an astonishing reversal from the same period last year, when upgrades outnumbered downgrades by a 3.2-to-1 ratio.

Overall, local governments have fared much better than state governments, which rely more heavily on economically sensitive sources of revenue such as income taxes and sales taxes. Record low mortgage rates have sustained the real estate market and, by extension, property tax revenues —the primary source of local government revenue. Upgrades of local government tax-backed bonds outnumbered downgrades by a ratio of 2.8 to 1 in the first quarter of 2003.

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**Three Georgia Counties make Top 10.**

America's Fastest Growing Counties  
July 1, 2001—July 1, 2002

		Percent Increase
#3	Henry County	7.1%
#4	Forsyth	7.1%
#7	Newton	6.6%

Source: US Census Bureau, April 17, 2003

# Surviving and Thriving in Chaos

## GGFOA Annual Conference

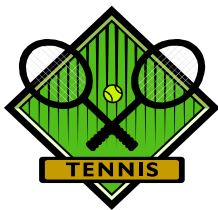
September 28th-October 1st  
Savannah Marriott Riverfront  
Savannah, Georgia

*Join us for the 18<sup>th</sup> Annual Conference in Savannah - "Surviving and Thriving in Chaos"*

The GGFOA Conference kicks off in Savannah, Georgia from September 28<sup>th</sup> to October 1st at the Riverfront Marriott. Registration begins on Sunday and New Member orientation will be that afternoon at 4:00 p.m. In a change from past conferences, Sunday will be a free evening and our social event will be held on Monday evening. Make plans to attend, it is going to be a fantastic adventure at the Pirate's House.



The opening session of the conference will begin with motivational speaker, **Ellen Hester - Sifting Through Confusion**. This year's focus is geared to help all the participants survive and thrive in our chaotic financial times. From sessions on the outlook for legislative issues to the essence of leadership and workshops to network, learn and meet exhibitors and vendors. Also, join us for the Tuesday night social as we see who will win the Significant Achievement Award and the President's Award and throw in a little fun to spice things up.



How's your golf and tennis game? Tournaments will be held at Southbridge Golf and Tennis club. Bring your tennis racquets and golf clubs and enjoy the fun.

Don't forget to sign up for the available tours during registration. A ghost tour has been scheduled on Sunday, and a tour of Savannah has been scheduled on Monday, but limited seats are available.



Remember the deadline for hotel rooms is September 8, 2003. Send in your registration form now. Visit the website for a copy of the registration form at [ggfoa.org](http://ggfoa.org).

See you in Savannah.

# 2003 Conference Sessions

## “Sifting and Shifting Through Confusion” Ellen Hester

**Corporate Luncheon:** Joining us again by popular demand

**John Silva, Managing Director and Chief Economist, Wachovia**

**Purchasing**

Tim Jones, Fayette County

**The New GASB Retiree Medical Accounting Standard**

Christopher, Clark, Palmer and Clay

**Legislative Agenda**

Virgil Moon, Cobb County

**Financial Dashboard System**

Aaron Bovos, City of Alpharetta

**Local Government Financial Reporting Issues**

Mike Bush, Dept.of Community Affairs

**Showcasing Leadership in Financial Management**

Sabrina Cape, The University of Georgia

**Disclosure and Investor Relation Strategies for Bond Issuers**

Lisa Miller Corporate Relations and Training

**Homeland Security**

Gila Bronner, Bronner Group

**Auditor Independence**

Miller Edwards, Mauldin & Jenkins, CPA

**12 Characteristics of Successful Finance Managers**

Rebecca A. Hall, Fitch Ratings

**Essence of Leadership (Part A)**

Jim Stephens, The University of Georgia

**Capital Budgeting**

Eric Johnson, Hillsborough County, FL

**Georgia Local Government Salary Exchange**

David Ringstrom, Accounting Advisors, Inc.

**Essence of Leadership (Part B)**

Jim Stephens, The University of Georgia

**Managing Investments**

Carl Moerbe, Morgan Keegan & Company

**Ethics in Finance**

Dr. F. Erik Brooks, Georgia Southern University

**Indirect Cost Allocation: Theory, Concepts, & Practical Applications**

Steve Burnett & Barry Hall, Governmental Solutions

**Health Insurance**

Kirk McGhee, Nelson, Mullins, Riley and Scarborough

**Raising the Bar! Developing Internal Talent through Succession Management and Mentoring (Part A)**

Allison McWilliams, The University of Georgia

## 2003 Annual Conference - Savannah

### Savannah Marriott Riverfront

100 General McIntosh Boulevard

Phone: 1-912-233-7722 or 1-800-228-9290

Located on the Historic Riverfront connected to world-famous River Street which offers unique shops, taverns, and restaurants. Voted "Top hotel in Savannah" in 2000 by Creative Loafing.

Directions: I-16 E. I-16 turns into Montgomery Street, follow until Bay St., turn right. Follow for 1 mile. Hotel is located on the left.

**Sept. 28 - Oct 1**  
Conf. Registration  
706-542-8162

## 10 Little-Known, Rarely Discussed, Highly Effective Presentation Techniques

by Marjorie Brody, MA, CSP, CMC

- 1) Know Your PAL™ -- Before preparing any presentation for one person or thousands, know your Purpose (inform, persuade, entertain), know your Audience (demographics, attitudes, hot buttons), and know your Logistics (Time allotment, number of people in the audience, time of day for presentation, room arrangements).
- 2) Pay Attention to Timing -- A good strategy for a straight presentation is to plan, prepare and practice for 75% of the allotted time. If you end early, no one complains. Ending late is poor planning. If you expect audience involvement, plan on 50% of the time and 25% for interactive facilitated sessions.
- 3) All presentation material is not created equal. When preparing your speech, consider the must know, should know, could know. Limit material based on time or audience interest.
- 4) Hitting the emotional buttons will create more impact and action than pure data. Include stories, analogies, metaphors and humor to reinforce the key points.
- 5) Create user friendly notes. As Winston Churchill said when he was asked why he carried notes but seldom used them, "I carry fire insurance, but I don't expect my house to burn down." Use bulleted points instead of sentences. Make the type easy to read (use felt tip pen or minimum 18 point type, boldface, if typed), only use the top 2/3 of the page to avoid looking down, use highlight pens to indicate the must/should/could know information.
- 6) Practice out loud saying it differently each time you say it. Peter Drucker says, "Spontaneity is an infinite number of rehearsed possibilities." Tiger Woods still practices!!
- 7) Stage fright is a negative term for excitement. No coach tells the team to be calm. Channel the adrenaline into enthusiasm. You can control the physical symptoms by breathing from the diaphragm, positive visualization and self talk, plus by being prepared and practiced.
- 8) Deliver with passion, it's amazing how catchy enthusiasm is. If your voice is expressive and your gestures animated you will appear to be confident and passionate.
- 9) The question-and-answer part of the presentation may be more important than the actual presentation. Think ahead to all possible questions that might be asked -- particularly the ones that might throw you. Remember to paraphrase the questions before answering them and take into account the motivation of the questioner. When answering the questions look at all audience members -- they may have had the same question. Avoid complementing some questions and not others. Treat all questions and questioners with respect.
- 10) Remember – speaking is an audience-centered sport. Avoid speaking out of ego, appearing too cocky or unprepared. As long as you stay focused on the audience – in preparation, delivery and during the Q and A, you will be a successful presenter.

*Article copyright 2003 Marjorie Brody and Brody Communications Ltd. Marjorie Brody, MA, CSP, CMC, is president of Brody Communications Ltd. in Jenkintown, PA, where she helps individuals and corporations achieve their potential by strengthening their professionalism, persuasiveness and presence. Marjorie has presented to more than 1,000 audiences, and is the author of 15 books, including Help! Was That a Career Limiting Move?, Speaking is an Audience-Centered Sport, and Professional Impressions ... Etiquette for Everyone, Every Day. She has appeared on CNBC several times, Fox-TV, Oxygen Network, and been quoted in The Wall Street Journal, Washington Post, People, Business Week, Fortune and many other national publications. Marjorie can be reached at 800-726-7936, or by visiting [www.MarjorieBrody.com](http://www.MarjorieBrody.com). To sign up for her free quarterly newsletter, go to [www.BrodyCommunications.com](http://www.BrodyCommunications.com).*

## Finding Deepo & Steetcar Desire From Otis White's URBAN NOTEBOOK

### Finding Deepo

Atlanta recently broke ground on an aquarium. Sounds ho-hum—a slew of aquariums have been built in the past 20 years—but stick with this story. The Georgia Aquarium will be one of the largest around, with 5 million gallons of fresh water and salt water and 500 species of animals and fish. It has an odd shape: It will look like a giant ark. Its promoters think it will attract 2 million visitors a year when it opens in 2005. Still not impressed? Get this: It's a gift from one person. Bernard Marcus, who founded Home Depot, the home improvement chain, is paying the entire \$200 million cost out of his pocket and even throwing in an endowment for operating costs. "When it opens," he said at the groundbreaking, "(the aquarium) will have no debt whatsoever (and) will have cash flow from the day it opens." It's a breathtaking act of generosity and apparently reflects Marcus' appreciation for the city that nurtured his company. Marcus retired from Home Depot, but visitors will be reminded of the company in one way. The aquarium's mascot is a fish called Deepo.

### The Pedestrian Accelerator: Streetcar Desire

What's not to like about streetcars? Well, they're slow, and because people jump on and off every block or so, they don't cluster development around stations like subways or even light rail. On top of that, because they use tracks, streetcars lock in cities to their routes, unlike buses. No, wait: Those are all reasons to *love* streetcars, some in **Atlanta** are saying. A well-connected group of business people, developers and politicians is trying to bring streetcars to an eight-mile stretch of Peachtree Street from downtown to Buckhead, the upscale retail and office district north of town. So how would having a slow but permanent mode of transportation help Peachtree Street? The slow ride would encourage people to ride a few blocks and walk a few blocks, one planner said. "I think this could ... effectively open up a walking neighborhood up and down the Peachtree [corridor]," he said. "A streetcar is a pedestrian accelerator." And because streetcars don't have stations, they encourage a more "linear" style of development, which planners think is appropriate for Peachtree Street. Finally, the fact that streetcars use tracks rather than rubber tires would signal developers that investments along the route would be protected. The model that Atlanta boosters point to is **Portland, Ore.**, where streetcars are credited with revitalizing several down-in-the-heels areas. They also like the fact that Portland built its streetcar system with a mix of public and private money; they think if the same financing arrangement can be put together in Atlanta, it'll fly there too. "I would say it's a 70 to 80 percent chance a streetcar will roll down Peachtree Street in the next five years," said one city council member.

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**GEORGIA GOVERNMENT FINANCE OFFICERS  
ASSOCIATION**

For more information on GGFOA organization,  
please contact our central office as listed below,  
or visit our website at [www.ggfoa.org](http://www.ggfoa.org).

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P. O. Box 6473  
Athens, Georgia 30604-6473  
Phone (706) 542-8162  
Fax (706) 542-9856  
Email: [kesler@cviog.uga.edu](mailto:kesler@cviog.uga.edu)



**GGFOA**

*We're on the Web*  
[ggfoa.org](http://ggfoa.org)

## Helpful Contacts

Have questions? Give them a call.

Linda Cramer	President	912-651-6534
Kay Love	First Vice President	706-653-4087
Mike Plant	Second Vice President	404-352-6521
Sheree Shore	Secretary/Treasurer	706-236-4420
Paul Salvatore	Director	770-487-7657
Brad Bowers	Director	770-528-1503
Amy Davis	Director	770-479-0404
Cynthia Beasley	Director	404-848-5314
Angela Cole	Annual Conference	706-653-4085
Stephanie Black	Career Development	229-671-2525
Amy Burch	Communications	229-259-3516
Bill Epps	Government Relations	770-920-3000
Melody Marlowe	Membership	770-535-6898
Jim Triplett	Nominating	770-830-2000
Virgil Moon	Past-Presidents	770-528-2608
Cynthia Hill	Scholarship/Awards	229-259-3517
Mike Bush	Technical Resources	404-679-3132
Lisa Kesler	Central Office	706-542-8162
Judy Wilson	Event Coordinator	706-542-8162

## GGFOA Newsletter and Website Updates

Please send any information for  
GGFOA website updates and  
articles or ideas for submission in  
upcoming newsletters to:

### Communications Committee

Amy Burch

Phone: (229) 259-3516

Fax: (229) 333-1858

Email: [aburch@valdostacity.com](mailto:aburch@valdostacity.com)