



# GEORGIA FISCAL MANAGEMENT COUNCIL

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OCTOBER – DECEMBER 2019 NEWSLETTER Since 1968

## LEADERSHIP - ARE YOU PREPARING?



*Lisa Walker, Chief Financial Officer*

**By Lisa Walker, Georgia Department of Community Health**

For an organization to be successful it must have leadership that is established to bring forth a clear and definitive vision, a strategy to move forward and be able to develop a culture structured that will lead to success.

Before this level of success can be obtained, the main priority to understand is, what is leadership? Many organizations have the view that leadership is affiliated with the title of an individual, the position of seniority or the ability to be a good manager. However, none of these attributes defines leadership. In other words, a manager manages tasks, projects, etc. but a leader leads people. Leadership

Is the ability of someone to influence/motivate people to embrace and move toward achieving a common vision. Leadership is making that vision become a reality to those who they are leading. Employees need someone who they can trust, someone who can motivate them, someone who can help them grow and develop. True leadership is about making an investment in people and helping them become all they can be to grasp the vision.

With this investment, any organization is destined for success because people want to be a part of something that values them, recognizes them and equips them with the tools to be successful. After all, the goal is to get people to embrace and move toward a common vision and this is done by developing those to be the next leaders to follow.

So, what is the vision a leader needs to create? The vision is the end goal of a future event based on the environment of the organization and the behavior of those in the environment. A leader's responsibility is emphasizing the positive changes the vision will create and how those changes will benefit the employee. By delivering a vision that will motivate employees by highlighting how they are a part of the progress and rewarding the progress, success will be gained.

To motivate employees to grasp the vision, the leader has the role of coaching and mentoring a team. There are usually employees who are high performers at every organization that complement each other. So, the goal is to develop those skills and train and transfer those skills to other team members who need to rise to the level of a high performer.

Without strong leadership, performance will remain low, there will be a lack of growth and little to no success. It takes leadership to put things in perspective related to the actions to be taken to deliver the results needed. This takes leaders who have the ability to motivate the workforce and increase morale to guide the organization during periods of change.

Good leadership is important. It is important because a leader needs to inspire their workforce to perform at the highest level possible. By doing so, internally new leaders are being developed. When leaders are developed internally, it establishes a culture where people are wanting to work together as a team. This will transcend throughout the organization to encourage all staff to work hard for everyone, so that collectively the results will be that the performance remains high.

True leaders support their employees. When leaders take this step, employees are motivated and find confidence in their work and employer. A good leader wants their organization and their employees to be successful. This is done by helping the employees be in a position that establishes them to be successful. By providing the proper tools, such as training, mentoring, coaching, praising the employee for a job well done and taking responsibility when things go wrong, place them in that position.

By developing the next leaders, it will have an impact on the organizational culture. An organizational culture that has been developed to make sure the right people are in the right roles, continuous improvement of leadership abilities and the improvement of processes. Building a team of individuals who have a skill set complementing each other, express their opinion, have integrity, lead without disparity and have the understanding that they are not in competition but are a part of a team, this is an organization bound for success and understands true leadership.

Strong leaders should be constantly learning. No one in leadership should come to the point where they believe they have learned everything they need to know. It is completely the opposite. You should never believe you have learned all there is to know, and the goal is to keep developing skills and learning from those who have set the example for you.

There is not a script or a formula for leadership. Every leader has their own style related to their experiences. Although leadership is unique to everyone, there is a common thread. The thread that binds it all regardless of style is the ability to lift an employee's performance to a higher standard. This is one trait that everyone in leadership should possess because no one person can lead alone. Leaders should have the desire and passion to hire, inspire, mentor and develop a team that will continue the momentum to strive toward obtaining the vision the leader has established. With doing so, more leaders will be produced who have the integrity, commitment, shared vision and compassion to carry out the established vision of the organization.

# Forward Thinking Gave Georgia EV Dominance

*By Tim Echols*



Tim Echols, Georgia Public Service Commissioner

In 1998, Georgia legislators saw an opportunity to catalyze electric vehicle technology and Rep. Larry Walker passed a bill that provided a \$1500 tax credit for alternative-fueled vehicles -- including but not limited to EVs. In 2000, that tax credit reached \$5000, and it wasn't until 10 years later that the state tax credit finally did its job. With the introduction of the 2012 Nissan LEAF -- the first mass market, affordable EV to enter the arena -- pioneering consumers had the mechanism to make a substantial commitment on an emerging technology.

Georgia soon became second only to California in electric vehicle adoption -- creating economic opportunities for the state and for drivers. Unfortunately, the credit was axed prematurely and our electric vehicle industry tanked. The State of Georgia, not being a tax-paying entity, had no such mechanism to benefit from the acquisition of electric vehicles financially. When any Georgia driver "fills up" using electricity, they're supporting their local utility, keeping money within the state and shielding drivers (or agencies) from volatile global oil prices. Cobb EMC, an electric co-op in Georgia, provides free charging overnight and Georgia Power offers a special time-of-use rate that has proven to lower the entire household's electric bill. Plus, electric vehicle tax credits are received as part of one's annual tax return -- money that goes back into consumers' pockets. This has positive ripple effects throughout the economy.

Rep. Todd Jones is recommending reinstating a state tax credit and reducing the electric car fee to \$50 could lead to an [estimated](#) \$100 million in gained GDP and \$54 million in increased income in our state. The boost to regional car manufacturing, increased car sales, and other benefits would create approximately 951 full-time-equivalent jobs. A small tax credit can have an outsized benefit.

Additionally, electric cars can save drivers money over the long term. Although electric cars can cost more money upfront, they [cost less than half](#) as much to drive as gas-powered cars. I leased my cars, which is what I still recommend, and put only the first payment down. Filling up with electricity is [equivalent to](#) paying about a dollar per gallon of gasoline, and drivers [save money](#) on maintenance over the life of the vehicle, often offsetting the higher purchasing cost

Electric cars can spur new industries and job opportunities. A massive battery manufacturing plant being build in Jackson County will pump out batteries for EVs and [is the largest](#) economic development opportunity the state has seen in a decade. In Ohio, GM just agreed to sell its plant in Lordstown to a company that will make electric trucks. Global automakers are repositioning themselves for this emerging industry, and the right policies and incentives can ensure that the U.S. has a seat at that table.

Aside from their economic benefits, electric cars, trucks and buses and a clear winner for public health. Tailpipe pollution can lead to cardiovascular disease, cancer and even premature death. Metro Atlanta, for example, [ranks](#) 25th among US cities for the worst ozone pollution, largely due to tailpipe emissions. We have emission stickers here only because we are out of "attainment" with the Environmental Protection Agency's air quality standards. Electric cars have no tailpipe emissions.

Recently, I had a chance to speak to the Fiscal Management Council about the state's potential acquisition of electric vehicles in the fleet. In 2012, using an EV required more planning, more time to travel, and a risk that newer technology will make the car less valuable down the road. Today's electric vehicles, including plug-in hybrids, mitigate that risk. There are 48 vehicles with a plug being built in 2019.

During my presentation, I suggested that even using a non-plug-in hybrid vehicle in lieu of a traditional gas vehicle would result in about a \$1500 per year in operating costs. Additionally, I suggested the state add plug-in hybrids and certain fully-electric vehicles like the Chevy Bolt to the state procurement list. Then, under limited circumstances, allow agencies to acquire a limited number of electric cars if the duty cycle of the vehicle makes sense. Employees would get charging key fobs to be used like the state fuel car and a special arrangement might be made with utilities to install charging stations at reduced or no costs.

Right now, there are two Kia electric vehicles on the state's procurement list: The SOUL EV and the NIRO EV. Others like the Chevy Bolt could be added. By experimenting with electric vehicles, our state can lay the groundwork for the future.

# Teamwork in State Government

*By Carla Morris*

The 2019 annual FMC training conference was held Sunday, October 13, 2019 though Wednesday, October 16, 2019 at the Jekyll Island Convention Center in Jekyll Island, Georgia. I had the opportunity to chair the teambuilding committee, which selected sports as the main theme centered around the slogan “We Are All One Team”. The slogan was selected to identify how all State of Georgia agencies work together to meet the individual mission or goal of each agency.

A successful state government agency promotes teamwork not only from internal teams but should seek to connect with external teams to ensure goals are achieved. Agencies who focus on building internal and external teamwork create a positive culture for achieving its mission. Agencies that build a culture around teamwork will usually find success in employees’ attitudes, productivity, engagement, and view of the organization. The following information provides the foundation and environment for promoting teamwork.

## **Blueprint for successful teamwork**

- Removes barriers that prevent employee success
- Promotes flatter and leaner structures with less hierarchy
- Encourages cross-departmental interactions
- Fosters flexibility and responsiveness, especially the ability to respond to change
- Promote the sense of achievement, equity, and camaraderie

## **Benefits of teamwork**

- Developing a stronger knowledge of the agency
- Seeking a better relationship with all stakeholders and decision-makers
- Viewing management as more willing to listen to ideas
- Feeling empowered to have more influence in the decision-making process

## **Develop a team-focused approach**

- Implement recognition programs
- Encourage social activities
- Outlining clear roles

To create a collaborative environment, team members must practice the following:

## **Have a Common Purpose and Goal**

- Discuss why the team exists.
- Allow each team member to express commitment.
- Create mottoes, symbols, awards, or posters that portray the team as one unit.
- Use the common purpose to prioritize team actions.

### **Trust Each Other**

- Be honest.
- Work to eliminate conflicts of interests.
- Trust teammates (you must trust them before they will trust you).
- Give team members the benefit of the doubt.

### **Clarify Roles**

- Review team members' roles frequently.
- Clarify responsibilities when action planning.
- Learn what others do on the team.
- Figure out ways to help each other.

### **Communicate Openly and Effectively**

- Seek to understand all angles.
- Take responsibility for being heard and understood.
- Work to clear up misunderstandings quickly and accurately.
- Reinforce and recognize team member efforts.

### **Appreciate Diversity**

- Remember that reasonable people can and do differ with each other.
- Try to learn as much as you can from others.
- Evaluate a new idea based on its merits.
- Don't ignore the differences among team members.

### **Balance the Team's Focus**

- Regularly review and evaluate the effectiveness of team meetings.
- Hold team celebrations for achieving results.
- Praise individual effort.
- Design individual performance goals that emphasize both results and teamwork.
- Assign certain team members to monitor task needs and others to monitor relationship needs.

*Resource:*

- <http://www.the-happy-manager.com/articles/why-is-teamwork-important/>
- <http://smallbusiness.chron.com/five-ways-improve-teamwork-workplace-13766.html>
- *Tips for Teams: A Ready Reference for Solving Common Team Problems*, by Kimball Fisher, Steven Rayner, and William Belgard, 1995



### Team Building Committee

Carla Morris – DCH

Kesia Cobb – DPH

Renee Pullin – DPH

Sonya Williams – DHS

Natasia Dyer – DCH

Lavada Zahir – DCH

Dana Robinson-Price – DHS

Kathleen Robinson – DPH

Carmen Freemire – DOE

Landrell Latimore – DHS

Ravenel Dyson – DCH

Ametria Baker – DCH

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# Leadership Book Recommendations

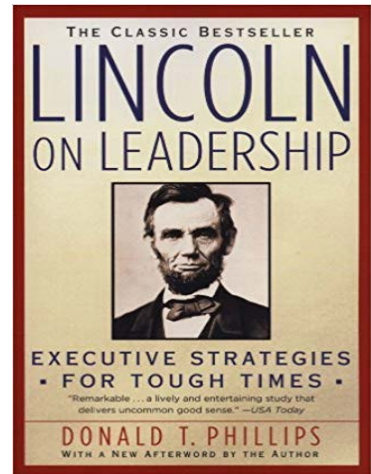
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**Lincoln on Leadership** is the first book to examine Abraham Lincoln's diverse leadership abilities and how they can be applied to today's complex world. ... In **Lincoln on Leadership** you'll discover why you should: Seize the initiative and never relinquish it. Wage only one war at a time.

This is an easy and fast read with

15 Lessons organized across four topics:

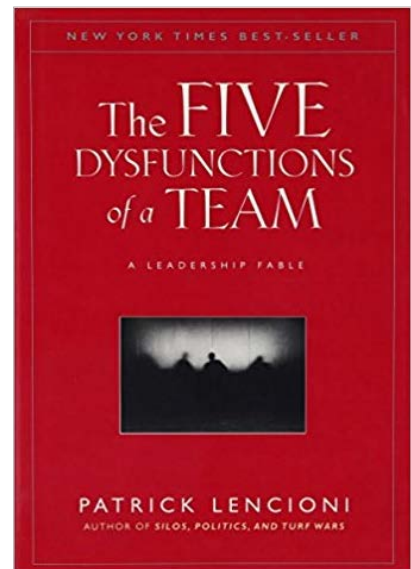
- PEOPLE
- CHARACTER
- ENDEAVOR
- COMMUNICATION



## The Five Dysfunctions of a Team

In this book Patrick Lencioni reveals the basics of teamwork by using a leadership fable, a story of a technology company that is struggling to grow and find customers. The new CEO on board, Catherine Petersen, recognizes the potential of the organization and its people. However, the executives are not working together as a team and therefore impact the entire organization in a negative way.

The team struggles to accept responsibilities and come to any agreements, resulting in negative morale. Throughout the fable the five dysfunctions of their team become evident, i.e. absence of trust, fear of conflict, lack of commitment, avoidance of accountability and inattention to results.



# The Georgia Fiscal Management Council

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Promotes efficient fiscal management of state government operations, knowledge in governmental financial procedures and practices. In addition, the council provides opportunities for the interchange of ideas, methods, and techniques affecting governmental fiscal management. 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](#) and submit following the instructions provided.

## 5 Benefits of being an FMC Member

- 1. Professional Development.** An FMC membership give 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. Trainings are offered to members through monthly meetings, webinars, annual training conferences, and occasional dinner meetings.
- 2. 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.
- 3. Leadership Development.** A 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.
- 4. 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 others FMC members who share common professional interests and similar business concerns.
- 5. Jobs.** Most fiscal officers in FMC share open job or vacancy announcements with the FMC since it represents the state's fiscal community.

# The Georgia Fiscal Management Council

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## Officers & Chairs

Position	Name/Email	Office	Phone#
President	<a href="#">Mike Jackson</a>	TRS	(404) 374-4269
President-Elect			
Past President	<a href="#">Sonja Allen-Smith</a>	DCH	(404) 657-9082
Secretary	<a href="#">Alicia Hautala</a>	HBRO	(404) 656-5050
Treasurer	<a href="#">Rusk Roam</a>	DOE	(404) 656-2502
Membership	<a href="#">Barbara Kaumeyer</a>	DBHDD	(470) 583-1789
Program & Professional Development	<a href="#">Dave Lakly</a>	CVIOG	(706) 248-8872
Scholarship	<a href="#">Teresa Loggins</a>	Agriculture	(404) 686-1104
Website			
Newsletter	<a href="#">Carla Morris</a>	DCH	(404) 463-6673

## Scholarships

FMC offers up to two scholarships to eligible college seniors, rising college seniors, or graduate students. FMC scholarships are valued up to a maximum of \$1,000.

### ELIGIBILITY REQUIREMENTS

- Full or part-time college senior, rising college senior or graduate student.
- A cumulative and major grade point average of not less than 3.0 on a 4.0 scale (transcripts required).
- Endorsement of application by Department Chairperson at current college/university is required.
- A statement that the student intends to pursue a career in public service related to Fiscal Management or Administration.
- A major in Accounting, Public or Business Administration or Finance.

### For additional information or to apply contact:

Teresa Loggins  
Georgia Department of Agriculture  
19 Martin Luther King Jr. Dr. SW  
Room 222  
Atlanta, GA 30334  
[teresa.loggins@agr.georgia.gov](mailto:teresa.loggins@agr.georgia.gov)

**The Carl Vinson Institute of Government honored 40 graduates of the  
Primary Governmental Accounting Series on August 13, 2019**

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**The Carl Vinson Institute of Government honored 51 graduates of the  
Budget and Financial Management Certification Program on August 20, 2019**

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**STATE FINANCIAL TRAINING PROGRAM  
Schedule of Classes for FY2020**

**PRIMARY GOVERNMENTAL ACCOUNTING SERIES**

**Introductory Governmental Accounting Part I \$469**

January 7-9, 2020

January 28-30, 2020

**Intermediate Governmental Accounting \$659**

April 7-9 and April 14-15, 2020

**Introductory Governmental Accounting Part II \$469**

February 4-6, 2020

March 3-5, 2020

**BUDGET AND FINANCIAL MANAGEMENT CERTIFICATION PROGRAM**

**Language of Accounting \$299**

August 28-29, 2019

January 22-23, 2020

**Revenue & Expenditure Analysis \$219**

September 20, 2019

February 12, 2020

**Revenue Administration for State Government \$299**

December 18-19, 2019

May 27-28, 2020

**Internal Controls for State Government \$299**

October 9-10, 2019

February 26-27, 2020

**TeamWorks Literacy & Orientation \$219**

September 19, 2019

February 11, 2020

**Budget Administration for State Government \$299**

October 30-31, 2019

March 25-26, 2020

**Debt Administration for State Government \$299**

December 4-5, 2019

April 15-16, 2020

**State Purchasing Basics NO FEE**

November 6, 2019

March 12, 2020

**ADDITIONAL OFFERINGS / CONTINUING EDUCATION**

**FACE TO FACE**

**Basic Microsoft EXCEL \$119 – 3 CEU**

December 10, 2019

**Advanced Microsoft EXCEL \$119 – 3 CEU**

December 11, 2019

**Federal Grant Compliance Update \$219 – 3 CEU**

March 11, 2020

**WEBINARS**

**Annual GAAP Update Webinar \$119 – 3 CPE/3 CEU**

January 16, 23 and 30, 2020

**Internal Control – Assessing Risk Related to Information  
Technology \$119 – 2 CEU**

February 4 and 11, 2020

**ONLINE ASYNCHRONOUS COURSES**

**Online Accounting for Capital Assets \$119 – 3 CPE/3 CEU**

**Online Annual GAAP Update \$119 – 3 CPE/2.5 CEU**

**Online Essentials of Financial Management \$159 – 5 CPE/4 CEU**

**Online GASB 84: Practical Guidance for Accounting for Fiduciary Activities \$119 – 1 CPE/1 CEU**

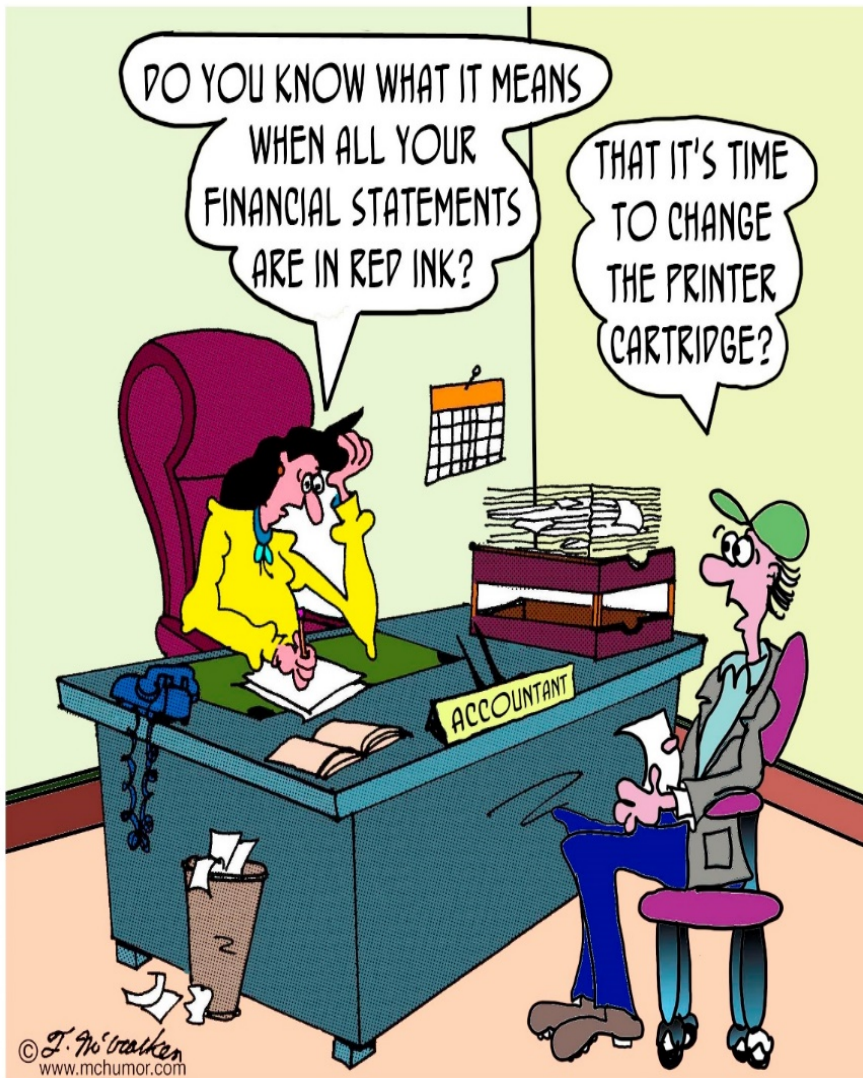
**Online Internal Control for Payroll \$119 – 1 CPE/1 CEU**

**Online Safeguarding Against Fraud \$119 – 2 CPE/2 CEU**

**Online Taking Responsibility for your Financial Statements \$119 – 3 CPE/3 CEU**

**Online Unwrapping the Audited Financial Statements: Financial Statement Analysis, Interpretation and Presentation  
\$119 – 2.5 CPE/2 CEU**

# Financial Funnies



## FOUR LAWS OF ACCOUNTING

1. Trial balances don't.
2. Bank reconciliations never do.
3. Working capital does not.
4. Return on investments never will.