

# GFOAT

GOVERNMENT FINANCE OFFICERS ASSOCIATION OF TEXAS

TEXAS GOVERNMENT  
FINANCE

APRIL 2011

## President's Message

APRIL 2011

Dear Colleagues and Friends,

April is nearly over and for most of us the budget is in full swing; in fact it feels more like summer than spring. Isn't the old saying "April showers bring May flowers"? I don't know about you, but we haven't had any showers and it looks like another draught is on the horizon along with an upcoming hot Texas summer.

The GFOA conference in San Antonio is also right around the corner. The conference begins on Sunday, May 22 with the opening session that evening. Don't forget... the GFOAT Texas Welcome Party follows that session and begins around 7:30. The Party is at Sunset Station with a "Western Saloon" theme, and includes good food, drinks, table games and a band for dancing. So grab your boots and we'll see you there.

Also, don't forget the board meeting scheduled for noon, on Wednesday, May 25 following the conference. The agenda will include progress reports on the organization's major initiatives, including the new education program and the website update, as well as, ratification of the 2012 officer slate. I hope you'll be able to attend.

I apologize for the briefness of this message, but I seem to be immersed in the budget already. It's shaping up to be another difficult year financially, with lower assessed valuations and weakening sales tax numbers. This is probably the most stressful time of year for many of us, as we're called upon to solve shortfalls and find solutions that have as little impact to the taxpayers and citizens as possible. I encourage you to step back and don't lose sight of the important things in your life. At the end of the day... budgets always get done and tax rates get adopted.

That's about it for now. I look forward to seeing everyone in San Antonio next month. Happy budgeting!

Until next month,  
Micki Rundell, President

## GFOAT News

On behalf of the GFOAT Board, congratulations go out to long-time GFOAT member Randolph Moravec, PhD. Most of you will recall that GFOAT supported Randy in his efforts to complete his dissertation on leadership in Municipal Finance. The [dissertation](#) is available now. We are proud of you Dr. Moravec!

**SAVE the DATE – May 22** following the GFOA opening reception. All GFOAT members and Texas delegates are invited. Texas Hold 'Em reception at Sunset Station. Watch for another 'save the date' in April and an electronic invitation in May. No hard copy invitations will be mailed. Special Thanks to the following sponsors who are co-hosting this event:

- Bank of Texas
- Bank of America
- Coastal Securities
- FirstSouthwest
- Moody's
- McCall, Parkhurst & Horton LLP
- Siemens
- Southwest Securities
- Specialized Public Finance
- TexPOOL
- Texas CLASS
- Tyler Technologies/Incode
- Wells Fargo

# GFOAT

TEXAS GOVERNMENT  
FINANCE

APRIL 2011

GOVERNMENT FINANCE OFFICERS ASSOCIATION OF TEXAS

**ELECTIONS** The nominated slate was approved by the membership. The board will ratify the results on May 25 in San Antonio. Congratulations to:  
Kent Austin - President Elect; Michael Rodgers – South Representative; Janina Jewell – North Representative; Bret Starr - Secretary

**EXTENDED!!!! GFOAT "GRAND" Membership Drive – STILL UNDERWAY!** Watch for separate letter from your membership chairs. All GFOAT members who refer new members are eligible for a drawing for free registration for our fall conference. Get new members registered by MAY 3, with yourself listed as a referral, and your name will go into a random drawing. We are approaching the target membership of 1000 very quickly and hope to have those bragging rights by May in San Antonio. Remember that anyone applying for membership now will get a 50% discount on their fees!!!! <http://www.gfoat.org/FILES/membership.pdf>

**2011 FALL CONFERENCE** – Plans Underway. Mark your calendar to attend "The Art of Public Finance" in Conroe Texas, November 17 and 18, 2011. Plus the introductory pre-conference workshop on budgeting November 15 & 16.

**2010 FALL CONFERENCE ON DEMAND** - At the fall conference we video-taped several sessions to experiment with a new format. This link will take you to menu to allow video and slideshow presentations of the selected sessions. Remember that these are videos, so they need a bit of lead time to load up. Let us know what you think! - ([www.GFOATondemand.com](http://www.GFOATondemand.com))

## GFOA National Conference

[Tours and Sports Brochure](#)

HOTEL and REGISTRATION OPENING for GFOA National Conference in SAN ANTONIO May 22-25, 2011  
[http://www.gfoa.org/downloads/GFOA\\_2011AnnualConferenceregistrationform.pdf](http://www.gfoa.org/downloads/GFOA_2011AnnualConferenceregistrationform.pdf)

More links: [Conference Brochure](#), [Conference Registration Form](#), [Hotel Reservation Form](#)

Registration is open for the RUN and the GOLF tournament. All Texas members are encouraged to participate in at least one of these events for the networking opportunity and a bit of time to enjoy the beautiful Hill Country climate!

## Job Postings

City of Oak Point, Texas-Finance Manager  
Job Posted on: 4/29/2011  
Closing Date: 6/28/2011  
Salary: Salary range is \$61,611 to \$83,356

City of Bowie-Finance Director  
Job Posted on: 4/19/2011  
Closing Date: 5/10/2011  
Salary: Not specified

Town of Flower Mound-Grants Coordinator/Accountantbook  
Job Posted on: 4/12/2011  
Closing Date: 5/14/2011  
Salary: \$46,505.95 Annually

City Of Corpus Christi-Director of Finance  
Job Posted on: 4/4/2011  
Closing Date: 6/4/2011  
Salary: \$2699.89 - 4786.28 Biweekly

## **GFOAT – Ethics Corner April 2011**

### **Personal Effectiveness and the Finance Officer**

*By Kent R. Austin, CPFO*

As he pulled into the employee parking lot that morning, Prosperitown Chief Financial Officer Kevin Karplowski’s mind churned with the many items competing for his attention.

A City Council meeting agenda item needed preparing and was due that day.

A Fannie Mae bond maturing tomorrow needed reinvesting.

Biweekly payroll timesheets needed review and signature.

That five-year financial forecast he’d been intending to do for the last four years was still waiting to get off the ground.

And there was no telling how many email messages would be waiting in his Outlook inbox. It felt like the day was already lost before it had even begun.

“I’ve GOT to do something different,” he thought. Karplowski had been a local government finance professional for nearly 20 years, but he still became frustrated when trying to balance obligations, stick to priorities, and follow through on what mattered. While the job always got done, Kevin felt more like a “last minute Larry” than a proactive, productive professional.

Most mornings, Karplowski would open his Outlook mailbox and begin reading and responding to messages. He always told himself it would just take ten minutes; then he could focus on the major projects that always seemed to accumulate. And, just like most mornings, an hour had already passed before he shifted his attention away from his inbox.

This day, however, Karplowski decided he would try something different. He decided to take the first 30 minutes of the day to review a collection of articles and book excerpts he kept in a file labeled “Excellence/Success.”

The time turned out to be well spent. Over the next half hour, a series of themes emerged that helped Kevin rethink his approach to his job.

\* \* \* \* \*

#### *Organize for effectiveness/Kill the clutter*

Although some maintain that a messy desk is a sign of genius, most would agree that it’s closer to a cry for help. The more items that sit upon your desktop, the more you will be distracted by items competing for your attention. The devil is not only in the details but in the distractions.

A better approach is to relocate current project materials and task items to files or spaces off your desk. If your attention keeps shifting from the letter you are composing to the other things on your desk, you will spend more time on the letter and feel quietly frustrated at how difficult such a simple task can be. By contrast, if the only thing on your desk is the immediate task at hand, your attention will remain more focused, and your work product will be more satisfying.

One of the oldest and simplest organizational techniques can also be one of the most effective: the to-do list. By writing out all the to-do's in your head, you can prioritize the tasks and determine their sequence. You can then work on them one at a time, retrieving materials from your file drawer or other space only when you are ready to work on them. Additionally, crossing off a to-do provides a reinforcing sense of satisfaction and completion.

Time management and organization experts often note that “clutter = unmade decisions.” Look around your work space. Chances are most items are still sitting out because you haven't decided what to do with them. You pick them up, think about them for a moment, then put them back down, only to repeat the process later.

Unfortunately, clutter has an insidious ability to sap your energy. It acts as a silent reproach that reminds you how far behind you are and tries to divert you away from your real priorities. It increases frustration and becomes a dead weight on your day. Develop ways to kill the clutter and you will experience a feeling of space and possibility.

#### *Seek breakthroughs*

Many times a project will languish because of one stumbling block. It may be as small as a phone call that needs to be made, or a meeting that needs to be called to resolve an issue. Soon the roadblock appears much larger than it really is, and procrastination sets in. This becomes another energy zapper, as neatly captured in the classic William James quote: “Nothing is so fatiguing as the eternal hanging on of an uncompleted task.”

A breakthrough is needed to get things moving forward again. One method is to call for backup – pull together one or two colleagues, explain the situation, and spend a few minutes brainstorming solutions. Fifteen minutes may be all it takes to work through the problem that has been holding you up for months.

Another breakthrough method is to draw a “mind map.” This technique involves drawing a small circle in the center of a sheet of paper, then writing the name of the issue in the circle. Begin listing major ideas on spokes radiating out from the center circle. As you think of related supporting ideas, write them on smaller lines attached to the relevant spoke. Once you have a decent number of thoughts on paper, you can sift through them and develop a schedule, a to-do list, or an outline.

A third breakthrough method is to schedule an appointment with yourself. Choose a date and time within the next week, then block out the time as you would a meeting with another person. Focus on nothing but the task at hand during the appointment. Forward your phone calls to voice mail, shut down Outlook, and let your co-workers know you are in “lockdown” mode. Know

that when you emerge from the appointment, you will have made progress and can move forward.

*Maintain positive energy and capacity*

In their book, “The Power of Full Engagement,” Jim Loehr and Tony Schwartz write that “managing energy, not time, is the fundamental currency of high performance. Performance is grounded in skillful management of energy.” Similarly, in his famous “Seven Habits of Highly Effective People,” Stephen Covey describes the concept of “production capability.”

Both ideas recognize that productivity and effectiveness rely on an underlying foundation of physical, mental, emotional, and spiritual health. These four elements often correlate with each other, moving up and down together. For example, it is almost impossible to be positive and have a good attitude when you are physically unwell or in pain. Fatigue and low energy lead directly to negative emotions, and vice versa.

By contrast, feeling physically well and rested correlates with a positive outlook and emotional balance. Avid runners often note how much more optimistic and ambitious they feel after a run, and how this positive momentum propels them through the day. Find activities or practices that make you feel best and build them into your week.

\* \* \* \* \*

Sitting back in his chair, Kevin Karpowski realized his day was not as hopeless as he first thought. Clearing his desktop of all papers, he pulled out a fresh pad of graph paper and began jotting down a to-do list.

After a few minutes he reviewed the list and numbered the five most important items. He opened Outlook and made a one-hour appointment with himself for later in the week to tackle a long overdue project.

Forwarding his phone to voice mail, he told his secretary he would be in ‘lockdown’ for the next hour while he completed the agenda item for next week’s Council meeting. After that he would review investment options for the maturing Fannie Mae bond and collect quotes from three of his brokers.

Kevin knew that he might not finish everything on his to-do list that day, but chances were good he would knock out the most critical ones and look forward to tomorrow.

**Bibliography**

*Breathing Space: Living & Working at a Comfortable Pace in a Sped-Up Society*, by Jeff Davidson. New York: Master Media Limited, 1991.

*The Power of Full Engagement*, by Jim Loehr and Tony Schwartz. New York: The Free Press Paperbacks, 2003.

*The On-Time, On-Target Manager*, by Ken Blanchard and Steve Gottry. New York: William Morrow, 2004.

“Increasing Professional and Personal Productivity Through Managing Stress,” by Julius E. Rhodes. *Government Finance Review*, August 2006, pp. 42-45.

## BOARD OF DIRECTORS

**PRESIDENT** - Micki Rundell, CFO, Georgetown; 512-930-3677; [mrundell@georgetowntx.org](mailto:mrundell@georgetowntx.org)

**IMMEDIATE PAST PRESIDENT** - Kent Pfeil, Finance Director, Richardson; 972-744-4145; [kpfeil@cor.gov](mailto:kpfeil@cor.gov)

**PRESIDENT ELECT** - Corrine Steeger, Assistant Director, Dallas; 214-670-3676; [corrine.steeger@dallascityhall.com](mailto:corrine.steeger@dallascityhall.com)

**TREASURER** - Keith Nelson, Deer Park; 281-478-7225 [knelson@deerparktx.org](mailto:knelson@deerparktx.org)

**SECRETARY** - Kent Austin, Director of Finance, University Park; 214-987-5310; [kaustin@uptexas.org](mailto:kaustin@uptexas.org)

**NORTH REPRESENTATIVE** - Bret Starr, Irving; 972-721-3750; [brets@ci.irving.tx.us](mailto:brets@ci.irving.tx.us)

**SOUTH REPRESENTATIVE** - Collin Boothe, Conroe; 936-522-3049; [cboothe@cityofconroe.org](mailto:cboothe@cityofconroe.org)

**AT-LARGE REPRESENTATIVE** Karen Rhodes-Whitley; [karenr@plano](mailto:karenr@plano)

**TML BOARD REPRESENTATIVE** - Steve Williams, Director of Finance, Conroe; 936-522-3050;  
[swilliams@cityofconroe.org](mailto:swilliams@cityofconroe.org)

**GFOA REPRESENTATIVE** - Roger Roecker, City Manager, Friendswood; 281-996-3211; [rroecker@ci.friendswood.tx.us](mailto:rroecker@ci.friendswood.tx.us)

## GFOAT FOUNDATION

**PRESIDENT** - Charles S. Cox, Farmers Branch; 972-919-2518; [charles.cox@farmersbranch.info](mailto:charles.cox@farmersbranch.info)

**VICE PRESIDENT** - Teri Roche, Baytown; 281-420-6592; [teri.roche@baytown.org](mailto:teri.roche@baytown.org)

**SECRETARY/TREASURER**- Michael Higgins, Missouri City; 281-403-8614, [mhiggins@missouricitytx.gov](mailto:mhiggins@missouricitytx.gov)

**DIRECTOR** – vacant

**DIRECTOR** - Steve Williams, Conroe; 936-522-3050; [swilliams@cityofconroe.org](mailto:swilliams@cityofconroe.org)

## REGIONAL DIRECTORS

### REGION 2 AMARILLO

Don Jennings, Perryton; 806-435-4014; [djennings@perryton.net](mailto:djennings@perryton.net)

Annette Melius, Dalhart; 806-244-5511; [annette@xit.net](mailto:annette@xit.net)

### REGION 3 CAPROCK-LUBBOCK

Sarianne Beversdorf, Plainview; 806-296-1130; [sbeversdorf@ci.plainview.tx.us](mailto:sbeversdorf@ci.plainview.tx.us)

Deana Watson, Plainview; [dwatson@ci.plainview.tx.us](mailto:dwatson@ci.plainview.tx.us)

### REGION 4 PERMIAN BASIN

James Zentner, Odessa; 915-335-3232; [jzentner@ci.odessa.tx.us](mailto:jzentner@ci.odessa.tx.us)

Kitty Bristow, Andrews; 915-523-4820; [kittybristow\\_cityofandrews@hotmail.com](mailto:kittybristow_cityofandrews@hotmail.com)

### REGION 5 RED RIVER

Vacant

Jim Dockery, Wichita Falls; (940) 761-7462; [jim.dockery@cwftx.net](mailto:jim.dockery@cwftx.net)

#### REGION 6 HUB OF TEXAS

Michael Dane, San Angelo; 325-657-4268; [Michael.dane@sanangelotexas.us](mailto:Michael.dane@sanangelotexas.us)  
Mindy Patterson, Abilene; 325-676-6326; [mindy.patterson@abilenetx.com](mailto:mindy.patterson@abilenetx.com)

#### REGION 7 ALAMO

VACANT

Cynthia Barr, Alamo Heights; 210-822-3331; [cbarr@alamoheightstx.gov](mailto:cbarr@alamoheightstx.gov)

#### REGION 8 FORT WORTH

Alan Dickerson, Little Elm; 214-975-0415; [adickerson@littleeelm.org](mailto:adickerson@littleeelm.org)  
Clifford Blackwell, Bedford; 817-952-2174; [cliff.blackwell@bedfordtx.gov](mailto:cliff.blackwell@bedfordtx.gov)

#### REGION 9 HEART OF TEXAS

Susan Curry, Waco; 254-750-5691; [susanc@ci.waco.tx.us](mailto:susanc@ci.waco.tx.us)  
Martie Gillespie, Killeen; [mgillespie@ci.killeen.tx.us](mailto:mgillespie@ci.killeen.tx.us)

#### REGION 10 HIGHLAND LAKES

Laurie Brewer, Georgetown; 512-930-8462; [Lbrewer@georgetowntx.org](mailto:Lbrewer@georgetowntx.org)

#### REGION 11 COASTAL BEND

Anna Marquez, Corpus Christi [annam@cctexas.com](mailto:annam@cctexas.com)  
Darla Honea, Port Aransas [dhonea@cityofportaransas.org](mailto:dhonea@cityofportaransas.org)

#### REGION 12 RIO GRANDE

Joe Castillo, McAllen; 956-972-7180; [jcastillo@mcallen.net](mailto:jcastillo@mcallen.net)  
Carlos Carrizales, San Juan; 956-702-6440; [ccarrizales@cityofsanjuantx.com](mailto:ccarrizales@cityofsanjuantx.com)

#### REGION 13 NORTH CENTRAL TEXAS

Monika Arris; 972-548-4603; [marris@collincountytx.gov](mailto:marris@collincountytx.gov)  
Linda Bantz, Wylie; 972-442-8141; [linda.bantz@wylietetexas.gov](mailto:linda.bantz@wylietetexas.gov)

#### REGION 14 SAN JACINTO

Kelly Johnson, Bunker Hill Village; 713-467-9762; [kjohnson@bunkerhill.net](mailto:kjohnson@bunkerhill.net)  
Rhonda Daugherty, West University Place; 713-662-5816; [rdaugherty@westu.org](mailto:rdaugherty@westu.org)

#### REGION 15 TYLER-LONGVIEW

Daniel Crawford, Tyler; 903-531-1140; [dcrawford@tylertexas.com](mailto:dcrawford@tylertexas.com)  
Angela Coen, Longview; 903-239-5521; [acoen@ci.longview.tx.us](mailto:acoen@ci.longview.tx.us)

#### REGION 16 BEAUMONT-LUFKIN

Becky Underhill, Port Arthur; 409-983-8150; [rebecca@portarthur.net](mailto:rebecca@portarthur.net)  
Cheryl Dowden, Nederland; 409-723-1509; [cdowden@ci.nederland.tx.us](mailto:cdowden@ci.nederland.tx.us)

### SUPPORT TEAM

#### Executive Director

Becky L. Brooks ([blbrooks@gfoat.org](mailto:blbrooks@gfoat.org)); 817-308-5189

#### Membership/Conference Services 512-231-7400

Lavern Gaines, Texas Municipal League (Conferences, Membership) [lavern@tml.org](mailto:lavern@tml.org)  
Joe Foster, Texas Municipal League (Financial) [jfoster@tml.org](mailto:jfoster@tml.org).

Director of Internet Services - Kenneth P. McLain ([kenneth@gfoat.org](mailto:kenneth@gfoat.org))

## NATIONAL BOARD

GFOA Executive Board  
Bob Scott, Carrollton

## COMMITTEES

### ETHICS

Rhonda Covarrubias, TMRS; [rcovarrubias@tmrs.org](mailto:rcovarrubias@tmrs.org) 512-476-7577  
Jeffrey Johnson, Deer Park; [jjohnson@deerparktx.org](mailto:jjohnson@deerparktx.org) 281-478-7220

### FINANCIAL REPORTING & REGULATORY RESPONSE

Bob Scott, Carrollton; 972-466-3103; [bob.scott@cityofcarrollton.com](mailto:bob.scott@cityofcarrollton.com)  
Keith Dagen, Richardson 972-744-4144; [keith.dagen@cor.gov](mailto:keith.dagen@cor.gov)

### LEGISLATIVE

Bret Starr, Irving; 972-721-3750; [brets@ci.irving.tx.us](mailto:brets@ci.irving.tx.us)  
Winston Duke, Huntsville; 936-291-5437 [wduke@huntsvilletx.gov](mailto:wduke@huntsvilletx.gov)

### MEMBERSHIP

Clifford Blackwell, Bedford; 817-952-2174; [cliff.blackwell@bedfordtx.gov](mailto:cliff.blackwell@bedfordtx.gov)  
Rebecca Underhill, Port Arthur; 409-983-8150; [rebecca@portarthur.net](mailto:rebecca@portarthur.net)

### WOMEN'S PROFESSIONAL NETWORK

Lou Ann Heath, S&P; 214-871-1423; [louann\\_heath@sandp.com](mailto:louann_heath@sandp.com)

### NEWSLETTER & WEB SITE

Kim Galvin, Cleburne; 817-645-0951; [kim.galvin@cleburne.net](mailto:kim.galvin@cleburne.net)  
Matthew Garrett, Prosper; [matthew\\_garrett@prospertx.gov](mailto:matthew_garrett@prospertx.gov); 972-569-1019

### PROFESSIONAL DEVELOPMENT (CGFO)

Lorie Lankford, Georgetown; [llankford@georgetowntx.org](mailto:llankford@georgetowntx.org)  
Micah Grau, Hutto; 512-759-4048; [micah.grau@huttotx.gov](mailto:micah.grau@huttotx.gov)

### PROFESSIONAL AWARENESS (administratively combined with Scholarship)

### PROGRAM DEVELOPMENT

Corrine Steeger, Dallas; 214-670-3676; [corrine.steeger@dallascityhall.com](mailto:corrine.steeger@dallascityhall.com)  
Mike Rodgers, Webster; 281-316-4102; [mrodgers@cityofwebster.com](mailto:mrodgers@cityofwebster.com)  
Sidney Kirk, Weatherford, 817-598-4223 [skirk@weatherfordtx.gov](mailto:skirk@weatherfordtx.gov)

### SCHOLARSHIP, FELLOWSHIP & FOUNDATION

Teri Roche, Baytown; 281-420-6592; [teri.roche@baytown.org](mailto:teri.roche@baytown.org)  
Michael Higgins, Missouri City, 281-403-8614, [mhiggins@missouricitytx.gov](mailto:mhiggins@missouricitytx.gov)  
Clay Caruthers, Hurst; 817-788-7059; [ccaruthers@ci.hurst.tx.us](mailto:ccaruthers@ci.hurst.tx.us)