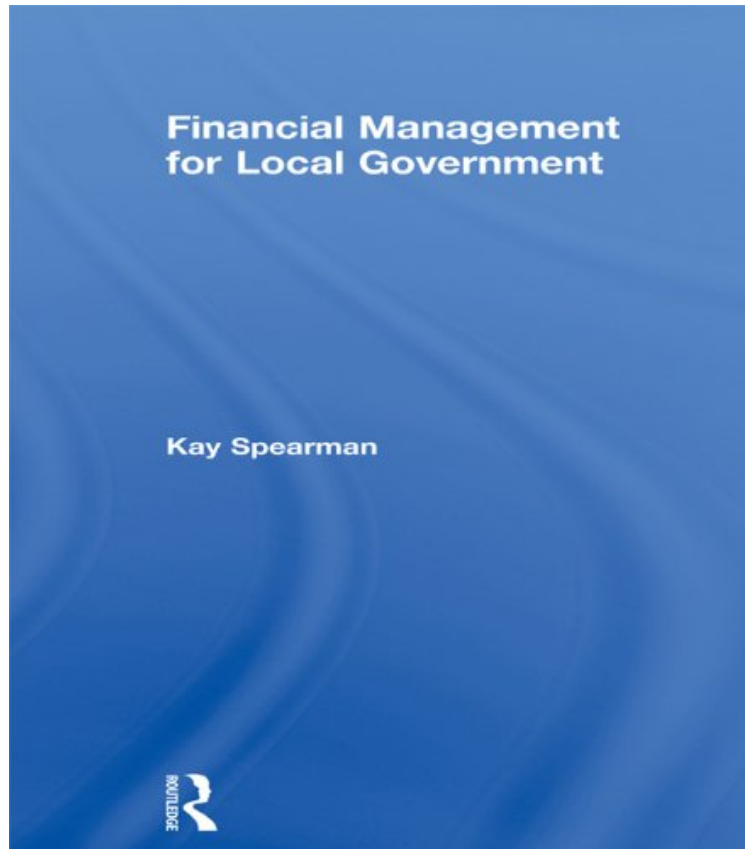


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About the Author Kay Spearman is President of Spearman, Welch Associates, Inc. (formerly The Resource Center), and has more than 25 years' experience in local government finance. He was Senior Municipal Financial Specialist for

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