



**City of Lone Tree Audit Committee
Meeting Agenda
Wednesday, September 2, 2015 at 9:00 A.M**

Meeting Location: Lone Tree Municipal Building, 9220 Kimmer Drive, Suite 100, Lone Tree, CO 80124

Meeting Procedure: The Lone Tree Audit Committee and staff will meet for the Regular Session at 9:00 a.m. Contact Kristin Baumgartner if special arrangements are needed to attend (at least 24 hours in advance).

9:00 A.M. Meeting Agenda

1. Roll Call
 2. Review and approval of June 12, 2015 Minutes
 3. Yosemite Library Reuse Discussion – Torie Brazitis – Assistant to the City Manager
 4. External auditor discussion and selection
 5. GASB 68 overview
 6. CBC Appreciation Event
 7. Discussion of Next Meeting Date (tentatively set for December 2, 2015)
 8. Other Business
 9. Adjournment
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CITY OF LONE TREE
Audit Committee Minutes
June 12, 2015

A meeting of the City of Lone Tree's Audit Committee was held on Friday, June 12, 2015, at 9:00 a.m. at the City of Lone Tree Municipal Office, 9220 Kimmer Drive, Suite 100.

The following Committee members were present:

Chair Daniel Reeb, CPA, Lone Tree Resident
Vice Chair Suzanne Gibson, CPA, Lone Tree Resident
Peter Frenchman, CPA, Lone Tree Resident
Seth Hoffman, City Manager
Kristin Baumgartner, CPA, Finance Director

Kim Monson, Council Member was present via conference call

Also present:

Heather Lunde, Accountant
Susan Opalinski, Manager, Wagner, Barnes, & Griggs, PC

Mr. Hoffman called the meeting to order at 9:05 a.m.

Review and Approval of March 4, 2015 Minutes

No corrections were received after the minutes were sent for review after the meeting. There were no corrections noted. Vice Chair Gibson moved, Mr. Frenchman seconded, to approve the March 4, 2015 Minutes as presented. The motion passed unanimously.

Comprehensive Annual Financial Report (CAFR) Review

Kristin Baumgartner provided a detailed review of the Comprehensive Annual Financial Report. Areas that were highlighted included: the transmittal letter; GFOA Certificate of Achievement; draft audit opinion; Management's Discussion and Analysis section; year-end full accrual financial statements, including the Statement of Net Position and Statement of Activities; Statement of Revenues, Expenditures, and Changes in Fund Balances, along with the respective reconciliation schedules; and Notes to the Financial Statements. Additionally, a brief overview was given of the statistical section.

Wagner, Barnes & Griggs, PC Review of the 2014 Audit Process and Opinion

Ms. Opalinski, provided a timeline of the audit process and what types of information were reviewed to formulate an opinion. The auditors are responsible for expressing an opinion on the financial statements based on their audit, in accordance with auditing standards generally accepted in the United States of America. Those standards require that the audit is completed in a manner that will enable the auditors to obtain reasonable assurance about whether the financial statements are free from material misstatement. Specifically, the procedure included a risk analysis of material misstatement of the financial statements, either due to fraud or error. In conducting the risk analysis, the auditors determine if adequate internal controls are in place and that they are being followed. Ms. Opalinski stated that since a thorough analysis of internal controls were done

in the 2013 audit, they focused on reviewing the process for issuing building permits to ensure that personnel were following the City's outlined procedures in this area. Additionally, the audit includes the evaluation of the appropriateness of accounting policies being used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. Once the auditor determines that the evidence they have obtained is sufficient and appropriate to provide a basis for an opinion, one is given. In conclusion, the City of Lone Tree was issued an Unmodified Opinion, signifying that the financial statements were presented fairly and accurately in accordance with accounting principles generally accepted in the United States of America. Additionally, Ms. Opalinski noted that no adjusting entries were required. Mr. Hoffman and Ms. Baumgartner reviewed with the committee the recommendations given by the auditors, specifically related to a data recovery plan for IT, key person succession, City Clerk office fines and penalties, security of cash receipts of permit fee payments, and a fraud hotline.

After the presentation and discussion of the 2014 Comprehensive Annual Financial Report (CAFR), Chair Reeb moved, Vice Chair Gibson seconded, to accept the 2014 CAFR. The motion passed unanimously.

Review Draft RFP for Auditing Services

In the March 4, 2015 meeting the Audit Committee unanimously agreed to go out for a RFP for 2015 audit services. At the current meeting, Ms. Baumgartner presented an overview of the RFP in which she highlighted the scope and nature of services to be completed by the selected auditors, the reporting requirements, the audit timeline and schedule, and the firm's qualifications. Additionally, she briefly outlined the proposal evaluation criteria, which included qualifications, audit personnel, their approach to the audit and the general fee schedule. The request for proposal will be posted to the Rocky Mountain E-Purchasing System for applicants to view and those interested would submit a hardcopy of their proposal in a sealed package or envelope addressed to Ms. Baumgartner no later than Friday, July 31, 2015. The proposal review by City Staff and Audit Committee is to be completed August 3 – 14, 2015. Once a short-list of applicants are selected, in-person interviews will be conducted August 17-28, 2015. The finalist will be selected no later than September 4, 2015. The audit committee unanimously agreed that the time frame is ample and that they did not see any pertinent data missing from the RFP and directed staff to proceed with posting the RFP.

Next Meeting Date

Discussion was held concerning the next meeting date and it is tentatively scheduled for Wednesday September 2, 2015 at 9:00 am.

Adjournment

Chair Reeb moved, Vice Chair Gibson seconded, to adjourn at 10:30 a.m. The motion passed unanimously.

Respectfully Submitted,

Kristin Baumgartner, CPA
Finance Director

Audit RFP Responses

	<u>Wagner Barnes & Griggs</u>	<u>CliftonLarsonAllen</u>	<u>Eide Bailly</u>
Fee for City Audit	22,900	33,375	64,050
Fee for SCFD Audit	7,700	9,725	13,000
Admin Costs	500		2,300
New client discount			(45,000)
Total for 2015	\$ 31,100	\$ 43,100	\$ 34,350
Single Audit if necessary	\$1,500-\$2,500	\$4,000-\$4,500	\$10,000
Hours	Not provided	430 (includes both)	450 (includes both)
Hourly Rates			
Partner/Principal	\$225-\$250	\$300-\$400	\$250
Managers	\$150-\$165	\$195-\$300	\$200
Senior Associates	\$120-\$140	\$125-\$150	\$150
Associates	\$120-\$140	\$80-\$125	\$80
Future years fees	3% increase each year	3% increase each year	3% increase each year
Experience with GASB 68	Yes	Yes, Paul Niedermuller has presented on this topic at GFOA and AICPA	Yes
Can meet audit timeline	Yes	Yes	Yes
Size	Local Firm - 1 office in Lakewood (11 staff total)	Top 10 Firm, local offices in Greenwood Village and Broomfield	National firm, 5 Colorado offices - one in Tech Center
Audit Partner	Eric Barnes	Paul Niedermuller	Kimberley Higgins
References	N/A - Current auditor	Fort Lupton, Erie, Estes Park, Parker	Douglas County, Thornton, Louisville, Castle Rock
Other notes	-76% of clients are governments	-40% government clients -Provide training opportunities fee of charge, including one day of personalized CPE on-site for City staff -Firm is #1 provider of Single Audits amount peer firms	-33% government clients in Colorado

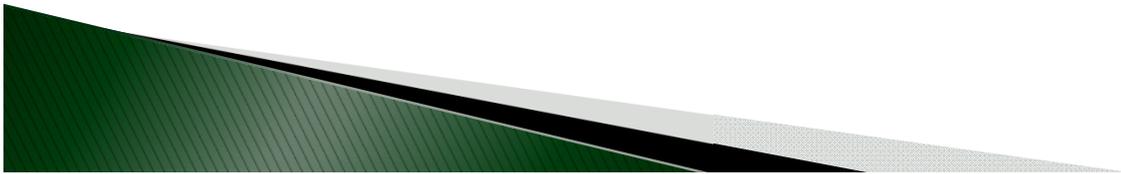
GASB Changes to Pension Reporting for Audit



CITY OF LONE TREE

Background

- ▶ Government Accounting Standards Board (GASB)
 - Independent organization that establishes and improves standards of accounting for U.S. State and local governments
 - Official source of generally accepted accounting principles (GAAP)
 - Must meet GASB and GAAP to receive unqualified auditor opinion each year



Background

- ▶ GASB statements 67 and 68
 - Nation-wide change on how pensions are reported
 - GASB 67 – pension plan provider changes (effective for 2014 year-end financials)
 - GASB 68 – pension plan participant changes (effective for 2015 year-end financials)



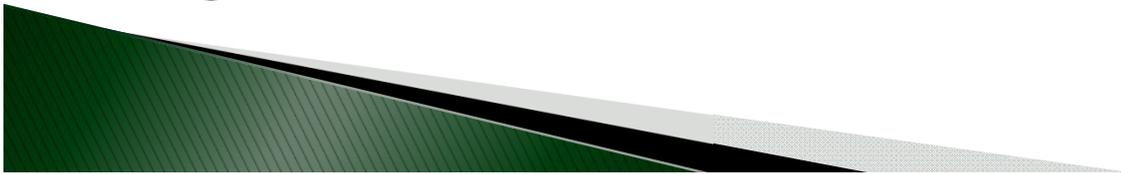
Background

- ▶ Cost-sharing multiple employer pension plans
 - Pension obligations to employees of more than one employer are pooled and plan assets can be used to pay the benefits of the employees of any employer that provides pensions through the pension plan
 - City participates in two of these plans
 - Colorado Public Employees' Retirement Association (PERA) for non-sworn employees
 - Fire & Police Pension Association (FPPA) – for sworn employees



Background

- ▶ Shift from a *funding-based* approach to an *accounting based* approach
- ▶ Contribution requirements are not impacted by this change – employer contribution rates are set by the Colorado Legislature through statutes that govern the plans
- ▶ Goal is to improve the decision-usefulness of employer-level reported pension information and increase the transparency, consistency, and comparability of pension information across governments



Changes to City Reporting

- ▶ Changes year-end audited financials only (no budgetary impacts)
- ▶ Historically
 - Government makes annual required contributions each year to the plans
 - City's contribution – 13.7% PERA / 10.6% FPPA
 - Employee's contribution – 8% PERA / 8.5% FPPA
 - In lieu of contributions to Social Security
 - No asset or liability reported on the government's financial statements
 - Pension expense equals the plan's contribution requirement



Changes to City Reporting

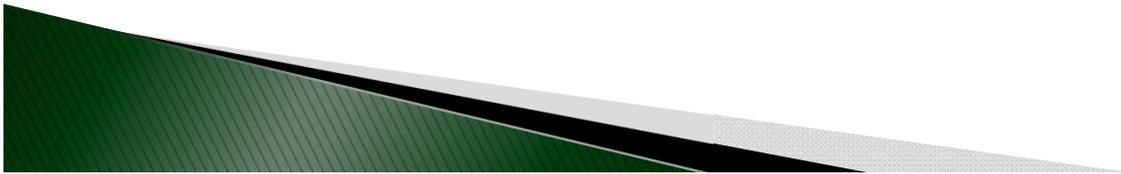
▶ New Pronouncements

- Employers will recognize a liability representing their proportionate share of the plan's underfunded status – net pension liability
 - The net pension liability is based on PERA's and FPPA's actuarial assumptions
- If plan is overfunded, a proportionate share of the asset would be recorded
- Pension expense now is represented by the change in net pension liability from year to year
- Pension-related deferred inflows and deferred outflows of resources



Summary of Changes

- ▶ The key implications of the reporting changes
 - A new balance sheet liability (the Net Pension Liability)
 - New concept of “employer’s proportionate share” of pension-related reporting elements – based on contributions to the pension plan
 - New definition of pension expense (or income)
 - Additional disclosures on the financial statements
 - Effect on ratings is expected to be minimal



Summary of Changes

▶ Measurement Date

- Will most likely correspond to the year-end of the plan (currently we have information from PERA and will for FPPA for 12/31/14)
- City will have to use this as the measurement date to complete the 2015 audit (won't have 2015 information from plans until July–September of 2015)
- Employer contributions made directly by the employer subsequent to the measurement date of the new pension liability and before the end of the employer's fiscal year should be recognized as a deferred outflow of resources



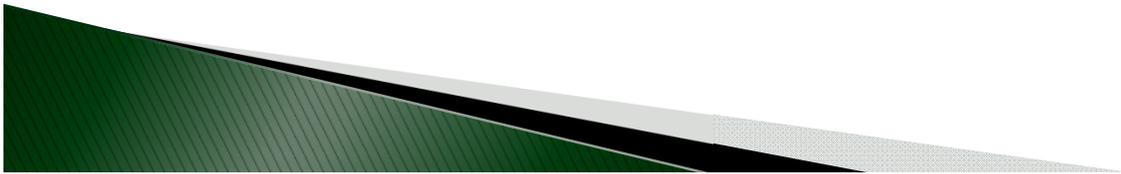
Anticipated impact on City

- ▶ City net position as of 12/31/14 is approximately \$101 million
 - Unrestricted totals approximately \$16 million
- ▶ Anticipate small asset for FPPA
- ▶ Data from PERA – 78.7% funded ratio for Local Govt Division

	Net Pension Liability	Allocation %	City of Lone Tree Share
2014	\$ 896,309,000	0.5227233603%	\$ 4,685,216.52
2013	\$ 822,921,000	0.5097352870%	\$ 4,194,718.72
		Change in NPL	\$ 490,498

Next Steps

- ▶ Will receive information from FPPA in September
- ▶ Finance will work with external auditors to implement all new requirements as part of 2015 audit process in early 2016





A New Approach UNDER GASB

The Governmental Accounting Standards Board (GASB) issued two related statements which substantially change the accounting and financial reporting of pensions for Colorado PERA and PERA employers. GASB Statement No. 67 (GASB 67), *Financial Reporting for Pension Plans*, affects the financial statements of PERA. GASB Statement No. 68 (GASB 68), *Accounting and Financial Reporting for Pensions*, affects the government-wide financial statements of PERA employers.

OVERVIEW

GASB 68 replaces the accounting and reporting requirements of GASB Statement No. 27, *Accounting for Pensions by State and Local Governmental Employers*, for PERA employers and is effective for fiscal years beginning after **June 15, 2014**. The new Statement also replaces the requirements of GASB Statement No. 50, *Pension Disclosures*.

Each employer's obligation was simply considered to be the amount that the employer was contributing toward the plan on an annual basis. GASB now will require, for purposes of governmental financial reporting, that a portion of the total Net Pension Liability (unfunded liability) be shown on each employer's balance sheet even though no employer will be required to pay-off this liability today, or in any accelerated fashion.

It also is important to note that the new Statements no longer require disclosure of funding requirements, but focus only on *accounting and financial reporting issues*—how pension costs and obligations are measured and reported in financial statements. Although the appropriate portion of the Net Pension Liability will show on each employer's balance sheet, contribution requirements to PERA are not impacted by this change. Employer contribution rates are set by the Colorado Legislature through statutes that govern PERA.

Previously, there has been a close relationship between how governments fund pensions and how they account and report information. The new guidance is a decided shift from a *funding-*

based approach to an *accounting-based* approach. According to GASB, this shift will improve the decision-usefulness of employer-level reported pension information and increase the transparency, consistency, and comparability of pension information across governments.

ITEMS REQUIRING DISCLOSURE AND DESCRIPTION

The Total Pension Liability of our pension plan is annually calculated by PERA's actuaries and accounts for each future benefit payment that will be made, decades into the future, to current employees of all PERA employers. The total Net Pension Liability, as described in the new Statements, is determined by subtracting the Pension Plan's Fiduciary Net Position from the Total Pension Liability. The Net Pension Liability as defined by GASB, therefore, is the unfunded liability of employers for plan members' benefits provided through a defined benefit pension plan.

Under the new GASB standards, each employer will be required to report on their financial statements the proportionate share of the overall Net Pension Liability of PERA. An employer's proportion (a percentage) is determined considering the employer's contributions for the current year as a percentage of the current year total contributions from all employers to the plan. This percentage is then applied to the major reporting elements, including the Net Pension Liability, deferrals related to pensions, and pension expense, to determine the employer's proportionate share of each of these items.

(continued on reverse)



Keep in mind that the Net Pension Liability is unlike any of the other liabilities reported on an employer's balance sheet in that it is not immediately due, nor can it be paid off under any accelerated schedule. Contribution rates are set in statute, so an employer would not be able to remit payment, in addition to their statutory contribution amount, for their proportionate share of the Net Pension Liability in order to remove this liability from their financial statements.

It is important to note that rating agencies have been aware of the funding policies and status of governmental pension plans. They have historically incorporated that information into their analysis of a government's ability to meet its debt obligations. Standard and Poor's has stated that it doesn't anticipate significant revisions to states' ratings solely based on the GASB changes. Moody's approach to analyzing pension liabilities does not incorporate GASB 67 and 68, but under its new methodology no state government ratings have been affected by the change in how pension liability is analyzed.

GASB 68 also requires employers to recognize a new measure of the pension expense on their financial statements. The pension expense will no longer be equal to the contribution amount dictated by the contribution rate that is set by statute. Rather, the new pension expense will represent the change in Net Pension Liability from year to year and contain the following items:

- » Annual cost of the current service accrual (normal cost); plus
- » Interest on the Total Pension Liability; plus
- » Amortization of experience gains/losses, changes in assumptions, expected vs. actual investment earnings, and changes in plan benefits; plus
- » Employee Contributions; plus
- » Administrative Expenses; less
- » Expected return on plan assets.

Because this new measure includes items that can change materially from one year to the next, it is imperative to recognize that the amount of the pension expense may be volatile from year to year.

Currently, employers are required to include basic footnote disclosures in their financial statements while expanded information is included in PERA's financial statements. GASB 68 increases the amount of footnote disclosures that are required in the financial statements of PERA's affiliated employers. In order to draft the footnote disclosures, PERA employers will be able to utilize some of the extensive disclosures contained in PERA's financial statements, as well as recommended language PERA intends to make available to all PERA employers.

CONCLUSION

GASB has released two new statements that will substantially change the accounting and financial reporting of pensions for PERA employers and PERA. The key implications of these changes are:

- » A new balance sheet liability (the Net Pension Liability)
- » A new definition of pension expense (or income)
- » Additional disclosures on the financial statements

PERA will continue to work with our affiliated employers and their governing boards to understand and implement the changes required by GASB 68. We encourage all stakeholders to visit PERA's GASB web page, "GASB Reporting Standards," at www.copera.org/pera/employer/gasb.htm which contains information related to the impending changes in financial reporting. Questions or comments can also be emailed to GASBMail@copera.org.

FACTS ABOUT GASB

GOVERNMENTAL ACCOUNTING STANDARDS BOARD

401 Merritt 7, PO Box 5116, Norwalk, Connecticut 06856-5116 ♦ www.gasb.org ♦ 2015-2016

What Is the GASB?

The Governmental Accounting Standards Board (GASB) is the independent organization that establishes and improves standards of accounting and financial reporting for U.S. state and local governments. Established in 1984 by agreement of the Financial Accounting Foundation (FAF) and 10 national associations of state and local government officials, the GASB is recognized by governments, the accounting industry, and the capital markets as the official source of generally accepted accounting principles (GAAP) for state and local governments.

Accounting and financial reporting standards designed for the government environment are essential because governments are fundamentally different from for-profit businesses. Furthermore, the information needs of the users of government financial statements are different from the needs of the users of private company financial statements. The GASB members and staff understand the unique characteristics of governments and the environment in which they operate.

The GASB is not a government entity; instead, it is an operating component of the FAF, which is a private sector

not-for-profit entity. Funding for the GASB comes primarily from an accounting support fee established under the Dodd-Frank Wall Street Reform and Consumer Protection Act as well as the sale of certain publications. Its standards are not federal laws or regulations and the organization does not have enforcement authority. Compliance with GASB's standards, however, is enforced through the laws of some individual states and through the audit process, when auditors render opinions on the fairness of financial statement presentations in conformity with GAAP.

Why Is the GASB's Work Important?

The GASB, in keeping with its mission, issues standards and other communications that result in decision-useful information for users of government financial reports including, for example, owners of municipal bonds, members of citizen groups, legislators and legislative staff, and oversight

bodies. Those standards also help government officials demonstrate to their constituents their accountability over public resources. Additionally, the GASB works to educate the public, including financial statement preparers, auditors, and users, about its standards and the information those

standards require governments to present in their financial reports.

In order to encourage broad public participation in the standards-setting process, GASB standards are issued only after completion of extensive and rigorous due process activities, which are discussed on the next page.

Governmental Accounting Standards Board

Improving governmental accountability through better financial reporting

How Does the GASB Set Standards?

Before issuing its standards, the GASB follows the due process activities described in its published Rules of Procedure. The GASB's stringent due process activities are designed to encourage broad public participation in the standards-setting process. These activities promote timely, thorough, and open study of financial accounting and reporting issues by the preparers, auditors, and users of financial reports.

For many of the issues it addresses, the GASB:

- ♦ Appoints an advisory task force of outside experts
- ♦ Studies existing literature on the subject and conducts or commissions additional research if necessary
- ♦ Publishes a discussion document for public comment

setting forth the issues or concerns being addressed and possible solutions

- ♦ Broadly distributes an Exposure Draft of a proposed standard for public comment
- ♦ Conducts public hearings and forums on its due process documents.

Significant steps in the process are announced publicly. The GASB's meetings are open for public observation and a public record is maintained. The GASB also is advised by the Governmental Accounting Standards Advisory Council, a 30-member group appointed by the FAF Trustees that represents a wide range of the GASB's constituents.

Transcripts of public hearings, letters of comment and position papers, research

reports and other relevant materials on projects leading to the issuance of pronouncements become part of the Board's public record and are available for inspection. In addition, letters of comment are available on the GASB website. To encourage public comment, discussion documents and Exposure Drafts are available on the GASB website. Final pronouncements are distributed when published through GASB subscription plans and are posted to the GASB website. Printed copies of final pronouncements may be purchased by placing an order on the GASB website, www.gasb.org, or by contacting the GASB's Order Department at 800-748-0659.

How Can One Access GASB Information and Communications?

Website—www.gasb.org

Meeting the needs of constituents is one of the GASB's key goals. In support of this important goal, the GASB makes a variety of resources available through its website, including up-to-date information about current agenda projects and major recent pronouncements, and free copies of proposals, final pronouncements, and access to the *Governmental Accounting Research System*™.

Technical Inquiries

Questions about GASB standards or state and local government financial statements may be submitted to the GASB staff

by filling out the technical inquiry form that can be accessed through a link in the Technical Issues section of the GASB website. As resources allow, the GASB responds to these inquiries in the interest of promoting the uniform application of GAAP and of fostering relations with our constituency.

Implementation Guides

The GASB staff prepares guides to implementing individual pronouncements in a question-and-answer format to help financial statement preparers and auditors gain a better understanding of their application and

provisions. The *Comprehensive Implementation Guide* brings together questions from all of the individual guides and is updated and supplemented annually to incorporate provisions of standards for which individual guides were not published. The *Comprehensive Implementation Guide* answers more than 1,900 accounting questions affecting the governmental sector.

Publications

The GASB offers a full array of publications designed to keep its constituents informed about new GASB standards and other guidance, how to implement them, and what

they mean. The GASB annually publishes a compendium of all of its original pronouncements and a volume that codifies them by subject. The GASB's User Guide series explains the information contained in financial statements with average citizens and other nonaccountants in mind. Descriptions of the various types of GASB literature are available on the GASB website in the Publications section.

The GASB strives to keep the public informed through the *GASB Outlook*, a new quarterly, electronic newsletter designed to keep

stakeholders in-the-know about key GASB projects and activities and the *GASB Report*, the formerly printed monthly newsletter, which has been relaunched as a free electronic notification service focused on recent technical developments. Visit the GASB website, www.gasb.org to subscribe to either or both services.

Speeches

The GASB members and staff maintain a rigorous schedule of appearances at professional conferences and seminars across the country to discuss implementation of new standards,

bring constituents up-to-date on what the GASB is doing, and answer questions regarding its standards-setting activities.

Plain-Language Articles

The GASB is committed to communicating in plain language with constituents about its standards and standards-setting activities. Proposed and final GASB standards are typically accompanied by an explanatory article that uses a minimum of technical language and focuses on both the requirements of the document and the rationale for issuing it.

Who Are the GASB's Leaders?

GASB Board Members



From left to right: James E. Brown, David E. Sundstrom, Jan I. Sylvis, William W. Fish, David A. Vaudt, Marcia L. Taylor, Michael H. Granof

Members of the GASB

Board members are appointed by the Trustees of the FAF for a 5-year term and may serve up to 10 years. The chairman, who is appointed for a single seven-year term, serves full time and the other six members, including the vice chair, serve on a part-time basis. The members of the GASB are required to have knowledge of governmental accounting and finance and a concern for the public interest in matters of accounting and financial reporting. (Expiration dates of Board members' current terms are indicated on the following page.)

David A. Vaudt (2020) was appointed to serve as chairman of the GASB effective July 1, 2013. Mr. Vaudt came to the GASB after serving for 10 years as Iowa's elected state auditor. Prior to his election, Mr. Vaudt worked for 25 years in the Des Moines, Iowa office of KPMG LLP including 13 years as an audit partner. Mr. Vaudt has served as president of the National State Auditors Association, chair of the National Association of State Boards of Accountancy, and chair of the Iowa Accountancy Examining Board. He also served on the boards of numerous nonprofit service organizations in Iowa. Mr. Vaudt, a graduate of Upper Iowa University, is a Certified Public Accountant.

James E. Brown (2017) began serving as a member of the GASB on July 1, 2012. Previously, he was a partner at BKD LLP serving in the National Office Accounting and Auditing Quality Control Department from 2003 until 2011. Prior to that, he was the director of Accounting and Auditing and an audit partner in BKD's Southern Missouri offices. He was also the professional practices partner for BKD's government and not-for-profit organizations assurance practice from 1984 until 2011. Mr. Brown is a member of the American Institute of Certified Public Accountants and is a past member of its Auditing Standards Board and Board of Examiners. He also is an instructor for AICPA continuing education courses. Mr. Brown is a graduate of Missouri Southern State University and is a Certified Public Accountant and a Certified Government Financial Manager.

William W. Fish (2016) began serving as a member of the GASB on February 1, 2012. Previously, he was the chief investment officer of Chartis U.S., a property and casualty subsidiary of AIG, where he was responsible for managing \$80 billion in assets. Earlier, Mr. Fish was head of municipals at AIG Investments, co-managed the municipal research group at ABN AMRO, and was responsible for building and managing the municipal securities research department at Donaldson, Lufkin & Jenrette. He has served as president of the Society of Municipal Analysts and as chairman of the Municipal Analysts Group of New York. Mr. Fish received his bachelor's degree from Bowdoin College and his master of business administration in finance from the University of New York at Albany. Mr. Fish previously served on the Governmental Accounting Standards Advisory Council from 1994 to 1996 representing the Public Securities Association and he is a recipient of the Lifetime Achievement Award from the National Federation of Municipal Analysts.

Michael H. Granof (2015) began serving as a member of the GASB on

July 1, 2010. Dr. Granof is the Ernst & Young Distinguished Centennial Professor of the McCombs School of Business at the University of Texas at Austin, where he has been a member of the faculty since 1972. Appointed in 1984 to his current role, he served as chairman of the school's Department of Accounting from 1984 to 1988. Concurrently, he is also a professor of public affairs at the Lyndon B. Johnson School of Public Affairs of the University of Texas at Austin, a position he has held since 1999. In addition to writing a number of articles and textbooks on accounting and auditing issues, he is currently a part-time member of the Financial Accounting Standards Advisory Board for the federal government, and he previously was a member of the National Council of Governmental Accounting, the AICPA Committee on Governmental Accounting and Auditing, the U.S. Comptroller General's Advisory Council on Government Auditing Standards, and various committees of the Texas Society of CPAs. He holds a Ph.D. from the University of Michigan.

David E. Sundstrom (2019) began serving as a member of the GASB on July 1, 2009 and was reappointed to a second term which began July 1, 2014. In December 2011, he was appointed by the Sonoma County Board of Supervisors to fill the remaining term of the retired auditor-controller, treasurer-tax collector. Following Orange County's bankruptcy in 1995, Mr. Sundstrom joined the county as its director of internal audit and helped lead the county's recovery. He was then elected as the county auditor-controller in June 1998. Mr. Sundstrom was university auditor for the California State University System from 1989 to 1996, and was campus audit manager for the University of California, Davis from 1980 to 1989. He is also a member of numerous professional and community organizations, including the California State Society of Certified Public Accountants, the American Institute of Certified Public Accountants, and the Government Finance Officers Association. Mr. Sundstrom received his bachelor's degree in management from Sonoma State University and his master of business administration degree in finance accounting and management information systems from the University of California, Davis.

Jan I. Sylvis (2017) was appointed to serve as vice chair of the GASB effective January 1, 2015. She began serving as a member of the GASB on July 1, 2007 and was reappointed to a second term, which began July 1, 2012. Ms. Sylvis is the retired chief of accounts for the state of Tennessee. She also served the function of controller and managed its centralized accounting system. Since 1979, she has held a variety

of senior accounting positions with the state, including director of auditing and consulting services. Ms. Sylvis is a past president of both the National Association of State Auditors, Comptrollers, and Treasurers and the National Association of State Controllers, and was a member of the American Institute of Certified Public Accountants' Government and Not-for-Profit panel. A CPA and author of numerous essays about government financial matters, she holds a bachelor's degree in business administration from the University of Memphis.

Marcia L. Taylor (2015) joined the GASB on July 1, 2005. She is the retired assistant municipal manager of Mt. Lebanon, Pennsylvania. She was a member of the Governmental Accounting Standards Advisory Council from 2001 to 2004, representing the International City/County Management Association, and served on the GASB's task force on fund balance and net asset reporting. Ms. Taylor is active in numerous professional organizations, for which she has served on a number of national, state, and local committees. She holds a bachelor's degree from Bucknell University and a master's degree from Carnegie-Mellon University and is a CPA and a Certified Government Financial Manager.

The GASB Staff

The Board has a professional staff drawn from government, public accounting, and the user community. The staff works directly with the Board and its task forces, conducts research, participates in public hearings, analyzes oral and written comments received from the public on documents, and prepares drafts of documents for consideration by the Board.

David R. Bean joined the GASB staff in 1990 as its first full-time director of research and technical activities. Previous to working at the GASB, he was with Ernst & Young. He also was the director of the Technical Services Center of the Government Finance Officers Association and worked for the State Comptroller's Office in Illinois. He holds a B.S. degree from Illinois State University and is a CPA.

GASB GOVERNMENTAL ACCOUNTING STANDARDS BOARD