AGENDA

Governmental Accounting and Financial Management Update

June 5, 2015

8:15 – 8:20	Call to Order – Joy Darden, Office of the State Controller Statewide Accounting and Financial Reporting
8:20 – 8:30	Opening Remarks – Dr. Linda Combs, State Controller Introductions – Joy Darden, Office of the State Controller
	Governmental Accounting Update (Wesley Galloway, GASB)
8:30 – 10:15	Statements 68 and 71– Accounting and Financial Reporting for Pensions
	Statement 69 – Government Combinations and Disposals of Government Operations
	Statement 72 – Fair Value Measurement and Application
10:15 – 10:35	Break
10:35 – 12:00	Proposed Accounting Standards Update
12:00 – 1:00	Lunch
	Financial/Management Update
1:00 – 1:40	Prepaid Cards – Doris Dixon, Bank of America and Amber Young, Office of the State Controller
1:40 – 2:40	Performance Management the NCVIP Way – Jennifer McGinnis and Tonya Easterwood, Office of State Human Resources
2:40 – 3:00	Break
3:00 – 4:40	How to Run Successful and Productive Meetings – Holly Sullenger, N.C. State University
4:40 – 4:45	Closing Remarks – Joy Darden, Office of the State Controller

Upcoming Training Dates:
July 24, 2015 – 2015 Professional Ethics and Conduct Webcast (Nov. 19, 2015 Alternate Date)
December 15, 2015 – 2015 OSC Financial Conference

2015 Governmental Accounting and Financial Management Update

Continuing Professional Education

North Carolina Office of the State Controller*

Date:	June 5, 2015 8:15 a.m. to 4:45 p.m.
Location:	The McKimmon Conference and Training Center N.C. State University 1101 Gorman Street, Raleigh, NC 27606
Objective:	To provide an update of recent activities of the Governmental Accounting Standards Board (GASB) and other financial management topics.
Content:	Governmental Accounting Update – GASB 68 and 71, Accounting and Financial Reporting for Pensions – GASB 69, Government Combinations and Disposals of Government Operations – GASB 72, Fair Value Measurement and Application – GASB Due Process Documents and Technical Agenda Financial/Management Update – Prepaid Cards – Performance Management the NCVIP Way – How to Run Successful and Productive Meetings
Instructors:	Wesley Galloway, Project Manager, Governmental Accounting Standards Board Doris Dixon, Global Product Sales Director, Bank of America Amber Young, Central Compliance Manager, Office of the State Controller Jennifer McGinnis, Manager, and Tonya Easterwood, Enterprise Performance Administrator, Talent Management Division, Office of State Human Resources Holly Sullenger, Assistant Director, Technology Training Solutions, N.C. State University
CPE Credit Offered:	Eight hours
Materials:	Will be available in advance on the OSC web page
Teaching Method:	Lecture
Mini-breakfast:	Available beginning at 7:30 a.m. (biscuits, muffins, and fruit)
Lunch:	12:00 p.m. – 1:00 p.m. (barbeque, fried chicken, sides, and dessert)
Prerequisites:	Employed by a State agency or institution that is part of the State financial reporting entity (i.e., an entity included in the State's Comprehensive Annual Financial Report)
Advance Preparation:	None
Level:	Basic

* Click the following link for additional information about the NC Office of the State Controller, the sponsor and developer of this program.

Biography

Wesley A. Galloway is a project manager at the Governmental Accounting Standards Board and is a frequent speaker on governmental accounting. He serves as the GASB liaison to governmental utilities, hospitals, and higher education organizations. In 1996, Mr. Galloway left public accounting to join the GASB technical and research staff and subsequently has worked on numerous Statements and projects. This past July, Mr. Galloway completed a three-year research secondment at the Financial Accounting Foundation, which oversees the GASB.

Mr. Galloway is a graduate of Brigham Young University and is a member of the AICPA.

Doris N. Dixon
Global Product Sales, Director

Doris N. Dixon is a senior prepaid card product specialist on the North America Product Sales Specialist team, focusing on government prepaid card solutions. Within this team under Global Transaction Services, she is responsible for working with government client teams to identify and understand client needs and strategically develop prepaid card solutions to meet those needs. In addition to government clients, she also supports clients in the specialized industries and higher education segments.

Doris joined Bank of America Merrill Lynch in 2001 as a marketing product manager, responsible for the marketing of all Commercial Prepaid and Payroll Card products. Over the years she has also served as a senior product manager for the bank's CashPay® Payroll Card, Commercial Prepaid Card and Government Prepaid Card products, where she was responsible for the strategy, marketing and financial statement execution of these card programs. She was instrumental in building our Government Prepaid Card state agency program offering, which currently provides the largest unemployment card program in the nation.

Prior to joining the bank, Doris was a project and marketing manager in Commercial Card Products at First Union Bank (now Wells Fargo). A native Californian, she began her career in the entertainment industry serving in production and development positions for television and film.

Doris received a Bachelor of Arts degree in Communications from the University of Southern California and holds a Masters of Business Administration degree from Wake Forest University Babcock School of Management. She is a certified Six Sigma Green Belt.

Currently residing in Charlotte, NC she is a member of the Charlotte chapter of the Bank of America Black Professional Group (BPG) and enjoys family, friends and her lifelong love of playing tennis.

Amber Young is the Central Compliance Manager for the Office of the State Controller. Amber has been a state government employee for 32 years including 25 years of service with Office of the State Controller and 7 years as a financial auditor with the Office of the State Auditor. Amber has spent numerous years in the management of Statewide General Fund activities for the State of North Carolina and compliance of statewide cash management legislation. Amber also manages the Statewide Accounts Receivable Program, Statewide eCommerce Program, Federal Cash Management and Statewide Accounts for the Office of State Controller. She received a BA in Accounting from North Carolina State University.

Jennifer McGinnis
Manager
Division of Talent Management
North Carolina Office of State Human Resources

Jennifer McGinnis is an Organizational Effectiveness Manager and Manager of the Performance Management Program with the Talent Management Division of the Office of State Human Resources, where she has worked since June of 2014. Prior to joining OSHR, Jenn was a Consultant and member of the Leadership Team at SWA Consulting Inc. in Raleigh from 2011-2014 and an Assistant Professor of Human Resources and Leadership Studies at Peace College in Raleigh from 2008-2011. Jenn received her Ph.D. in Industrial/Organizational (I/O) Psychology from North Carolina State University in 2010.

Tonya M. Easterwood
Enterprise Performance Administrator
Division of Talent Management
North Carolina Office of State Human Resources

Tonya Easterwood has been employed at the North Carolina State Office of State Human Resources (NCOSHR) since 2014 and currently serves as the Enterprise Performance Administrator. In this role she oversees the technical functionality of the performance management system, including efforts to implement, configure and manage technology components that supports the policy, and business processes.

Tonya has a Master's degree in Business Administration and a Bachelor's of Science degree in Information Systems from Liberty University.

15 YEARS OF STATE GOVERNMENT EXPERIENCE

- OFFICE OF STATE HUMAN RESOURCES
- OFFICE OF STATE CONTROLLER
- NC DEPARTMENT OF PUBLIC INSTRUCTION

Meet the Instructor…

Holly A. Basso, M. Ed

Holly Basso is a seasoned veteran in the field of corporate training, offering computer software consulting and instruction, productivity seminars and motivational seminars. As Assistant Director of Technology Training Solutions (TTS) at NC State University, Basso offers a host of courses that allow North Carolina members of business and industry to stay abreast of technology.

Basso's experience in this field spans over 25 years. During that time, she has managed five different training centers, run her own consulting business, trained various levels of computer users in different areas of technology, and created effective, technology-driven business solutions. She combines an in-depth knowledge of business and industry with adult-education techniques, allowing her to bring unparalleled knowledge and assistance to TTS customers and her class participants.

Basso is currently a PhD student at NC State University in the field of Leadership, Policy and Adult and Higher Education.

GASB Update – 2015 OSC Governmental Accounting and Financial Management Update

June 5, 2015

Wesley A. Galloway
Senior Project Manager, GASB

The views expressed in this presentation are those of Mr. Galloway. Official positions of the GASB on accounting matters are determined only after extensive due process and deliberation.

Presentation Overview

- Pronouncements currently being implemented
- Projects currently being deliberated by the Board

GASB News

- Jan Sylvis appointed vice chair
- Brian Caputo appointed to succeed Marcia Taylor
- All GASB pronouncements are available free on the website, including Statements, Concepts Statements, Interpretations, Technical Bulletins, and Implementation Guides
- Online version of GARS now available through website
  - Basic view is free

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Effective Dates—June 30

- 2014
  - Statement 65—Deferrals
  - Statement 67—Pension Plans
  - Statement 70—Nonexchange Financial Guarantees
- 2015
  - Statement 68—Pension Accounting for Employer and Nonemployer Contributing Entities
  - Statement 69—Government Combinations and Disposals of Government Operations
  - Statement 71—Pension Transition for Contributions Made Subsequent to the Measurement Date
- 2016
  - Statement 72—Fair Value Measurement & Application

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Pensions: Statements 68 & 71

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Overview

- **What**: Existing standards for pension accounting and financial reporting by employers (Statement 27) have been updated and improved
- **Why**: Review of the effectiveness of Statement 27 found opportunities to significantly improve the usefulness of pension information reported by employers
- **When**: Periods beginning after June 15, 2014 (FYE 6-30-15 and later)

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Scope & Applicability

- Defined benefit and defined contribution pensions provided through trusts that meet the following criteria:
  - Employer/nonemployer contributions irrevocable
  - Plan assets dedicated to providing pensions
  - Plan assets legally protected from creditors
- Excludes all OPEB
- Applies to employers and nonemployer contributing entities that have a legal obligation to make contributions directly to a pension plan
  - Special funding situations
  - Other circumstances

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Defined Benefit Pensions

- Liabilities to the pension plan (payables)
- Liabilities to employees for pensions
  - "Net pension liability" (NPL)
    - Total pension liability (TPL), net of pension plan's fiduciary net position
      - TPL = actuarial present value of projected benefit payments attributed to past periods
      - Fiduciary net position as measured by pension plan
  - Single/agent employers recognize 100 percent of NPL
  - Cost-sharing employers recognize proportionate shares of collective NPL

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Measuring the Net Pension Liability

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NPL: Measurement—Timing

- Employer fiscal year-end
- Measurement date (of NPL)
  - As of date no earlier than end of prior fiscal year
  - Both components (TPL/plan net position) as of the same date
- Actuarial valuation date (of TPL)
  - If not measurement date, as of date no more than 30 months (+1 day) prior to FYE
  - Actuarial valuations at least every 2 years (more frequent valuations encouraged)
- Coordination with pension plan

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NPL: Measurement—General Approach

- Three broad steps
  - Project benefit payments
  - Discount projected benefit payments to actuarial present value
  - Attribute actuarial present value to periods
- Methods and assumptions
  - Generally, assumptions in conformity with Actuarial Standards of Practice
  - Fewer alternatives than in Statement 27 for methods and assumptions for GAAP reporting purposes
  - No changes required to actuarial methods and assumptions used to determine funding amounts

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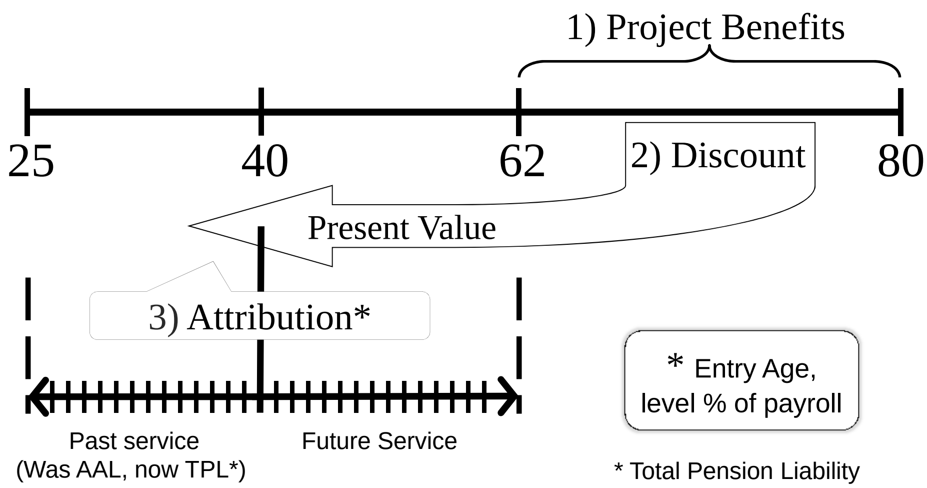
Measurement Approach Illustrated



* Total Pension Liability
<u>– Plan Net Position</u>
Net Pension Liability

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NPL: Measurement—Projection

- Benefit terms/agreements at measurement date
- Current active and inactive employees
- Incorporate expectations of:
  - Salary changes
  - Service credits
  - Automatic postemployment benefit changes (including COLAs)
  - Ad hoc postemployment benefit changes *if substantively automatic*

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NPL: Measurement—Discounting

- Projected benefit payments are discounted using the long-term expected rate or return (LTERoR) on pension plan investments, to extent that :
  - Plan net position is projected to be sufficient to pay benefits
  - Plan assets are expected to be invested using a strategy to achieve that return
- If the conditions for using the LTeRoR are not met, projected benefit payments are discounted using a yield or index rate for 20-year, tax-exempt general obligation municipal bonds

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NPL: Measurement—Attribution

- Single method
  - Entry age actuarial cost method
  - Level percentage of pay
- Individually applied
- Beginning = 1st period of benefit accrual
- Ending = Expected retirement
  - Deferred retirement option programs (DROPs)—entry date into DROP = retirement date
- Same benefit terms to determine service cost as to determine actuarial present value of projected benefit payments

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Measuring Pension Expense

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Changes in NPL

NPL recognized in current reporting period
(NPL recognized in prior reporting period)
Change in NPL for current reporting period

- Recognize most changes in the NPL as expense in full in the reporting period in which they occur
  - Examples: service cost, interest on TPL, benefit changes, projected earnings on pension plan investments
- Exceptions:
  A. Differences between expected and actual experience (TPL)
  B. Changes of assumptions (TPL)
  C. Difference between projected and actual earnings on pension plan investments
  D. Employer contributions

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Changes in NPL—TPL Exceptions

- A & B: Recognize the change in NPL as expense over the average of expected remaining service lives of all employees (active and inactive, including retirees)
- C: Recognize as expense over 5-year closed period
  - Portions of A B & C not recognized in expense initially arerecognized as a deferred outflow of resources or deferred inflow of resources related to pensions (C is reported net)
- D:
  - Contributions since the previous measurement date directly reduce NPL (no expense impact)
  - Contributions subsequent to the current measurement date are reported as deferred outflow of resources and directly reduce NPL in next reporting period (no expense impact)

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Cost-Sharing Employers

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Cost-Sharing Employers

- Recognize proportionate shares of collective NPL, pension expense, deferred outflows of resources/ deferred inflows of resources
- Proportion (%)
  - Basis required to be consistent with contributions
  - Consider separate rates related to separate portions of collective NPL
  - Use of relative long-term projected contribution effort encouraged
- Collective measure x proportion = proportionate share of collective measure

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Changes in NPL: Cost-sharing Employers—Additional Considerations

- Potentially three items
  1. Change in proportion
  2. Difference between:
     - The employer's proportionate share of all employer contributions included in collective plan net position
     - Contributions recognized by the employer in the measurement period
  3. Employer's contributions subsequent to measurement date
- Items 1 & 2—expense in current and future periods (systematic/rational method, closed period equal to average of expected remaining service lives)
- Item 3—deferred outflow of resources, reduces collective NPL in next period

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Special Funding Situations

NPL: Involvement of Nonemployer Contributing Entities

- Statement addresses those with legal requirement to contribute *directly to* the pension plan
- Special funding situations
  - Contribution amount not dependent upon events unrelated to pensions OR nonemployer is only entity with legal obligation to contribute
  - Employer(s) and nonemployer contributing entity apply cost-sharing measurement to collective NPL, expense, and deferred outflows/deferred inflows of resources
    - Nonemployer expense classified in same manner as similar grants to other entities
  - Employer recognizes additional expense and revenue equal to nonemployer contributing entity's proportionate share of collective expense (portion related to the employer)

Notes and RSI

NPL: Note Disclosures—All Employers

- Descriptive information
- Significant assumptions/other inputs in TPL
  - NPL at discount rate +/- 1%
- Measurement date, actuarial valuation date
- Changes of assumptions/other inputs and changes of benefit terms
- Changes subsequent to measurement date
- Information about pension plan's fiduciary net position or reference to plan report

Key Note Disclosures—All Employers

- Discount rate information, including:
  - Long-term expected rate of return and how it was determined
  - Assumed asset allocation of the pension plan's portfolio and the long-term expected real rate of return for each major asset class
  - NPL measured at a discount rate 1 percentage point higher and 1 percentage point lower:

	1% Decrease (6.75%)	Discount Rate (7.75%)	1% Increase (8.75%)
County's net pension liability	$826,928	$751,753	$661,543

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NPL: Note Disclosures—All Employers

- Pension expense in current reporting period
- Deferred outflows/deferred inflows of resources
  - Balances by source
    - Differences between expected and actual experience (TPL)
    - Changes of assumptions/other inputs (TPL)
    - Net difference between projected and actual earnings on pension plan investments
    - Individual items for cost-sharing and special funding situations
    - Employer's contributions subsequent to measurement date
  - Net impact on pension expense in each of the next 5 years and thereafter in the aggregate
  - Amount that will be reduction of NPL

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NPL: Note Disclosures—Single & Agent Employers

- Schedule of changes in NPL by source for current period
  - Service cost, interest, benefit changes, contributions by source, plan investment income, etc.
  - If special funding situation:
    - Amounts in schedule for collective NPL
    - Nonemployer contributing entity's proportionate share (amount) of collective NPL
    - Employer's proportionate share of collective NPL
- Number of employees covered—inactive receiving benefits, inactive not receiving benefits, active
- Allocated insurance contracts

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Key Note Disclosures—Single & Agent Employers

	Increase (Decrease)		
	Total Pension Liability (a)	Plan Fiduciary Net Position (b)	Net Pension Liability (a) – (b)
Balances at 6/30/X8	$ 2,853,455	$ 2,052,589	$ 800,866
Changes for the year:			
Service cost	75,864		75,864
Interest	216,515		216,515
Differences between expected and actual experience	(37,539)		(37,539)
Contributions—employer		79,713	(79,713)
Contributions—employee		31,451	(31,451)
Net investment income		196,154	(196,154)
Benefit payments, including refunds of employee contributions	(119,434)	(119,434)	-
Administrative expense		(3,373)	3,373
Other changes		8	(8)
Net changes	135,406	184,519	(49,113)
Balances at 6/30/X9	$ 2,988,861	$ 2,237,108	$ 751,753

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NPL: Note Disclosures—Cost-Sharing Employers

- Employer's proportion, basis for proportion, change in proportion
- Employer's proportionate share (amount) of collective NPL
  - If special funding situation:
    - Nonemployer contributing entity's proportionate share
    - Total of employer's and nonemployer entity's proportionate shares

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NPL: RSI—Single & Agent Employers

- 10-year schedules
  - Changes in NPL by source
  - TPL, pension plan fiduciary net position, NPL, plan net position as % of TPL, covered-employee payroll, NPL as % of covered-employee payroll
    - May be presented with changes in NPL by source
  - If actuarially determined employer contribution (ADEC)
    - ADEC, contributions in relation to the ADEC, difference, covered-employee payroll, contributions as % of covered-employee payroll
  - If no ADEC, but statutory or contractual contribution requirements, schedule similar to ADEC schedule
- Notes to RSI with methods and assumptions for ADEC and significant changes

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New RSI: NPL Components and Ratios

	20X9	20X8	20X7	20X6	20X5
Total pension liability	$ 3,182,228	$ 3,045,893	$ 2,888,832	$ 2,643,090	$ 2,443,871
Plan net position	(2,512,987)	(2,283,333)	(2,167,168)	(2,152,638)	(1,971,007)
Net pension liability	$ 669,241	$ 762,560	$ 721,664	$ 490,452	$ 472,864
Ratio of plan net position to total pension liability	78.97%	74.96%	75.02%	81.44%	80.65%
Covered-employee payroll	$ 435,373	$ 432,256	$ 426,939	$ 412,280	$ 387,055
Net pension liability as a percentage of covered-employee payroll	153.72%	176.41%	169.03%	118.96%	122.17%

Note: Only 5 years are presented here;
10 years of information will be required

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New RSI: Contributions

	20X9	20X8	20X7	20X6	20X5
Actuarially calculated employer contribution	$ 109,544	$ 107,028	$ 105,755	$ 103,089	$ 89,054
Actual employer contributions	(109,544)	(107,028)	(105,755)	(103,089)	(89,054)
Annual contribution deficiency (excess)	$ -	$ -	$ -	$ -	$ -
Covered-employee payroll	$ 435,373	$ 432,256	$ 426,939	$ 412,280	$ 387,055
Actual contributions as a percentage of covered-employee payroll	25.16%	24.76%	24.77%	25.00%	23.01%

Note: Only 5 years are presented here;
10 years of information would be required

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NPL: RSI—Cost-Sharing Employers

- 10-year schedules
  - Employer's proportion (%), proportionate share (amount) of collective NPL, covered-employee payroll, proportionate share as % of covered-employee payroll, pension plan's net position as % of TPL
    - If special funding situation, also (1) nonemployer contributing entity's proportionate share and (2) total of employer's and nonemployer entity's proportionate shares
  - If statutory or contractual contribution requirements
    - Required contribution, contributions in relation to required, difference, covered-employee payroll, contributions as % of covered-employee payroll
- Notes to RSI with significant changes

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New RSI: Cost-Sharing

SCHEDULE OF THE CITY'S PROPORTIONATE SHARE OF THE NET PENSION LIABILITY

Municipal Pension Plan

Last 10 Fiscal Years*

(Dollar amounts in thousands)

	20X9	20X8	20X7	20X6	20X5
City's proportion of the net pension liability (asset)	0.20%	0.19%	0.19%	0.19%	0.20%
City's proportionate share of the net pension liability (asset)	$ 14,910	$ 11,738	$ 12,972	$ 13,495	$ 14,892
City's covered-employee payroll	$ 11,512	$ 10,412	$ 9,715	$ 9,553	$ 9,522
City's proportionate share of the net pension liability (asset) as a percentage of its covered-employee payroll	129.52%	112.74%	133.53%	141.26%	156.40%
Plan fiduciary net position as a percentage of the total pension liability	81.38%	83.20%	80.41%	78.53%	75.79%

* The amounts presented for each fiscal year were determined as of 3/31.

Note: Only 5 years are presented here; 10 years of information will be required

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New RSI: Cost-Sharing

SCHEDULE OF CITY CONTRIBUTIONS
Municipal Pension Plan
Last 10 Fiscal Years
(Dollar amounts in thousands)

	20X9	20X8	20X7	20X6	20X5
Contractually required contribution	$ 2,095	$ 2,057	$ 1,969	$ 1,649	$ 1,176
Contributions in relation to the contractually required contribution	(2,095)	(2,057)	(1,969)	(1,649)	(1,176)
Contribution deficiency (excess)	$ -	$ -	$ -	$ -	$ -
City's covered-employee payroll	$ 12,097	$ 10,962	$ 10,063	$ 9,634	$ 9,538
Contributions as a percentage of covered-employee payroll	17.32%	18.76%	19.57%	17.11%	12.33%

Note: Only 5 years are presented here; 10 years of information will be required

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Effective Date & Transition (including Statement 71)

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Effective Date and Transition

- Fiscal years beginning after June 15, 2014
- Beginning deferred outflows/deferred inflows of resources balances all or nothing at initial implementation (except for employer contributions subsequent to the measurement date—Statement 71)
- RSI schedules are prospective if information is not initially available

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Implementation Guide

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Implementation Guide to Statement 68

- Reporting by pension plans
- Approved in December 2012
- Available to download free from the GASB website; printed copies can still be purchased
- 272 questions and answers on topics including:
  - Special funding situations
  - Measurement of the liability
  - Determining a cost-sharing employer's proportionate share
  - Notes and RSI
  - Transition
- Illustrations, topical index, full text of the Standards section

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Government Combinations: Statement 69

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Overview

- **What**: New standards for mergers, acquisitions, and transfers and disposals of operations
- **Why**: These transactions are becoming more common, but no government-specific guidance was available
- **When**: Periods beginning after December 15, 2013 (FYE 12-31-14 and later)

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Scope

Scope includes:

- Combinations in which little or no consideration is provided
  - Government mergers
  - Transfers of operations
- Combinations in which consideration is provided
  - Government acquisitions
- Disposals of government operations

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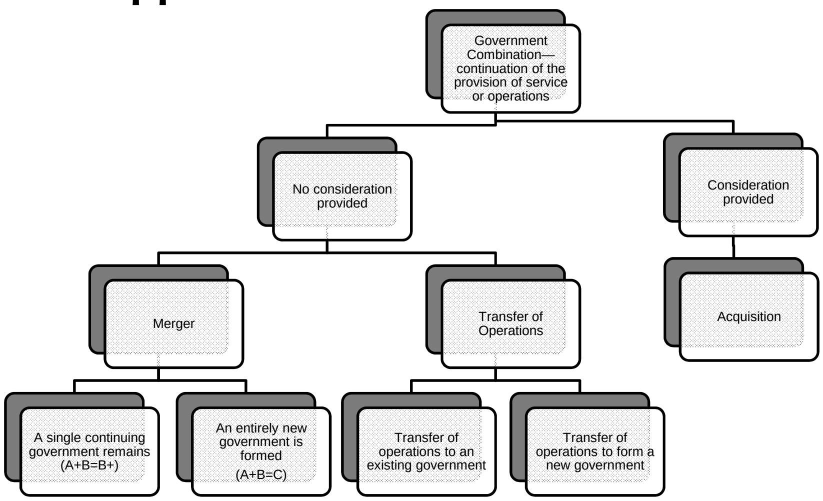
Overall Approach



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Definition of “Operations”

- An integrated set of activities with associated assets and liabilities that is conducted and managed for the purpose of providing identifiable services with associated assets and liabilities

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Mergers and Transfers of Operations

When No Consideration Is Provided

- Assets and liabilities brought in at carrying values
  - Presumption of GAAP
- Initial reporting—mergers:
  - New entity: fresh start
  - Continuing entity: restate as if a change in the reporting entity
- Initial reporting—transfers of operations:
  - New entity: fresh start
  - Continuing entity: transaction during the period
- Adjustments
  - Accounting principles, policies, and estimates (required)
  - Capital asset impairment (required)
  - Transaction eliminations (may be needed for continuing governments)

Acquisitions

Government Acquisitions

- Measure consideration as the value of assets conveyed or liabilities incurred to the former owner at the acquisition date
- Assets, liabilities and deferrals should be measured at *acquisition value*—a market-based entry price
  - Entry price is assumed to be based on an orderly transaction entered into on the acquisition date
  - Acquisition value represents the price that would be paid for similar assets, having similar service capacity, or discharging liabilities assumed as of acquisition date

Government Acquisitions

- Exceptions to acquisition value
  - Employee benefit arrangements (Statement 47)
  - Landfill closure and postclosure care costs (Statement 18)
  - Pollution remediation obligations (Statement 49)
  - Investments required to be reported at fair value (Statement 31)
  - Deferrals related to derivatives (Statement 53)

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Consideration Given

- If exceeds the net position acquired, the difference would be treated as a deferred outflow of resources
  - Attributed to future periods in a systematic and rational manner, based on professional judgment
- If net position exceeds the consideration given
  - Considered a contribution – if the seller accepted the lower amount for the purpose of providing an economic benefit to the acquiring government
    - If not – the difference would be eliminated by reducing the acquisition values assigned to noncurrent assets (other than investments reported at fair value).
    - If the difference exceeded the acquisition value of all noncurrent assets (other than investments reported at fair value), the remainder would be treated as a special item in the flows statement.

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Overview

Type of Government Combination	Consideration Provided	Merger/ Acquisition/ Transfer Date	Initial Reporting Period	Recognition and Measurement
Merger—new government is formed	No	Date the combination becomes effective	Begins on the merger date	All elements at carrying value as of the merger date.
Merger—single continuing government	No	Beginning of the reporting period in which the combination occurs	Transaction reported in the period in which it occurs	All elements at carrying value as of the merger date.
Acquisition	Yes	Date the acquiring government obtains control of the acquired entity's assets or becomes obligated for its liabilities or operations (typically when consideration is paid)	Transaction reported in the period in which it occurs	Assets and liabilities at acquisition value as of the acquisition date. Deferred inflows and outflows of resources at carrying value.
Transfer of operations—to form a new government	No	Date the transferee government obtains control of the acquired operation's assets or becomes obligated for its liabilities	Begins on the effective transfer date	All elements at carrying value as of the effective transfer date
Transfer of operations—to an existing government	No	Date the transferee government obtains control of the acquired operation's assets or becomes obligated for its liabilities	Transaction reported in the reporting period in which it occurs	All elements at carrying value as of the effective transfer date

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Fair Value Measurement and Application: Statement 72

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Overview

- **What:** The Board is developing a new Statement updating the existing standards on fair value (primarily Statement 31)
- **Why:** Review of existing standards found opportunities to improve the measurement of resources available to governments, and to increase comparability and accountability
- **When:** Periods beginning after June 15, 2015 (FYE 6-30-16 and later)

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Objectives and Scope

- Objectives of the Statement
  - Increased comparability between governments, greater accountability, and a better measure of the resources available to governments
  - Provides further guidance on fair value measurements
    - Basis is FASB Statement No. 157, *Fair Value Measurements* (and updates)
- Scope is not limited to investments—for measurement guidance
  - Certain assets and liabilities measured at fair value
  - Includes derivatives

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Fair Value Measurement

Fair Value Definition

- The price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.
  - An exit price
- Other characteristics of fair value
  - Market-based
  - Based on a government's principal or most advantageous market
- No fair value option

Key Terms

- Unit of Account
  - Stand-alone asset or liability or a group of assets or liabilities
  - Determined by the particular standards that require fair value measurement
- Market participants
  - Fair value measurement determined using the assumptions market participants would use in pricing the asset or liability
- Price
  - Not adjusted for transaction costs
- When market information is not available
  - Estimate the price at which an orderly transaction would take place between market participants at that date (for example, a valuation technique)

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Concepts

- Nonfinancial assets at fair value
  - Value at the asset's highest and best use
    - A government's current use is presumed to be the highest and best use, unless otherwise suggested
    - May be in combination with other assets and liabilities or on a stand-alone basis
- Liabilities at fair value
  - For example: derivative liabilities
  - Take government's credit standing into account
  - If there is no active market:
    - Consider liabilities held by other parties as assets
    - If the above is unavailable, use a relevant valuation technique

58

Valuation Techniques

- Apply valuation technique(s) that best represents fair value in the circumstances
  - **Market approach** – Using prices and other relevant information generated by market transactions involving identical or similar assets or liabilities
  - **Cost approach** – Amount that would be required currently to replace the service capacity of an asset
  - **Income approach** – Converts expected future amounts (for example, cash flows) to a single current amount (that is, discounted)
- Revisions due to a change in valuation technique(s) are considered a change in accounting estimate

59

Inputs

- Maximize use of relevant observable inputs and minimize use of unobservable inputs
- Inputs should be consistent with the characteristics of the asset or liability
  - Sometimes includes an adjustment, a premium or discount
  - Do not include premium or discount that is inconsistent with the unit of account established for the asset / liability
  - Do not include premiums and discounts that reflect size as a characteristic of a government's holdings
- Based on bid and ask prices
  - Choose price within the bid-ask spread that is most representative of fair value, if relevant

60

Hierarchy of Inputs

- **Level 1**: quoted prices (unadjusted) in active markets for identical assets or liabilities, most reliable
- **Level 2**: quoted prices for similar assets or liabilities, quoted prices for identical or similar assets or liabilities in markets that are not active, or other than quoted prices that are observable
- **Level 3**: unobservable inputs, least reliable
- Inputs categorized within multiple levels of the hierarchy
  - Fair value measurement is categorized in its entirety in the same level as the lowest (in terms of reliability) level input that is significant to the entire measurement

61

Adjustments

- Observable inputs
  - If the adjustment of observable inputs uses unobservable inputs and results in a significantly higher or lower fair value, the resulting measurement is level 3
- Other examples that result in categorization to a lower level of the fair value hierarchy
  - Alternative pricing methods (matrix pricing)
  - Adjustments for new information after close of market but before measurement date
  - Adjustments for factors specific to the asset or liability

62

Volume Adjustments

- Measuring fair value when volume or level of activity for an asset or a liability has significantly decreased
- If it is determined that a transaction or a quoted price does not represent fair value, an adjustment would be necessary
- Risk adjustments
  - Includes a risk premium reflecting amount that market participants would demand as compensation for uncertainty
  - Reflects an orderly transaction between market participants at the measurement date under current market conditions
- Change in valuation technique(s) may be appropriate

63

Transactions Not Considered Orderly

- More difficult to tell when there is significant decrease in the volume or level of activity for the asset or liability
- Assessment should be performed taking into account:
  - Market exposure and marketing period
  - Whether the sale was distressed or forced
  - The transaction price compared to other recent similar transactions
- If the transaction is considered to be not orderly, little value should be placed on the transaction price
- Quoted prices provided by third parties may be used if developed in accordance with this standard

64

Measurement—Net Asset Value Per Share (NAV)

- Measuring fair value of investments in certain entities that calculate net asset value (NAV) per share or its equivalent
- NAV per share may be used as a practical expedient to estimate fair value
  - Adjustment to NAV per share amount may be necessary to be consistent with measurement principles
  - May be applied on an investment-by-investment basis but must be applied consistently to fair value measurement of the government's entire position in a particular investment
- If sale of a portion of an investment at an amount different from net asset value per share is probable, the practical expedient may not be applied

65

Fair Value Application

66

Investment Definition

- A security or other asset that a government holds primarily for the purpose of income or profit and with a present service capacity that is based solely on its ability to generate cash or to be sold to generate cash
  - Service capacity refers to a government's mission to provide services
  - Held primarily for income or profit—acquired first and foremost for future income and profit

67

Fair Value Application

- Assets that meet the definition of an investment generally should be measured at fair value
- Examples, if they meet the definition of an investment
  - Intangible assets
  - Land and land rights
  - Real estate
  - Lending assets
  - Natural resource assets

68

Fair Value Application—Additional Examples

- Investments that are already measured at fair value (including securitized mortgages)
- Alternative investments
- Equity securities (including unit investment trusts and closed-end mutual funds), stock warrants, and stock rights that do not have readily determinable fair values
  - Provided such investment-types are not reported according to the equity method
- Commingled investment pools that are not government sponsored
- Invested securities lending collateral

69

Investments Not Reported at Fair Value

- Money market investments and participating interest-earning investment contracts that have a remaining maturity at time of purchase of one year or less, reported by governments other than external investment pools
- Investments in 2a7-like pools
- Investments in life insurance. Investments in life settlement contracts, however, should be at fair value
- Investments in common stock that meet the criteria for applying the equity method
  - Investments in common stock held by endowments as well as investments in certain entities that calculate net asset value per share are ineligible for the equity method.
- Non-participating interest earning investment contracts
- Unallocated insurance contracts
- Synthetic guaranteed investment contracts that are fully benefit responsive

70

Application of Acquisition Value

- Acquisition value (an entry price) replaces fair value for the following:
  - Donated capital assets
  - Donated works of art, historical treasures, and similar assets
  - Capital assets acquired through a nonexchange transaction
  - Capital assets received through a service concession arrangement

71

Note Disclosures

72

Organizing Principles

- Organized by type or class of asset or liability based on considerations including the following:
  - The nature, characteristics, and risks of the asset or liability
  - The level of the fair value hierarchy within which the fair value measurement is categorized
  - Whether this Statement or another Statement specifies a type or class for an asset or a liability
  - The objective or the mission of the government
  - The make up of the government
  - The relative significance of assets and liabilities measured at fair value compared to total assets and liabilities
  - Whether separately issued financial statements are available
  - Line items presented in the statement of net position
- May be presented in a table or narrative format

73

Recurring and Non-Recurring Measurement Disclosures

- **Recurring—**Required or permitted in the statement of net position at the end of each reporting period
- **Non-recurring**—Required or permitted in the statement of net position in particular circumstances
- The following information for each class or type of assets and/or liabilities measured at fair value should be disclosed:
  - The fair value measurement at the end of the reporting period and for nonrecurring fair value measurements, the reasons for the measurement
  - The level of the fair value hierarchy within which the fair value measurements are categorized in their entirety (Level 1, 2, or 3)
  - A description of the valuation technique(s)

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Level 3 and NAV

- For fair value measurements categorized within Level 3 of the fair value hierarchy
  - The effect of those investments on investment income for the reporting period dmm1
- Disclosures for investments in certain entities that calculate net asset value (NAV) per share (or its equivalent)
  - Information that helps users of its financial statements to understand the nature and risks of the investments
  - Information on whether the investments are probable of being sold at amounts different from net asset value per share (or its equivalent)

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NAV Disclosures (continued)

- Additional disclosures are required for investments in certain entities that calculate NAV per share (or its equivalent), including:
  - Fair value measurement of the investments in the class and a description of the significant investment strategies of the investee(s) in the class
  - If distributions are received through liquidation of the underlying assets of investees, an estimate of the period of time over which underlying assets are expected to be liquidated
  - Amount of unfunded commitments related to investments in the class
  - General description of the terms and conditions upon which the government may redeem investments in the class

76

Current Technical Agenda Projects

77

Other Postemployment Benefits

78

The OPEB Exposure Drafts

- **What:** The GASB has proposed revisions to Statements 43 and 45 that would make OPEB accounting and financial reporting consistent with the pension standards in Statements 67 and 68
- **Why:** Pension and OPEB standards are being updated subsequent to a review of the effectiveness of the standards – objective is to establish a consistent set of standards for all postemployment benefits, providing more transparent reporting of the liability and more useful information about the liability and costs of benefits
- **When:** Final Statements expected in June 2015

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Scope & Applicability

- Applies same definition of OPEB as used in Statement 45
  - All postemployment healthcare benefits
  - Postemployment benefits not provided through a pension plan
- Addresses both defined benefit OPEB and defined contribution OPEB
- Applies to employers and nonemployer contributing entities that have a legal obligation to make contributions directly to an OPEB plan or to make benefit payments as those payments come due
  - Special funding situations
  - Other circumstances

80

Highlights

- Identical in most respects to pension standards in Statements 67 and 68
- Recognize net OPEB liability in accrual-basis financial statements
- Recognize many portions of change in net OPEB liability as OPEB expense immediately; others deferred and recognized as OPEB expense over shorter periods than previously
- Cost-sharing governments and nonemployer contributing entities report their proportionate shares of collective net OPEB liability, OPEB expense, and OPEB-related deferrals
- Enhanced notes and RSI

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Project Timeline

Pre-Agenda Research Started	April 2011
Added to Current Technical Agenda	April 2012
Exposure Drafts Approved	May 2014
Final Statement Expected	June 2015

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GAAP Hierarchy

The GAAP Hierarchy

- **What:** The GASB has proposed a revised hierarchy of generally accepted accounting principles and has exposed the entire Comprehensive Implementation Guide for public comment
- **Why:** The GAAP hierarchy was incorporated (by Statement 55) from the auditing literature essentially “as is”—this project simplifies the hierarchy and explains how to identify the relevant literature within the hierarchy
- **When:** Final Statement and Implementation Guide are expected in June 2015

Levels of Authoritative GAAP

Level	Sources	Due Process
a	GASB Statements	Formally approved by the Board for the purpose of creating, amending, superseding, or interpreting standards, AND exposed for a period of public comment
b	GASB Technical Bulletins and Implementation Guides; AICPA literature specifically cleared by GASB	Cleared by the Board, specifically made applicable to state and local governmental entities, AND exposed for a period of public comment

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Comprehensive Implementation Guide (CIG)

- Tentatively classified as category (b) authoritative
- Revised due process
  - Public exposure of guidance in the existing CIG and updates to the CIG going forward
  - Board clearance of the final document
- Evaluation of individual Q&As prior to exposure
  - Remove or improve Q&As that only restate guidance directly from related statements
  - Move illustrations to the nonauthoritative appendixes

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Project Timeline

Pre-Agenda Research Started	April 2011
Added to Current Technical Agenda	April 2012
Exposure Drafts Approved	December 2013
Final Statement Expected	June 2015

87

Tax Abatement Disclosures

88

Exposure Draft on Tax Abatement Disclosures

- **What:** The GASB has proposed standards requiring disclosures about a government's tax abatement agreements
- **Why:** Information about revenues that governments forgo is essential to understanding financial position and economic condition, interperiod equity, sources and uses of financial resources, and compliance with finance related legal or contractual requirements
- **When:** Final Statement expected August 2015

Definition and Scope

- Does not include all transactions that reduce taxes
- Emphasis is on the substance of the transaction meeting the definition, not on its name or form
- Would apply only to transactions meeting this definition:
  - For financial reporting purposes, a tax abatement is a reduction in taxes that results from an agreement between one or more governmental entities and an individual or entity in which (a) one or more governmental entities promise to forgo tax revenues to which they otherwise are entitled and (b) the individual or entity promises to take a specific action after the agreement has been entered into that contributes to economic development or otherwise benefits the governments or the citizens of those governments.

General Disclosure Principles

- Disclosure information for similar tax abatements may be provided either individually or in the aggregate
- For all tax abatements, a reporting government would disclose separately (a) its own tax abatements and (b) tax abatements of other governments that reduce the reporting government's taxes
- The reporting government would disclose its own tax abatements by major program and those of other governments aggregated in total
- Disclosure would commence in the period in which a tax abatement agreement is entered into and continue until the tax abatement agreement expires, unless otherwise specified

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Proposed Disclosures

- General descriptive information:
  - Name and purpose of the program and the taxes being abated
  - The authority under which taxes are abated
  - The criteria, if any, that make a recipient eligible
  - The mechanism for abating taxes (form and calculation)
  - Provisions for recapturing abated taxes
  - The types of commitments made by recipients of tax abatements
- The number of abatements granted during the reporting period and the number in effect as of the date of the financial statements
- Amount of tax abated in the current year
- The types of commitments made by governments in tax abatement agreements (other than to reduce taxes) and the most significant individual commitments

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Project Timeline

Pre-Agenda Research Starts	August 2013
Added to Current Technical Agenda	December 2013
Exposure Draft Approved	October 2014
Final Statement Expected	August 2015

93

Leases

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Preliminary Views on Leases

- **What:** The GASB has proposed revisions to existing standards on lease accounting and financial reporting (primarily NCGA Statement 5 & GASB Statement 13)
- **Why:** The existing standards have been in effect for decades without review to determine if they remain appropriate and continue to result in useful information; FASB and IASB have been conducting a joint project to update their lease standards; opportunity to increase comparability and usefulness of information and reduce complexity for preparers
- **When:** Preliminary Views issued for public comment in November 2014; comment deadline was March 6, 2015

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Scope and Approach

- Applied to any contract that meets the definition of a lease: "A lease is a contract that conveys the right to use a nonfinancial asset (the underlying asset) for a period of time in an exchange or exchange-like transaction."
- All leases are financings of the right to use an underlying asset
  - Therefore, single approach applied to accounting for all leases except short-term leases

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Initial Reporting

	Assets	Liability	Deferred Inflow
Lessee	Intangible asset (right to use leased asset)—value of lease liability plus prepayments and initial direct costs that are ancillary to place asset in use	Present value of future lease payments (incl. fixed payments, variable payments based on index or rate, probably residual guarantees, etc.)	NA
Lessor	• Lease receivable (including same items as lessee liability) • Continue to report leased asset	NA	Equal to lease receivable plus any cash received up front

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Subsequent Reporting

	Assets	Liability	Deferred Inflow
Lessee	Amortize over shorter of useful life or lease term	Reduce by lease payments (less amount of interest expense)	NA
Lessor	• Depreciate leased asset (unless indefinite life or required to be returned in its original or enhanced condition) • Reduce receivable by lease payments (less payment needed to cover accrued interest) • Amortize discount over term of the receivable	NA	Recognize revenue over the lease term on a systematic and rational basis

98

Short-Term Leases

- At beginning of lease, maximum possible term under the contract is 12 months or less
- Lessees recognize expenses/expenditures based on the terms of the contract
  - Do not recognize assets or liabilities associated with the right to use the underlying asset for short-term leases
  - Disclose short-term leases expense/expenditure recognized during the reporting period
- Lessors recognize lease payments as revenue based on the terms of the contract
  - Do not recognize receivables or deferred inflows associated with the lease

99

Leases with Multiple Components

Separately account for lease and service components

Separately account for individual lease components when

- Lease terms differ
- Underlying assets are in different classes for disclosure

Practicality exception provided for difficult situations

- See flowchart for allocation guidance

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Project Timeline

Pre-Agenda Research Started	April 2011
Added to Current Technical Agenda	April 2013
Preliminary Views Approved	November 2014
Exposure Draft Expected	January 2016
Final Statement Expected	November 2016

101

Fiduciary Responsibilities

102

Preliminary Views on Fiduciary Responsibilities

- **What:** The GASB has proposed standards that clarify when a government has a fiduciary responsibility and is required to present fiduciary fund financial statements
- **Why:** Existing standards require reporting of fiduciary responsibilities but do not define what they are; use of private-purpose trust funds and agency funds is inconsistent; business-type activities are uncertain about how to report fiduciary activities
- **When:** Preliminary Views issued for public comment in November 2014; comment deadline was March 6, 2015

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When Is a Government a Fiduciary?

- A government is a fiduciary if it **controls** assets in any of the following ways:
  - From a pass-through grant for which the government does *not* have administrative or direct financial involvement
  - In accordance with a trust agreement or equivalent arrangement in which the government itself is *not* a beneficiary
  - For the benefit of individuals that are *not* required to be part of the citizenry as a condition of being a beneficiary, or organizations or other governments that are *not* part of the financial reporting entity

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When Is a Government Controlling Resources?

		Responsibility for Administering the Exchange of Assets			
		(1) Responsible for administering the exchange of assets	(2) Assigned and can reassign the responsibility for administering the exchange of assets	(3) No responsibility for administering the exchange of assets, but can establish parameters for those who are responsible	(4) No responsibility for administering the exchange of assets
Legal Structure	(a) Government directly holds the assets outside of a trust agreement or equivalent arrangement	Control	Control	Control	Control
	(b) Government is acting as trustee for a trust agreement or equivalent arrangement	Control	Control	No Control	No Control
	(c) Legally separate entity is responsible for holding or acting as trustee	Control	Control	No Control	No Control

105

What Resources Should Be Reported in Fiduciary Funds?

1. Resources (a) held for pension/OPEB arrangements in a trust or equivalent arrangement, (b) not available to government for another purpose, and (c) not covered by other GASB guidance
2. Resources from a pass-through grant if the government acts solely as a cash-conduit for the resources
3. Government is not a beneficiary and resources are held in a trust or equivalent arrangement
4. Government is not a beneficiary and the resources are not for the benefit of individuals that are required to be part of the government's citizenry as a condition of being a beneficiary, or for organizations or other governments that are part of the financial reporting entity

- Resources from the government's own source revenues generally should *not* be reported in fiduciary funds

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Other Proposals

- Fiduciary fund types:
  - New definitions for pension trust funds, investment trust funds, and private-purpose trust funds that focus on the resources that should be reported within each.
    - Trust agreement or equivalent arrangement should be present for an activity to be reported in a trust fund.
  - *Custodial funds* would report fiduciary activities for which there is no trust agreement or equivalent arrangement.
- A stand alone BTA's fiduciary activities should be reported in separate fiduciary fund financial statements.
- Governments engaged in fiduciary activities should be required to present additions disaggregated by source and deductions disaggregated by type in a statement of changes in fiduciary net position for *all fiduciary funds*.

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Project Timeline

Pre-Agenda Research Starts	April 2010
Added to Current Technical Agenda	August 2013
Preliminary Views Approved	November 2014
Exposure Draft Expected	October 2015
Final Statement Expected	July 2016

108

External Investment Pools

External Investment Pools

- **What:** The GASB is considering revisions to the accounting and financial reporting standards for 2a7-like investment pools
- **Why:** Securities and Exchange Commission changes to Rule 2a7 would make it difficult for external investment pools to meet the criteria to report as 2a7-like
- **When:** An Exposure Draft is expected for June 2015

Background

- Current standards allow pools that are considered to be 2a7-like to report investments at amortized cost rather than fair value
  - The SEC recently made significant changes to Rule 2a7
  - Concerns were raised regarding the cost-benefit of government pools applying the revised Rule 2a7 provisions
- The project is considering criteria independent of Rule 2a7 that could be applied by external investment pools to determine when a cost-based can be applied to investments.
  - The current 2a7 provisions and other regulatory provisions are being used as starting point.

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Tentative Criteria Categories

- Pool should transact with participants at a stable net asset value
- Portfolio maturity limits
- Portfolio quality requirements
- Portfolio diversification requirements
- Portfolio liquidity limits

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Project Timeline

Pre-Agenda Research Starts	August 2014
Added to Current Technical Agenda	December 2014
Exposure Draft Expected	June 2015
Final Statement Expected	December 2015

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Other GASB Activities

- Current Technical Agenda Projects
  - Asset Retirement Obligations
  - Blending Requirements for Certain Business-Type Activities
  - Irrevocable Charitable Trusts
- Pre-Agenda Research
  - Financial Reporting Model (Reexamination of Statement 34)
  - Debt Extinguishments (Reexamination of Statements 7, 23, and 62)

114

Blending Requirements for Certain Business-Type Activities

Blending Requirements

- **What:** The GASB is considering revising the standards regarding how certain component units of business-type activities should be presented in the financial statements of the primary government
- **Why:** There is diversity in practice, with some component units blended for reasons not included in Statement 14
- **When:** An Exposure Draft is expected for June 2015

Existing Guidance—Statement 14, as amended

- Most component units should be included in the financial reporting entity by discrete presentation.
- Blending required if any of the following is true:
  - Primary government and component unit have substantively the same governing body AND
    - A financial benefit/burden relationship exists, OR
    - Management (below the elected official level) of the primary government has “operational responsibility” for the activities of the component unit
  - Services of the component unit exclusively benefit the primary government
  - Debt of the component unit is expected to be repaid entirely or almost entirely with resources of the primary government

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Project Scope

- Consider which methods of reporting component units—blended or discrete presentation—is most appropriate for the reporting entity of certain BTAs
- If types of component units in question should be blended:
  - Consider whether blending can be achieved under the existing criteria (substantively the same governing body) or whether additional criteria should be developed
  - If additional blending criteria are considered, should application be limited to “certain BTAs” or available to all governments?
  - Is disclosure of disaggregated information needed?

118

Tentative Board Decisions

- Clarify the "substantively the same governing body" criterion:
  - Being the sole corporate member of an LLC, in which there is not a separate governing board, is equivalent to having *substantively the same board.*

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Project Timeline

Pre-Agenda Research Starts	December 2013
Added to Current Technical Agenda	August 2014
Exposure Draft Expected	June 2015
Final Statement Expected	March 2016

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Questions?

Visit www.gasb.org

Reducing the Costs of Disbursements

With prepaid card solutions

2015 Governmental Account and Financial Management Update

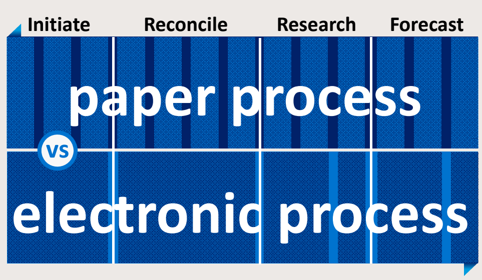
Doris N. Dixon, Director, Senior Prepaid Card Specialist
June 5, 2015

Bank of America Merrill Lynch

Electronic payments

Bank of America Merrill Lynch

Leading companies are taking advantage of the **up to 75% cost savings** by going from paper checks to electronic payments



$4
Average cost per check payment[3]

$1
or less internal cost for electronic payments

Paper to electronic (P2E) consumer payments mean more "green" to your bottom line

Because trees remove carbon dioxide from the earth's atmosphere, cutting them down to produce checks actually speeds up climate change (a tree can only produce, on average, 17 reams of paper and takes about 100 years to grow[1]). The benefits of going paperless are enormous. Going electronic for payments means fewer file cabinets in the landfill, fewer printer cartridges and less ink and toner.

84%
of respondents cited reducing overall processing costs was the top factor for driving a focus on electronic payments[2]

1. 2/2015 http://paperlessproductivity.com/eco-impact/ 2. Electronic Supplier Payments; PayStream Advisors Q3 2013
3. Anecdotal estimates shared with us by our clients have ranged as high as $25 per payment. In recognition of the variability of costs across our clients and of the presumed partial cost offset offered by check float, Bank of America typically references a conservative estimate of $4 per check when discussing the potential benefit of electronic payments.

Electronic payments help with fraud prevention

Bank of America Merrill Lynch

"Companies are moving away from manual, paper-based payments to help deter fraudulent activity."[1]

60%
of companies surveyed experience attempted or actual payments fraud[1]

82%
reported checks were the primary target for fraud attacks at their companies[1]

Common cases of fraud

- Altered checks
- Organized crime
- Malicious insiders
- Hacked systems
- Spyware

Solutions being implemented

- Digital disbursements
- ACH positive pay solutions
- Card solutions
- Check outsourcing

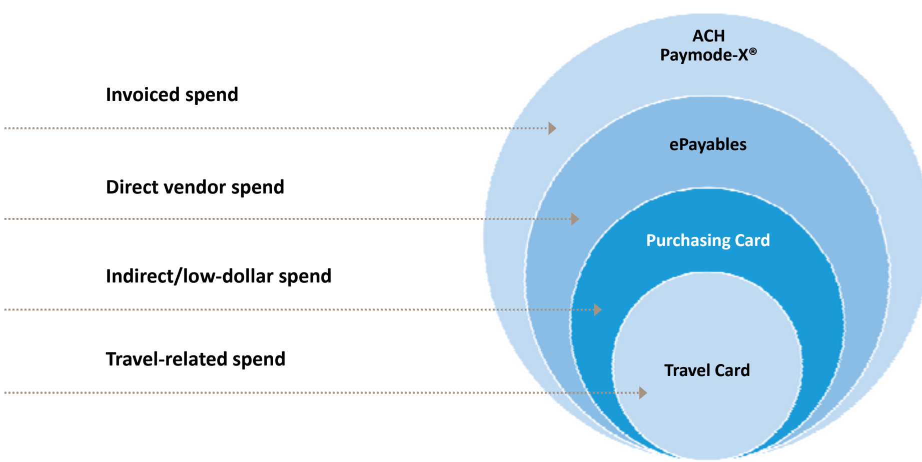
"As the EMV is adopted in the United States, and credit cards become a less attractive payment method to attack, fraudsters will follow the path of least resistance: checks."[2]

1. 2014 AFP Payments Fraud and Control Survey
2. KOFAX White Paper • Verify Checks in Real-Time: Meet Customer Expectations While Reducing Fraud, 1/2015

Business to Business (B2B) - Payment solutions for every type of spend

Bank of America Merrill Lynch

Convert paper-based payments to electronic transactions



Business to Consumer (B2C) - Options to replace costly paper checks

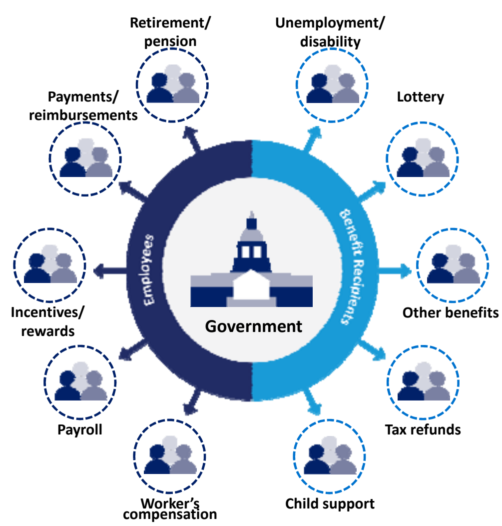
Bank of America Merrill Lynch

	B2C Payment profile	Anticipated benefits
ACH Transfers (Automated Clearing House)	▪ Used for non-recurring and recurring payments ▪ Most cost effective payment method if customer will share account information ▪ Broadly used, highly reliable ▪ Robust remittance capabilities ▪ Bank account required	▪ Submit payments online or via transmitted file ▪ Establish recurring payments to reduce cost ▪ Pay on the next or a future business day—you set the date ▪ Electronic deposit on an automated basis ▪ No lost or stolen checks
Prepaid Card	▪ Use for recurring and non-recurring payments ▪ Established payment type—accepted world-wide ▪ Faster and less costly processing when compared with paper checks ▪ No bank account required	▪ Provides a branded reminder in your customers' wallet ▪ Fast and easy to use—on an automated basis requires less manual intervention than checks ▪ Provides greater security then paper checks

BofAML Prepaid Cards

Bank of America Merrill Lynch

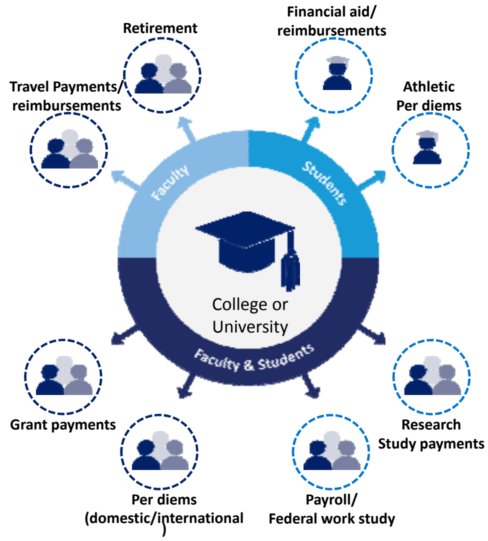
- **Meet regulatory compliance** – Management of the escheatment process and help ensure compliance with the various state laws
- **Streamline administration** – by eliminating difficult, time-consuming reconciliation process
- **Reduce expenses** – reduce costs associated with check production, reconciliation, bank fees and customer replacement requests
- **Reduce risk exposure** – eliminates check fraud exposure and improves audit reporting
- **Security/safer than cash** – improves safety, fraud protections and provides 24/7 customer care. If lost or stolen, the unspent amount can be replaced
- **More choices & convenience** – Unlike gift certificates and checks, customers have access to use funds wherever Visa or MasterCard debit cards are accepted
- **Online activation and balance availability** – Cardholders can activate their cards immediately and have 24/7 access to their available balance



BofAML Prepaid Cards for Higher Education

Bank of America Merrill Lynch

- Meeting the same benefits of regulatory compliance, streamlined administration, reduced expenses, reduced risk exposure, security/safer than carrying cash, more choices & convenience, online activation and balance activity



7

Bank of America Government Prepaid

Bank of America Merrill Lynch

Current State-level Bank of America Programs:

- State of Arizona – Payroll, Retirement, Unemployment, Child Support
- State of California – Unemployment, Disability
- State of Georgia – Income Tax Refund
- State of Iowa – Unemployment
- State of Kansas – Unemployment
- State of Maryland – Child Support, Unemployment
- State of Michigan – Unemployment
- Commonwealth of Massachusetts –Unemployment, Child Support
- State of New Hampshire - Payroll
- State of New Jersey – Unemployment, Disability, Payroll
- State of New York – Income Tax Refund
- State of North Carolina – Unemployment (Launch July 2015)
- State of South Carolina – Unemployment, Income Tax Refund
- State of Texas – Payroll
- State of Virginia – Lottery
- State of Washington – Child Support

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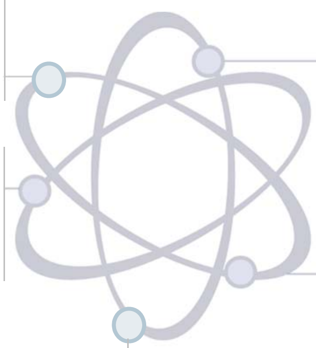
BofAML prepaid program features

Bank of America Merrill Lynch

24/7 support for your cardholders
Customer service is available through an online website, toll-free telephone access to an IVR of live agent call center

Dedicated Client Support
support including account management, implementation and client support hot line



Flexible Product Structures
Multiple product design and structure options, including ATM access.

Easy to implement
You are assigned an implementation project manager to provide complete support as you design and launch your program

Easy to administer
Secure web-based tools to manage your program and access reporting

9

Use case: Unemployment insurance benefits

Recurring payments through prepaid cards

Bank of America Merrill Lynch

Personalized	Features	Supported
▪ Personalized cards issued to Unemployment Insurance recipients ▪ Trade Readjustment Allowance and additional unemployment benefits eligible	▪ Primary funding via ACH direct deposit ▪ Reloadable ▪ Purchases everywhere Visa debit cards accepted, plus cash access via ATMs and financial institutions ▪ Online funds transfers ▪ Emergency cash transfers via Western Union ▪ 24/7/365 Cardholder customer service by toll-free phone line and online customer service	▪ Fully customized implementation with technical lead and dedicated implementation engineer resources ▪ Marketing and transition support ▪ Fully automated enrollment and reporting support via data file transmissions ▪ Web portal administration option ▪ Dedicated Card Account Manager and Prepaid Client Support for agency administrators

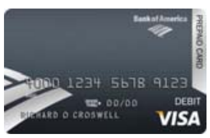
10

Use Cases: Per diems & research study payments

Bank of America Merrill Lynch

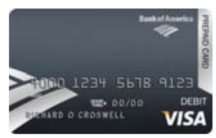
Per Diems
Student & Employee Per Diems

- Supports consumer-owned funds – study abroad, NCAA athletic per diems, student activity programs, infrequent traveler
- Supports business-owned funds – athletic department coaches/managers, grant funds
- Personalized cards w/mail delivery – order cards as you need them; we personalize and mail them to the cardholder; logo option
- Instant issue cards - non-personalized, non-loaded/non-activated, can upgrade to personalized cards
- Reloadable or one-time issuance; Point-of-sale and/or cash access
- 24/7 enrollment & funding via web-based tool
- Client reporting package
- Escheatment liability shifts to bank
- 24/7 cardholder customer service, with FDIC insurance and zero liability coverage (consumer funds programs)



Research Study Payments
Student & Consumer Payments

- Supports registered, anonymous or self-service reward cards
- Personalized cards w/mail delivery – order cards as you need them; we personalize and mail them to the cardholder; logo option
- Instant issue cards - non-personalized, non-loaded/non-activated, can upgrade to personalized cards
- Reloadable or one-time issuance; Point-of-sale and/or cash access
- Anonymous cards – no cardholder data passed, instant issue non-reloadable, maximum value $1,000.00, cash access ONLY
- 24/7 enrollment & funding via web-based tool
- Client reporting package
- Escheatment liability shifts to bank
- 24/7 cardholder customer service, with FDIC insurance and zero liability coverage



11

How to Participate
How to enroll in the program

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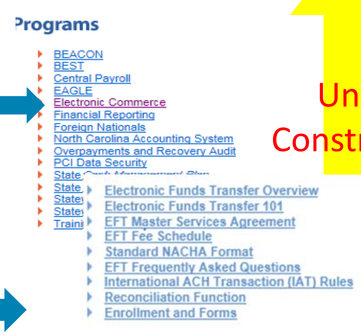
1 Start by visiting the Office of State Controller's website http://www.osc.nc.gov/ Under the programs tab select **Electronic Commerce**.



Under Construction

2 Then select **EFT Services** from the left table of contents and then **Enrollment and Forms**.

3 Complete the Agency Participant Agreement and Participant Setup Form. OSC and Bank of America associates are available to review the setup form.

4 Upon receiving the approved form from the Office of the State Controller and Department of the State Treasurer, Bank of America associates will contact you to review program options .

12

Questions & Open Discussion

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Performance Management the NCVIP Way

Office of the State Controller
Governmental Accounting and Financial Management Update
June 5, 2015

OFFICE OF STATE HUMAN RESOURCES	
Dr. Jenn McGinnis Organizational Effectiveness Manager	**Tonya Easterwood** PM System Administrator

1

Agenda

- Business Need
- Project Overview
- Key Policy Points
- NCVIP Process
- System Demonstration
- Q&A

2

Business Need

- Performance management (PM) initiative will standardize:
  - Philosophy
  - Policy
  - Process, including cycle and rating scale
- All BEACON organizations will utilize centrally funded technology to:
  - Automate the PM process
  - Administer, document, track, and report individual and organizational performance
  - Provide direct line of sight for goals
  - Enhance calibration within agencies and across enterprise

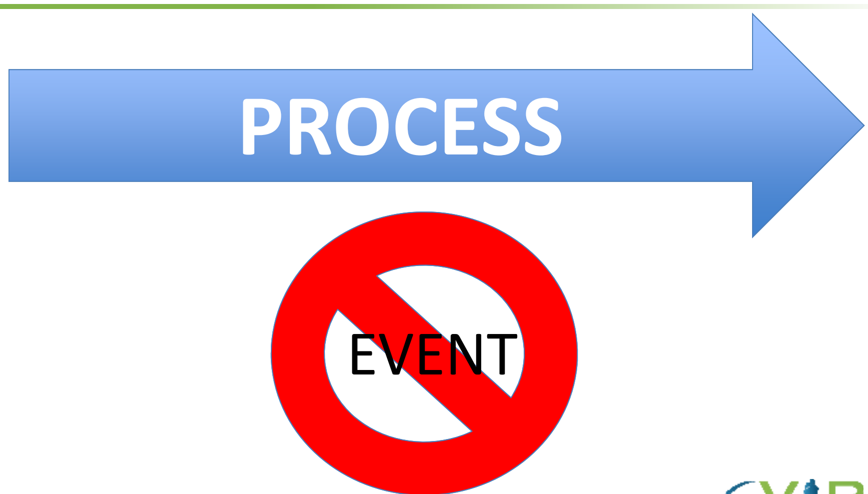
3

Project Overview

2014 Dates	2015 Dates
• **JUL – OCT:** Change Management	• **30 JAN:** Phase I Agencies Go Live
• **AUG:** Policy Approval by SHRC, with an effective date of 7/1/15	• **27 FEB:** Phase II Agencies Go Live
• **DEC:** Pilot Agencies Go Live	• **23 MAR:** Phase III Agencies Go Live
	• **1 JUL:** Begin New Performance Cycle

4

PM as a Process

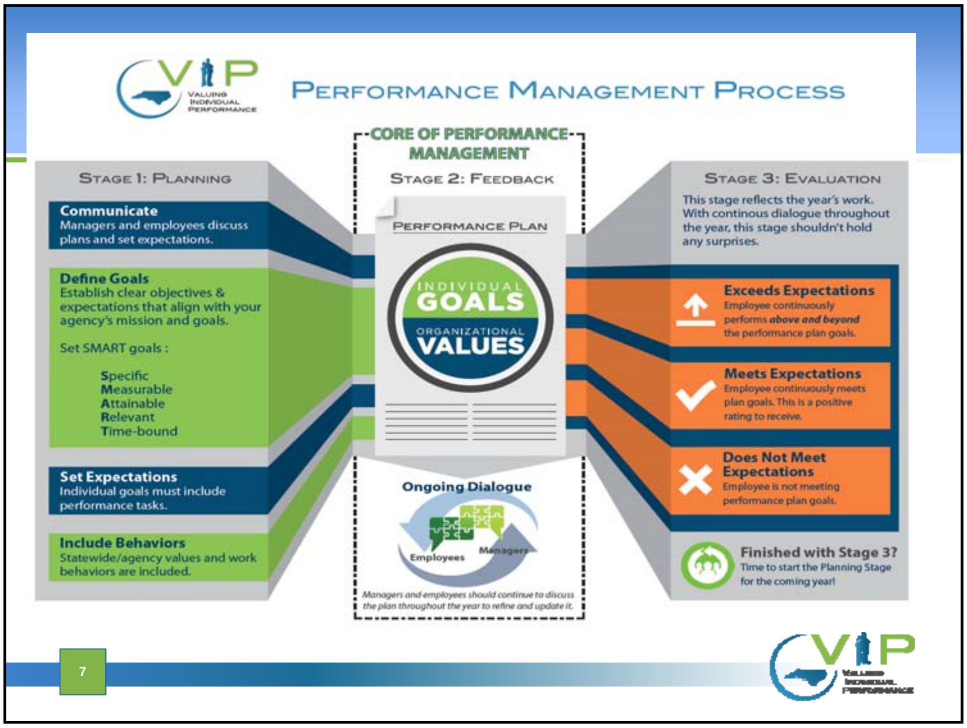


5

Key Policy Points

- Employees and Managers Share Responsibility
- Fiscal Year Cycle
- Three-Point Rating Scale
- Two Components, with 50%/50% Weight
  - Goals – 3-5 written in the SMART Format
    - Weights may vary
  - Values – 2-4 determined by SHR Director and additional 5-7 determined by Agency Leaders
    - Equal weights

6



NCVIP Process

Stage 1: Planning

May → July

Stage 2: Feedback

July → Entire Performance Cycle → June

Stage 3: Evaluation

May → Aug

8

Stage One: Planning

Managers/Supervisors:

- Determine priorities and goals for the team and discuss
- Determine priorities for individuals and discuss with employees
- Discuss how process will work for the year
- Outline what employees can expect
- Clarify the NCVIP process
- Answer any questions from employees

Employees:

- Establish priorities and discuss with manager
- Understand the NCVIP process and what is expected of them

9

Stage One: Planning (2)

Managers:

- Define goals for employees
- Define tasks for employees
- Review goals submitted by employees
- Approve at least 3 but no more than 5 goals per employee

Employees can:

- Define goals and seek managerial approval
- Define tasks and weights and seek managerial approval
- Understand how the goals connect with the overall team goals

ALL GOALS SHOULD BE WRITTEN AT THE "MEETS EXPECTATION" LEVEL

10

Stage One: Planning (3)

Values are behavioral based expectations. They address how the work will be accomplished.

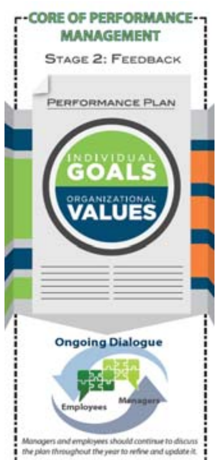
Values are defined by OSHR (Statewide Core Values) and Agency Leadership (Agency specific) and will already be populated on the Performance Plan for all employees and managers. Values cannot be modified.

Managers:
- Understand assigned values and how they tie into agency and statewide mission
- Communicate what meeting or exceeding behaviors look like for individual employees

Employees:
- Understand the values and how they can meet or exceed expectations.

11

Stage Two: Feedback



Feedback is utilized to:
- Reinforce positive behavior(s)
- Learn a new behavior(s) or skill(s)
- Touch base, check in, update
- Record accomplishments toward goals and values
- Correct behavior(s)

Feedback should:
- Be provided frequently
- Can be informal (verbal conversation) or formal (documented in the system or written down for documentation)
- Provide an avenue for discussion between employees and managers
- Provide information to determine if the Performance Plan needs to be refined or adjusted

12

Providing Feedback

"Facilitate effective communication between employees and managers/supervisors"

Meet Regularly
- Schedule a regular time to talk about performance goals, progress, and obstacles.
- Monthly or bi-weekly meetings are a good place to start.

Confidentiality
- Build trust by maintaining confidentiality when discussing individual performance.

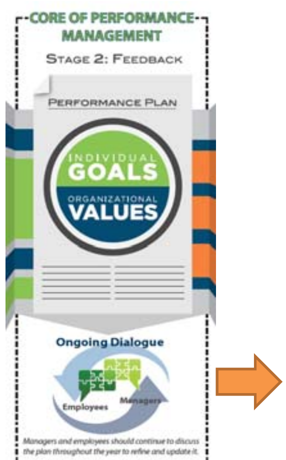
Clarify Expectations
- Break complex tasks or projects into smaller steps.
- Be specific so progress can be tracked more easily.

Document Progress
- Allows discussion of specific events and achievements at any point during the year.

Address Issues
- Don't put off difficult conversations.

13

Stage Two: Feedback (2)



- Continuous conversation between employees and managers
- Employees or managers/supervisors document and update progress in system
- Manager/Supervisor and employees should discuss any refinements or changes to the plan
- Plans can be modified with managerial approval. This allows for adjustments (i.e., change in due date due to decreased funding) based on external constraints.
- Modifications will be tracked
- No surprises!

14

Annual Performance Evaluation

Three-Point Scale:

3. Exceeds Expectations
2. Meets Expectations
1. Does Not Meet Expectations

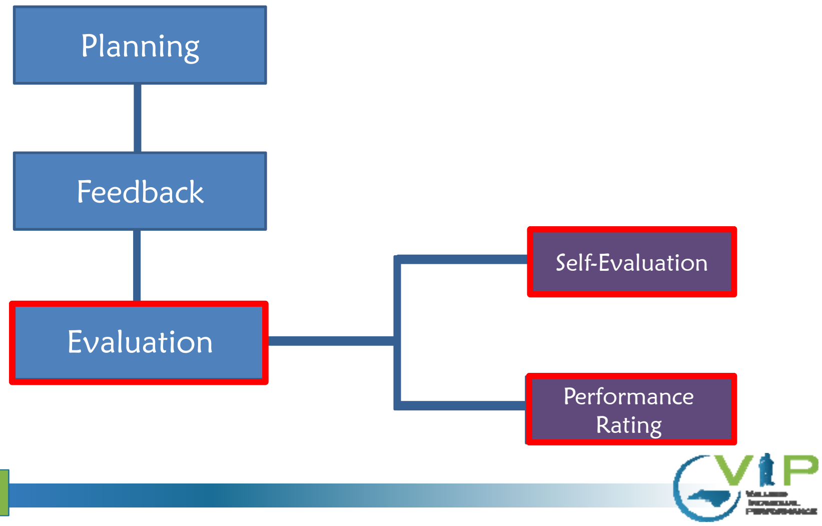
- Most Employees Will Perform at the "Meets Expectations" level, which is where goals/values are written.
- To receive an "Exceeds Expectations" rating, an employee must repeatedly makes exceptional or unique contributions to the organization that are above the requirements of his/her duties and responsibilities.
- If an employee receives a "Does Not Meet Expectations" rating on any goal or value, that employee cannot receive an overall "Exceeds Expectations" rating.
- Overall ratings will be calibrated (discussed and justified) to ensure ratings are being consistently applied among managers, divisions and agencies.
- Must have a Performance Plan in place for at least 6 months to receive an overall performance rating.

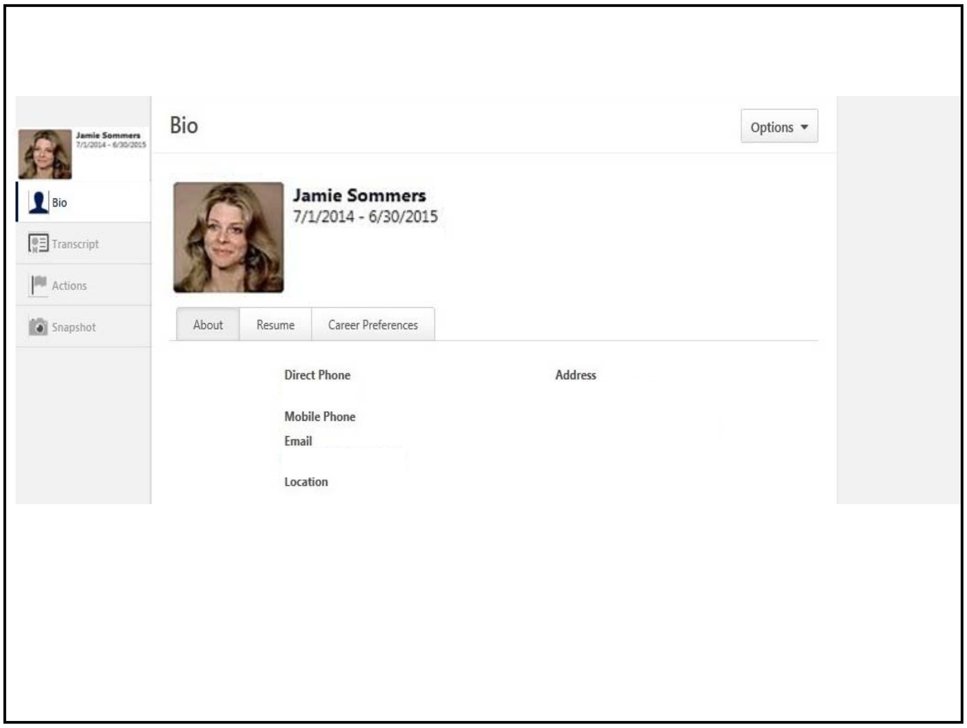
15

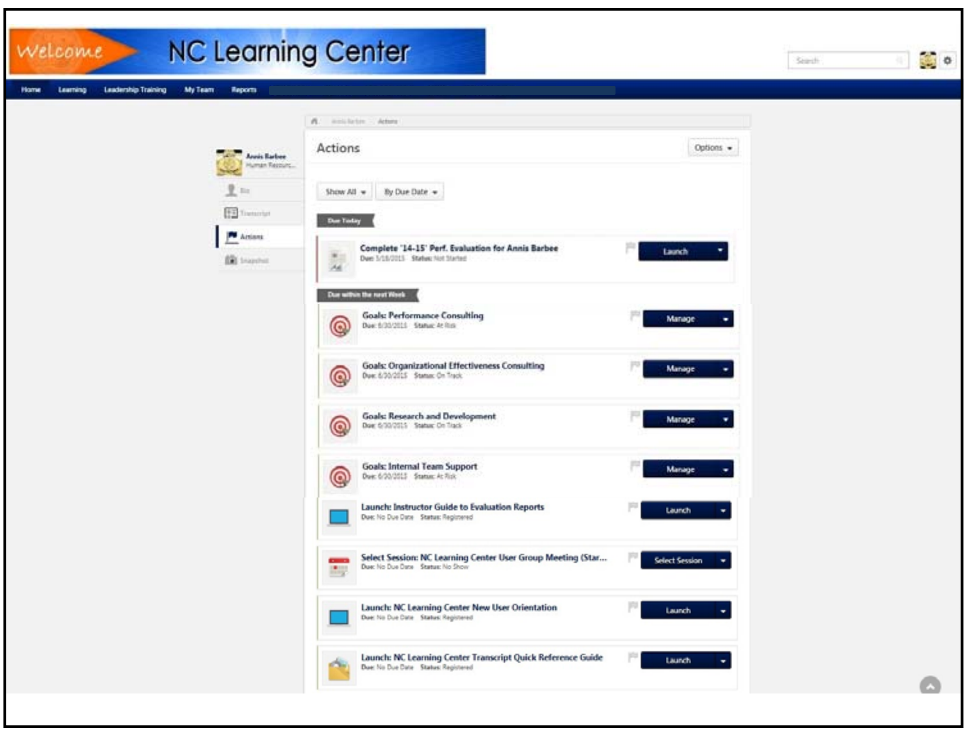
Performance Management System Demonstration

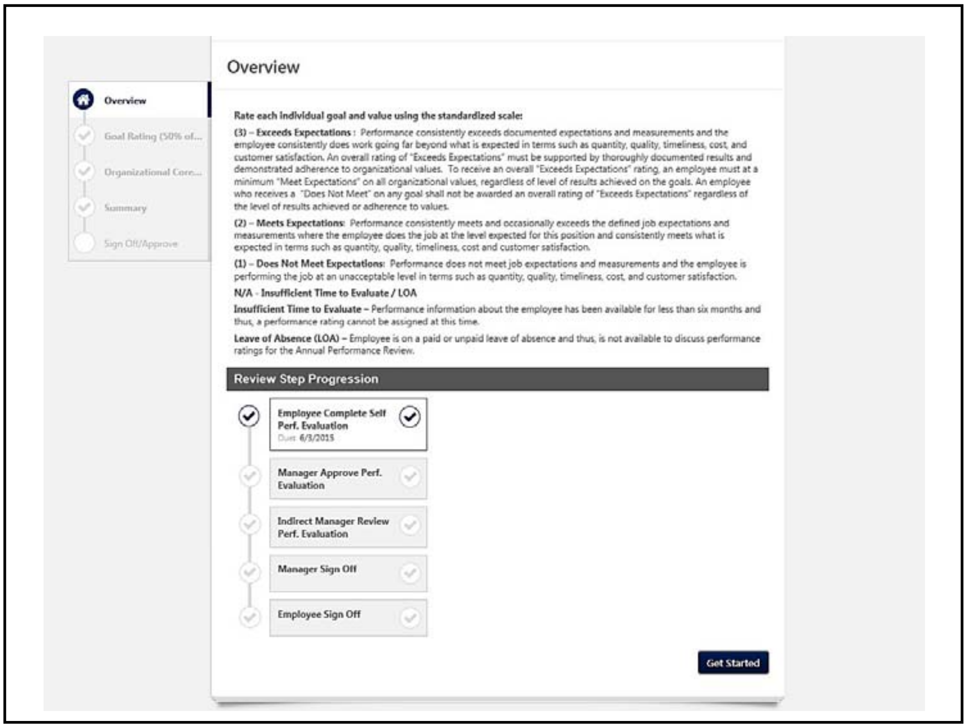
16

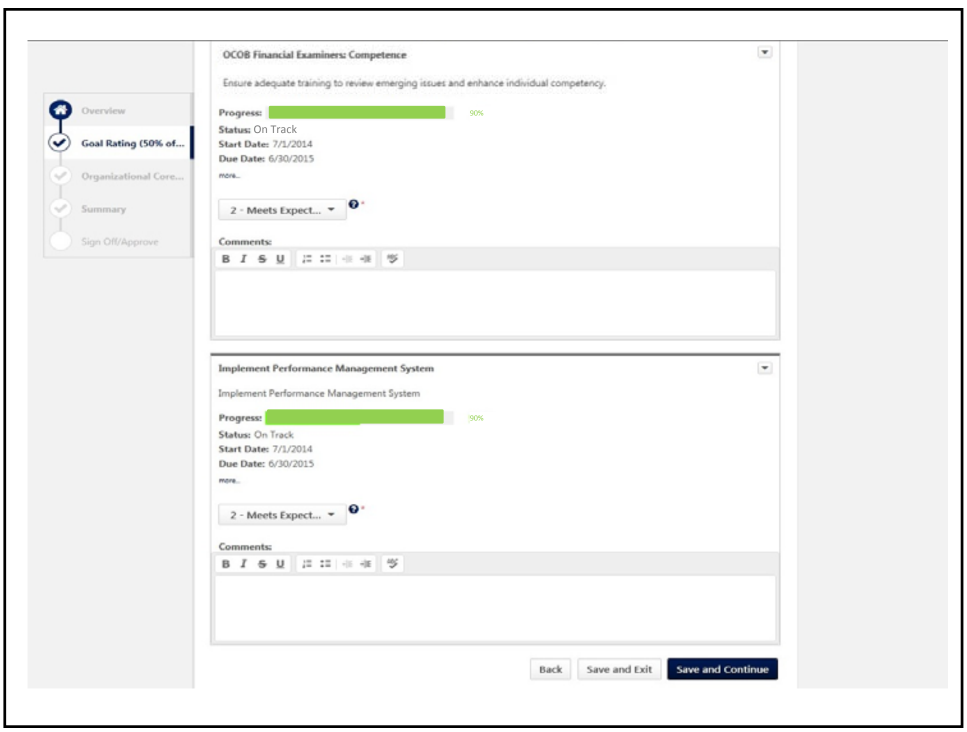
Performance Management Process



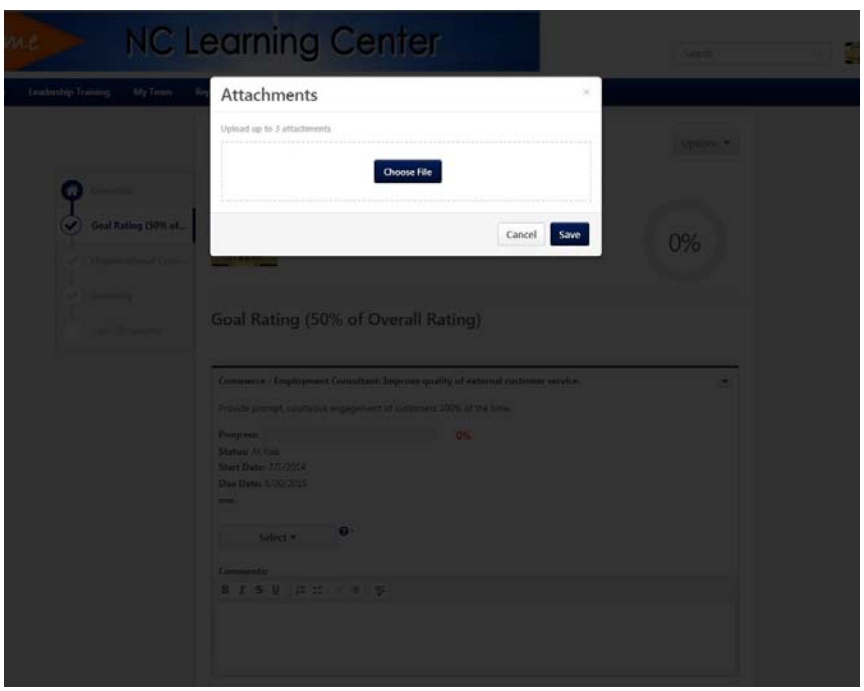

Jamie Sommers
7/1/2014 - 6/30/2015
Bio
Transcript
Actions
Snapshot
Bio
Options
Jamie Sommers
7/1/2014 - 6/30/2015
About
Resume
Career Preferences
Direct Phone
Address
Mobile Phone
Email
Location

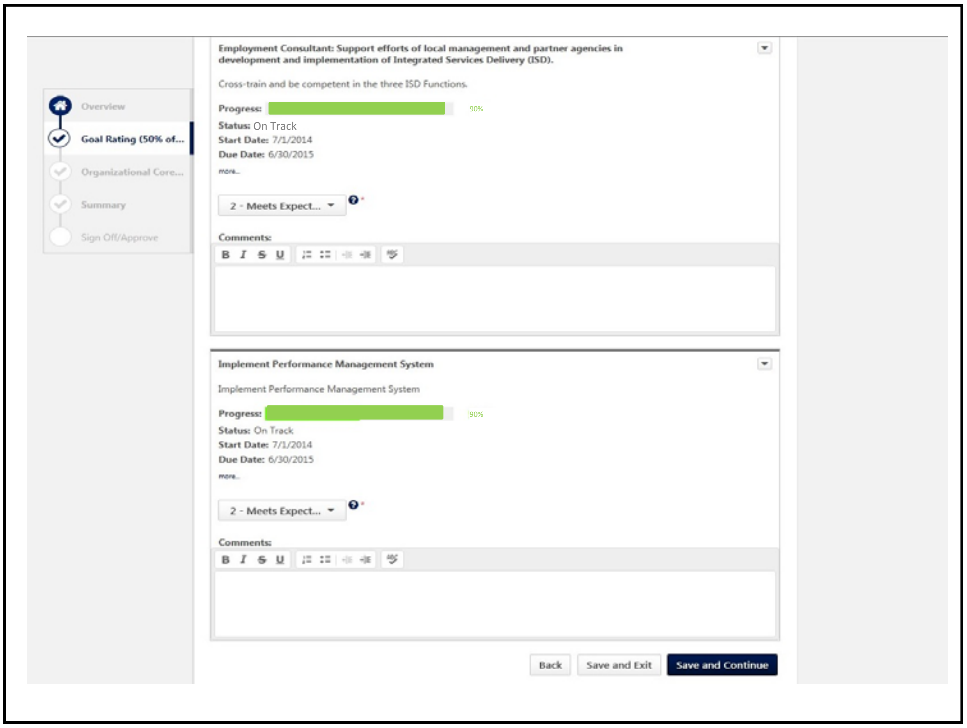

Welcome
NC Learning Center
Home
Learning
Leadership Training
My Team
Reports
Actions
Options
Show All
By Due Date
Due Today
Complete '14-15' Perf. Evaluation for Annis Barbee
Launch
Due within the next Week
Goals: Performance Consulting
Manage
Goals: Organizational Effectiveness Consulting
Manage
Goals: Research and Development
Manage
Goals: Internal Team Support
Manage
Launch: Instructor Guide to Evaluation Reports
Due: No Due Date Status: Registered
Launch
Select Session: NC Learning Center User Group Meeting (Star...
Due: No Due Date Status: No Show
Select Session
Launch: NC Learning Center New User Orientation
Due: No Due Date Status: Registered
Launch
Launch: NC Learning Center Transcript Quick Reference Guide
Due: No Due Date Status: Registered
Launch

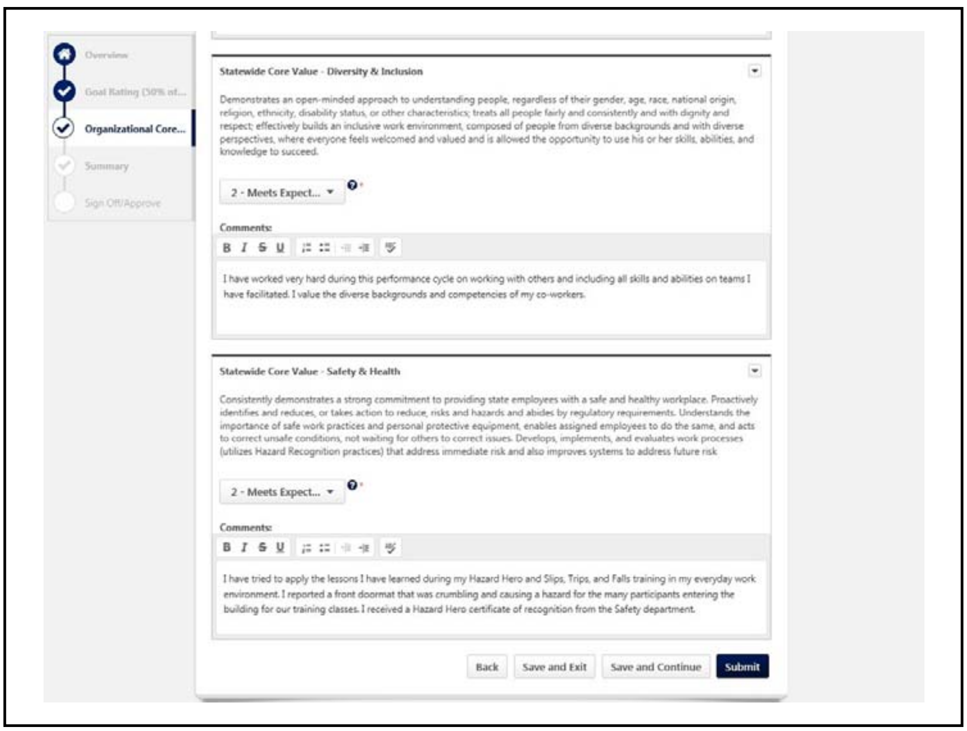

Overview
Goal Rating (50% of...
Organizational Core...
Summary
Sign Off/Approve
Overview
Rate each individual goal and value using the standardized scale:
(3) – Exceeds Expectations : Performance consistently exceeds documented expectations and measurements and the employee consistently does work going far beyond what is expected in terms such as quantity, quality, timeliness, cost, and customer satisfaction. An overall rating of "Exceeds Expectations" must be supported by thoroughly documented results and demonstrated adherence to organizational values. To receive an overall "Exceeds Expectations" rating, an employee must at a minimum "Meet Expectations" on all organizational values, regardless of level of results achieved on the goals. An employee who receives a "Does Not Meet" on any goal shall not be awarded an overall rating of "Exceeds Expectations" regardless of the level of results achieved or adherence to values.
(2) – Meets Expectations: Performance consistently meets and occasionally exceeds the defined job expectations and measurements where the employee does the job at the level expected for this position and consistently meets what is expected in terms such as quantity, quality, timeliness, cost and customer satisfaction.
(1) – Does Not Meet Expectations: Performance does not meet job expectations and measurements and the employee is performing the job at an unacceptable level in terms such as quantity, quality, timeliness, cost, and customer satisfaction.
N/A - Insufficient Time to Evaluate / LOA
Insufficient Time to Evaluate – Performance information about the employee has been available for less than six months and thus, a performance rating cannot be assigned at this time.
Leave of Absence (LOA) – Employee is on a paid or unpaid leave of absence and thus, is not available to discuss performance ratings for the Annual Performance Review.
Review Step Progression
Employee Complete Self Perf. Evaluation
Due: 6/3/2015
Manager Approve Perf. Evaluation
Indirect Manager Review Perf. Evaluation
Manager Sign Off
Employee Sign Off
Get Started

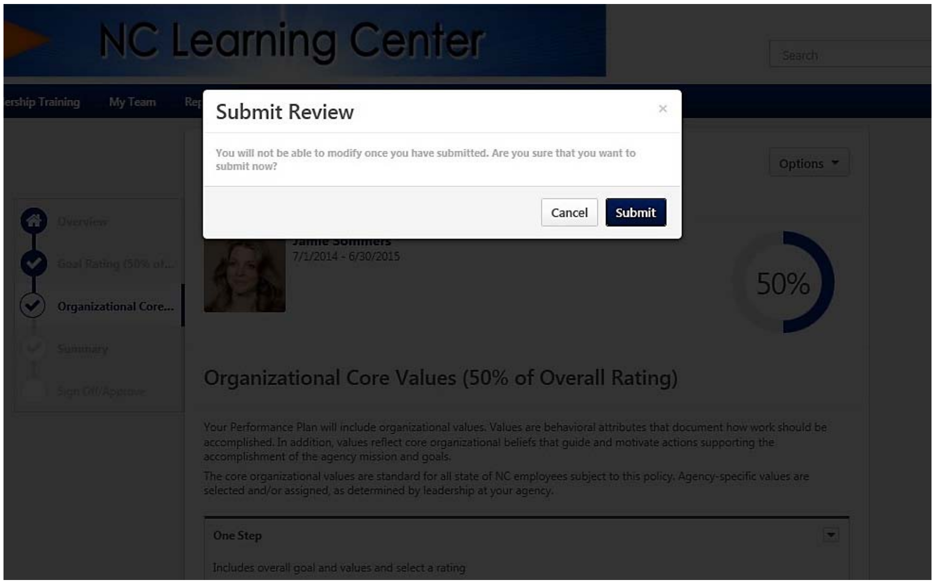

OCOB Financial Examiners: Competence
Ensure adequate training to review emerging issues and enhance individual competency.
Overview
Goal Rating (50% of...
Organizational Core...
Summary
Sign Off/Approve
Progress:
90%
Status: On Track
Start Date: 7/1/2014
Due Date: 6/30/2015
more...
2 - Meets Expect...
Comments:
Implement Performance Management System
Implement Performance Management System
Progress:
90%
Status: On Track
Start Date: 7/1/2014
Due Date: 6/30/2015
more...
2 - Meets Expect...
Comments:
Back
Save and Exit
Save and Continue

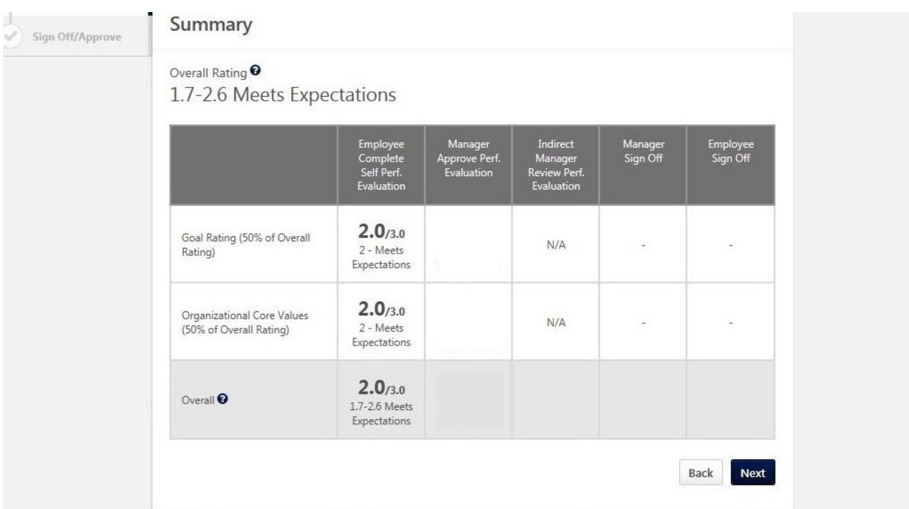

FY 2014 - 2015 Annual Performance Evaluation
Options
Attachments
Employee Details
Complete Offline
Upload Review
Print Review
Overview
Goal Rating (50% of...
Organizational Core...
Summary
Sign Off/Approve
Jamie Sommers
7/1/2014 - 6/30/2015
0%
Goal Rating (50% of Overall Rating)
Commerce - Employment Consultant: Improve quality of external customer service.
Provide prompt, courteous engagement of customers 100% of the time.
Progress:
Status: On Track
Start Date: 7/1/2014
Due Date: 6/30/2015
more..
Select
Comments:


NC Learning Center
Attachments
Upload up to 3 attachments
Choose File
Cancel
Save
0%
Goal Rating (50% of Overall Rating)

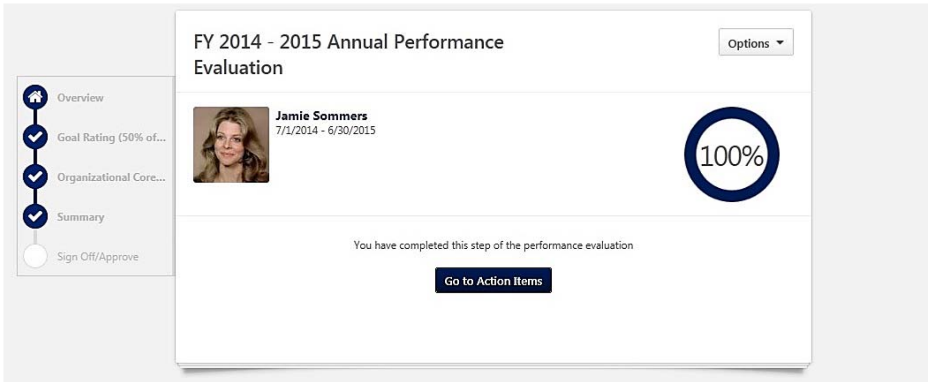

Overview
Goal Rating (50% of...
Organizational Core...
Summary
Sign Off/Approve
Employment Consultant: Support efforts of local management and partner agencies in development and implementation of Integrated Services Delivery (ISD).
Cross-train and be competent in the three ISD Functions.
Progress: 90%
Status: On Track
Start Date: 7/1/2014
Due Date: 6/30/2015
more...
2 - Meets Expect...
Comments:
Implement Performance Management System
Implement Performance Management System
Progress: 90%
Status: On Track
Start Date: 7/1/2014
Due Date: 6/30/2015
more...
2 - Meets Expect...
Comments:
Back
Save and Exit
Save and Continue


Overview
Goal Rating (50% of...
Organizational Core...
Summary
Sign Off/Approve
Statewide Core Value - Diversity & Inclusion
Demonstrates an open-minded approach to understanding people, regardless of their gender, age, race, national origin, religion, ethnicity, disability status, or other characteristics; treats all people fairly and consistently and with dignity and respect; effectively builds an inclusive work environment, composed of people from diverse backgrounds and with diverse perspectives, where everyone feels welcomed and valued and is allowed the opportunity to use his or her skills, abilities, and knowledge to succeed.
2 - Meets Expect...
Comments:
I have worked very hard during this performance cycle on working with others and including all skills and abilities on teams I have facilitated. I value the diverse backgrounds and competencies of my co-workers.
Statewide Core Value - Safety & Health
Consistently demonstrates a strong commitment to providing state employees with a safe and healthy workplace. Proactively identifies and reduces, or takes action to reduce, risks and hazards and abides by regulatory requirements. Understands the importance of safe work practices and personal protective equipment, enables assigned employees to do the same, and acts to correct unsafe conditions, not waiting for others to correct issues. Develops, implements, and evaluates work processes (utilizes Hazard Recognition practices) that address immediate risk and also improves systems to address future risk
2 - Meets Expect...
Comments:
I have tried to apply the lessons I have learned during my Hazard Hero and Slips, Trips, and Falls training in my everyday work environment. I reported a front doormat that was crumbling and causing a hazard for the many participants entering the building for our training classes. I received a Hazard Hero certificate of recognition from the Safety department.
Back
Save and Exit
Save and Continue
Submit

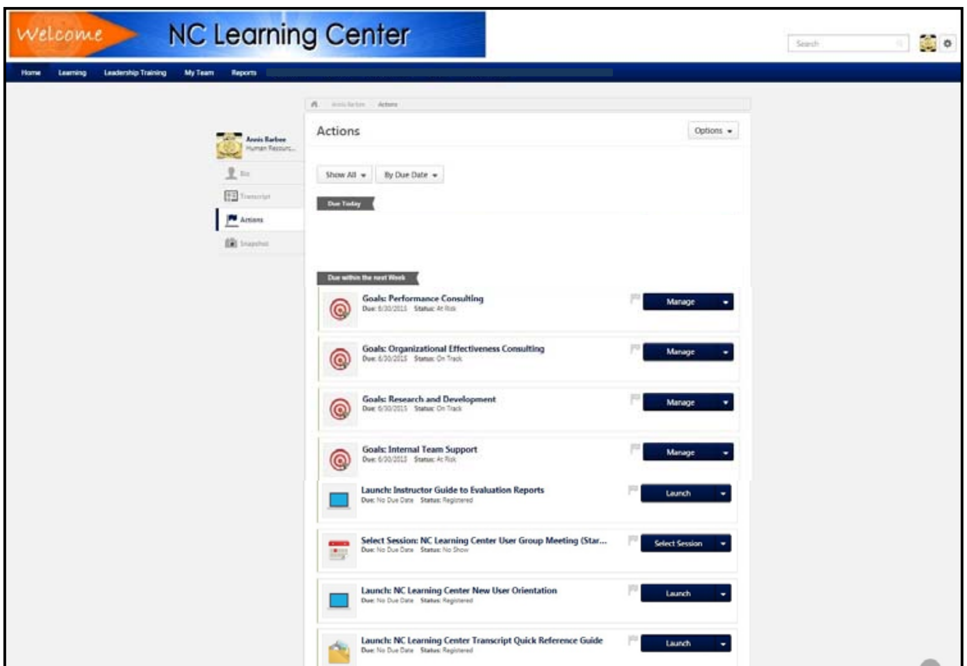




	Employee Complete Self Perf. Evaluation	Manager Approve Perf. Evaluation	Indirect Manager Review Perf. Evaluation	Manager Sign Off	Employee Sign Off
Goal Rating (50% of Overall Rating)	2.0/3.0 2 - Meets Expectations		N/A	-	-
Organizational Core Values (50% of Overall Rating)	2.0/3.0 2 - Meets Expectations		N/A	-	-
Overall	2.0/3.0 1.7-2.6 Meets Expectations				



FY 2014 - 2015 Annual Performance Evaluation
Options
Overview
Goal Rating (50% of...
Organizational Core...
Summary
Sign Off/Approve
Jamie Sommers
7/1/2014 - 6/30/2015
100%
You have completed this step of the performance evaluation
Go to Action Items



Welcome
NC Learning Center
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Leadership Training
My Team
Reports
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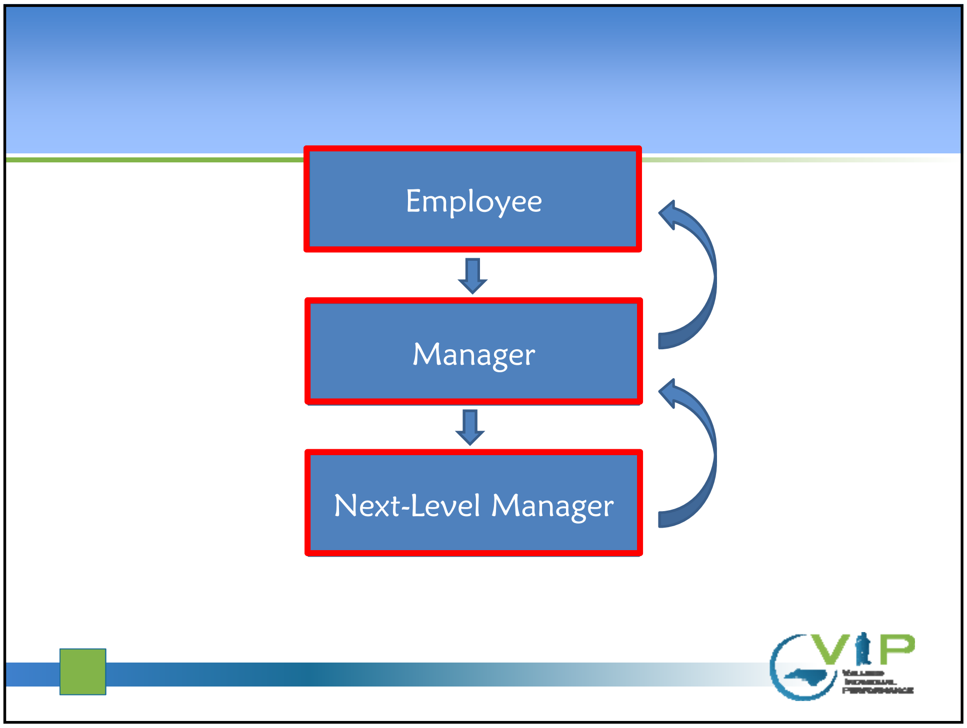
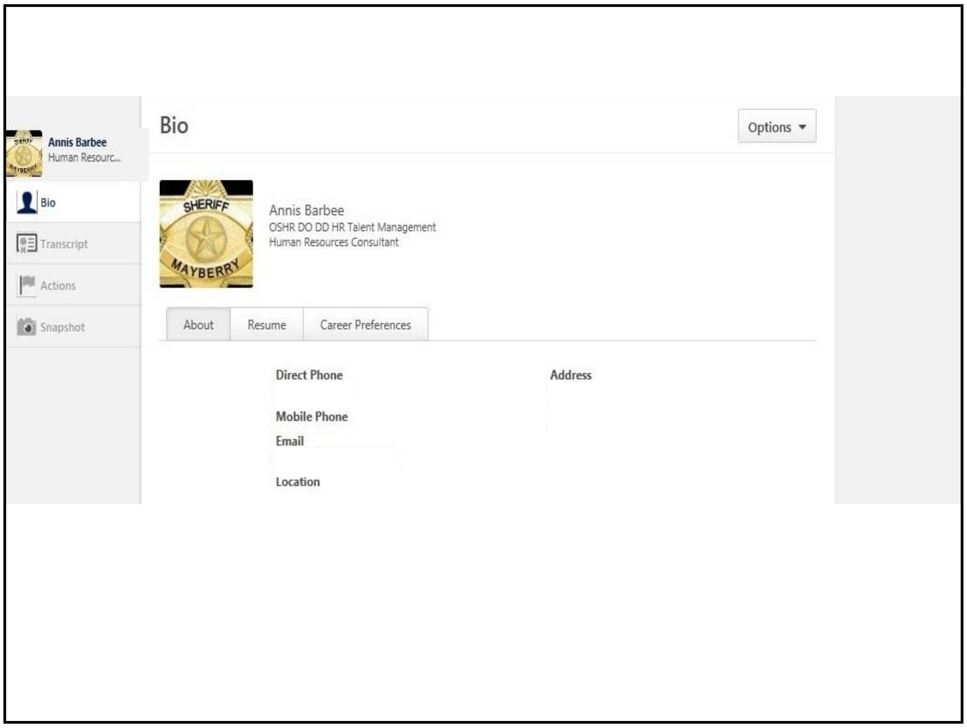
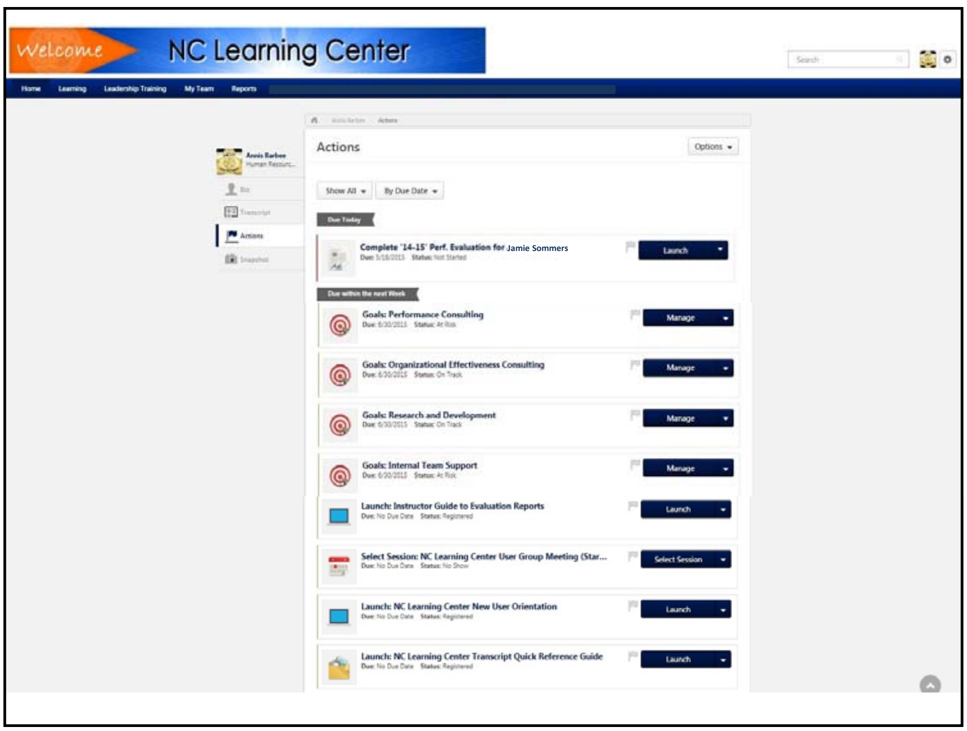
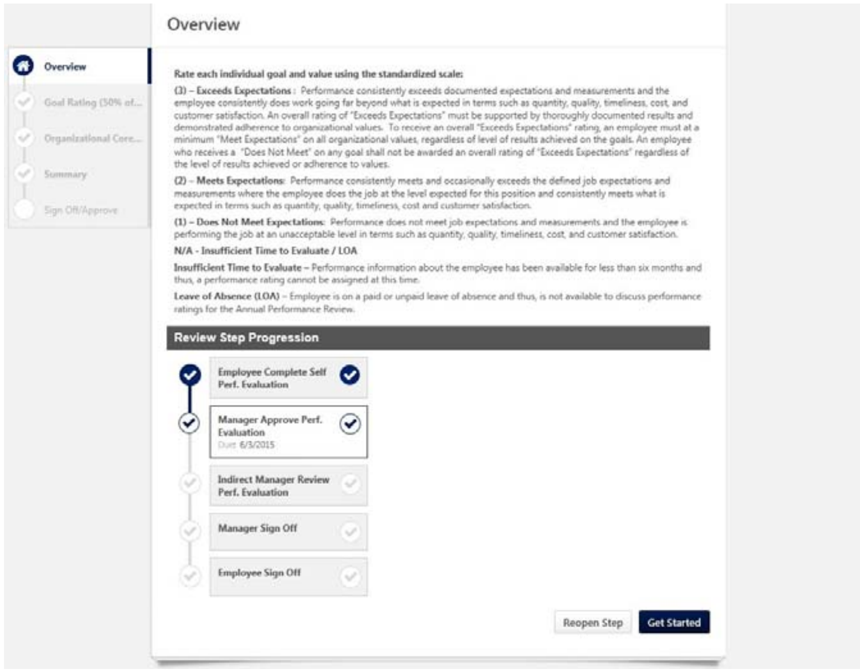
Show All
By Due Date
Due Today
Due within the next Week
Goals: Performance Consulting
Manage
Goals: Organizational Effectiveness Consulting
Manage
Goals: Research and Development
Manage
Goals: Internal Team Support
Manage
Launch: Instructor Guide to Evaluation Reports
Launch
Select Session: NC Learning Center User Group Meeting (Star...
Select Session
Launch: NC Learning Center New User Orientation
Launch
Launch: NC Learning Center Transcript Quick Reference Guide
Launch


Employee
Manager
Next-Level Manager

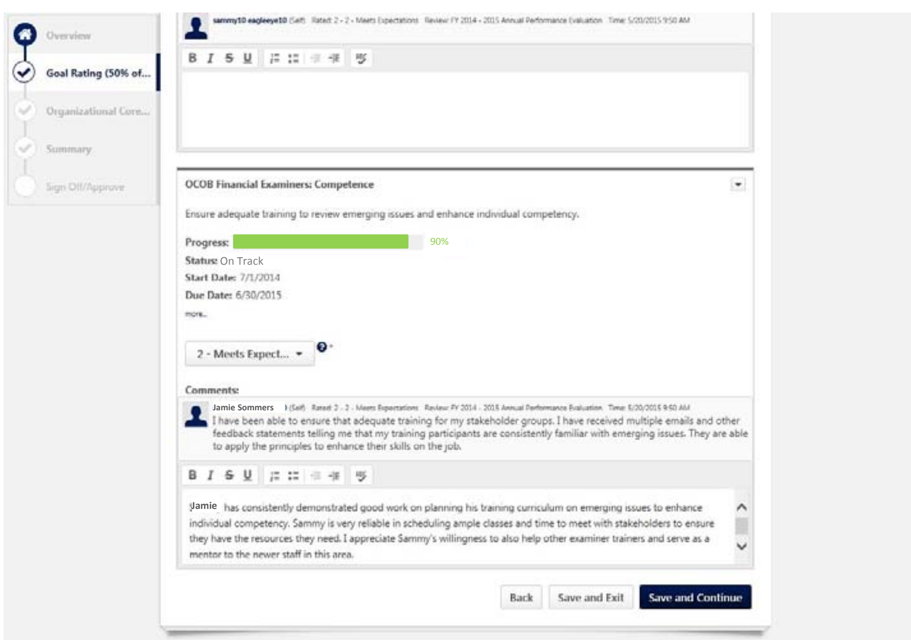

Welcome
NC Learning Center
Search
Home
Learning
Leadership Training
My Team
Reports
Welcome
Scheduled Tasks
Universal Profile
et's get started.
My Training and Transcript
Browse for Training
Connect
Cybersecurity Online Learning
Microsoft Office Training
offered by the Office of ITS
ITS
Learn More
VALUING INDIVIDUAL PERFORMANCE
Event Calendar
My Task List
Cornerstone


Annis Barbee
Human Resourc...
Bio
Transcript
Actions
Snapshot
Bio
Options
SHERIFF
MAYBERRY
Annis Barbee
OSHR DO DD HR Talent Management
Human Resources Consultant
About
Resume
Career Preferences
Direct Phone
Address
Mobile Phone
Email
Location

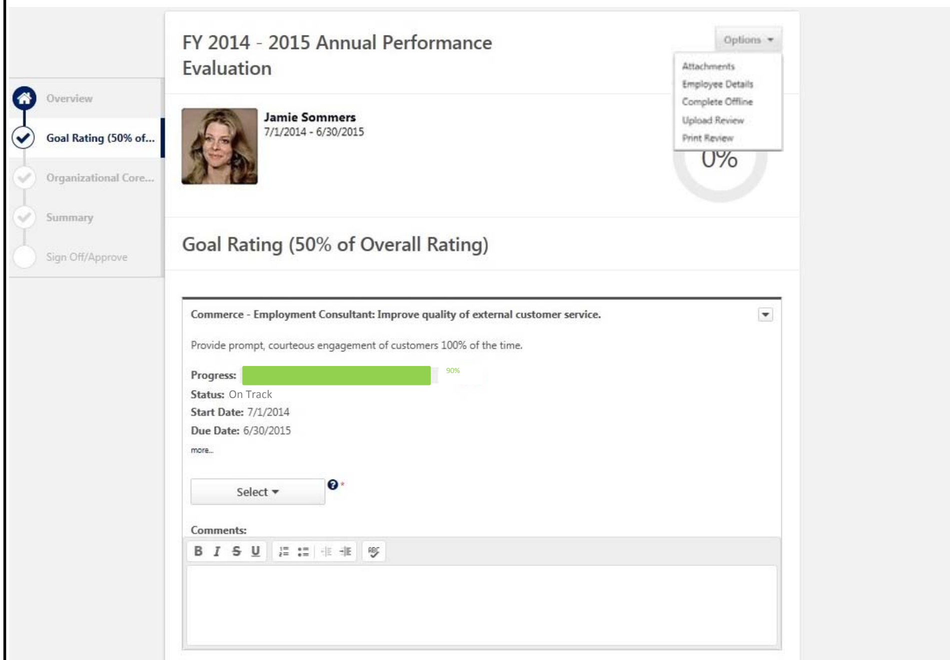

Welcome
NC Learning Center
Home
Learning
Leadership Training
My Team
Reports
Actions
Options
Show All
By Due Date
Complete '14-15' Perf. Evaluation for Jamie Sommers
Launch
Goals: Performance Consulting
Status: At Risk
Manage
Goals: Organizational Effectiveness Consulting
Status: On Track
Manage
Goals: Research and Development
Status: On Track
Manage
Goals: Internal Team Support
Status: At Risk
Manage
Launch: Instructor Guide to Evaluation Reports
Due: No Due Date Status: Registered
Launch
Select Session: NC Learning Center User Group Meeting (Star...
Due: No Due Date Status: No Show
Select Session
Launch: NC Learning Center New User Orientation
Due: No Due Date Status: Registered
Launch
Launch: NC Learning Center Transcript Quick Reference Guide
Due: No Due Date Status: Registered
Launch



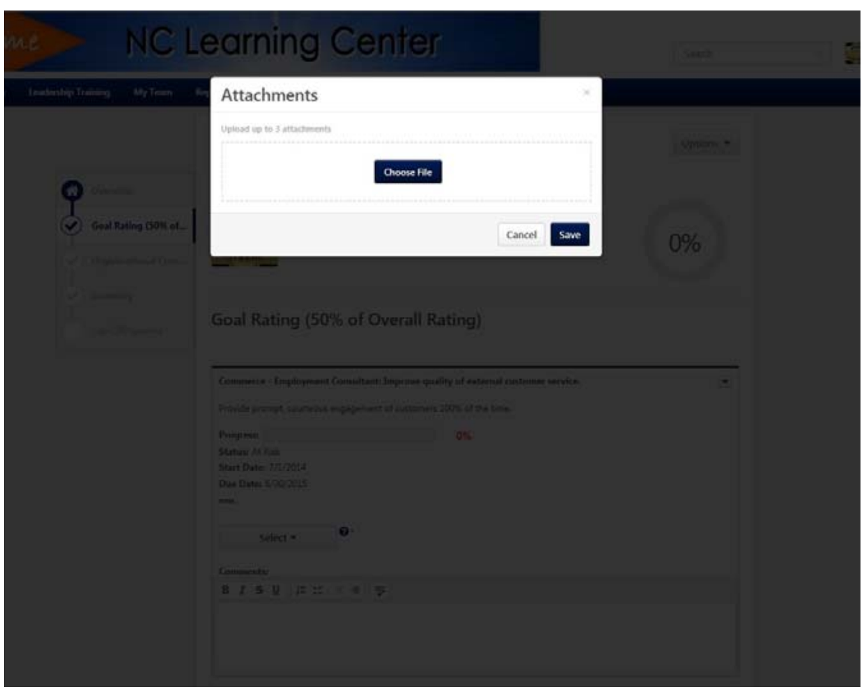
Overview
Overview
Goal Rating (50% of...
Organizational Core...
Summary
Sign Off/Approve
Rate each individual goal and value using the standardized scale:
(3) – Exceeds Expectations : Performance consistently exceeds documented expectations and measurements and the employee consistently does work going far beyond what is expected in terms such as quantity, quality, timeliness, cost, and customer satisfaction. An overall rating of "Exceeds Expectations" must be supported by thoroughly documented results and demonstrated adherence to organizational values. To receive an overall "Exceeds Expectations" rating, an employee must at a minimum "Meet Expectations" on all organizational values, regardless of level of results achieved on the goals. An employee who receives a "Does Not Meet" on any goal shall not be awarded an overall rating of "Exceeds Expectations" regardless of the level of results achieved or adherence to values.
(2) – Meets Expectations: Performance consistently meets and occasionally exceeds the defined job expectations and measurements where the employee does the job at the level expected for this position and consistently meets what is expected in terms such as quantity, quality, timeliness, cost and customer satisfaction.
(1) – Does Not Meet Expectations: Performance does not meet job expectations and measurements and the employee is performing the job at an unacceptable level in terms such as quantity, quality, timeliness, cost, and customer satisfaction.
N/A - Insufficient Time to Evaluate / LOA
Insufficient Time to Evaluate – Performance information about the employee has been available for less than six months and thus, a performance rating cannot be assigned at this time.
Leave of Absence (LOA) – Employee is on a paid or unpaid leave of absence and thus, is not available to discuss performance ratings for the Annual Performance Review.
Review Step Progression
Employee Complete Self Perf. Evaluation
Manager Approve Perf. Evaluation
Due 6/3/2015
Indirect Manager Review Perf. Evaluation
Manager Sign Off
Employee Sign Off
Reopen Step
Get Started



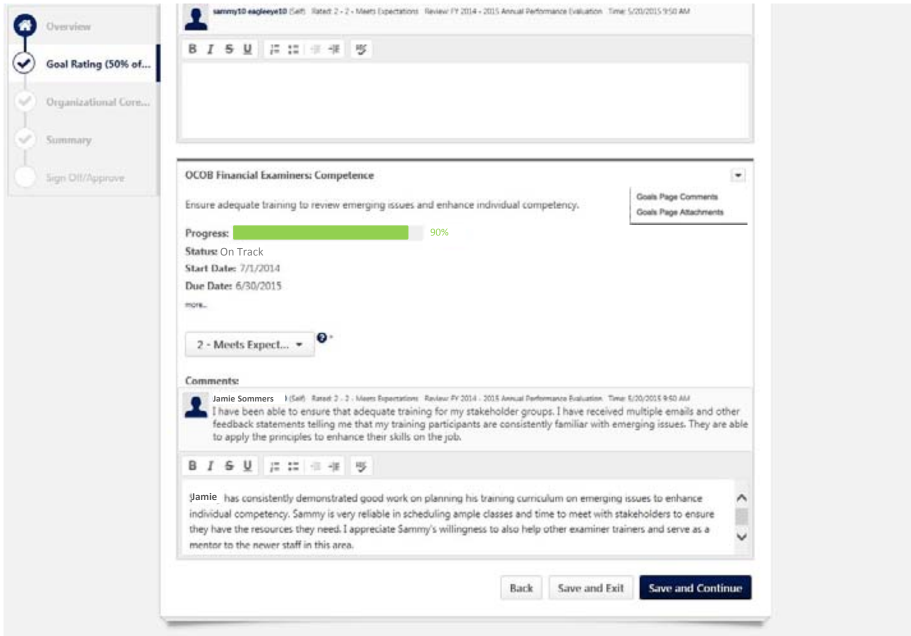
Overview
Goal Rating (50% of...
Organizational Core...
Summary
Sign Off/Approve
sammy10 eagleeye10 (Self) Rated: 2 - 2 - Meets Expectations Review: FY 2014 - 2015 Annual Performance Evaluation Time: 5/20/2015 9:50 AM
OCOB Financial Examiners: Competence
Ensure adequate training to review emerging issues and enhance individual competency.
Progress: 90%
Status: On Track
Start Date: 7/1/2014
Due Date: 6/30/2015
more..
2 - Meets Expect...
Comments:
Jamie Sommers (Self) Rated: 2 - 2 - Meets Expectations Review: FY 2014 - 2015 Annual Performance Evaluation Time: 5/20/2015 9:50 AM
I have been able to ensure that adequate training for my stakeholder groups. I have received multiple emails and other feedback statements telling me that my training participants are consistently familiar with emerging issues. They are able to apply the principles to enhance their skills on the job.
Jamie has consistently demonstrated good work on planning his training curriculum on emerging issues to enhance individual competency. Sammy is very reliable in scheduling ample classes and time to meet with stakeholders to ensure they have the resources they need. I appreciate Sammy's willingness to also help other examiner trainers and serve as a mentor to the newer staff in this area.
Back
Save and Exit
Save and Continue



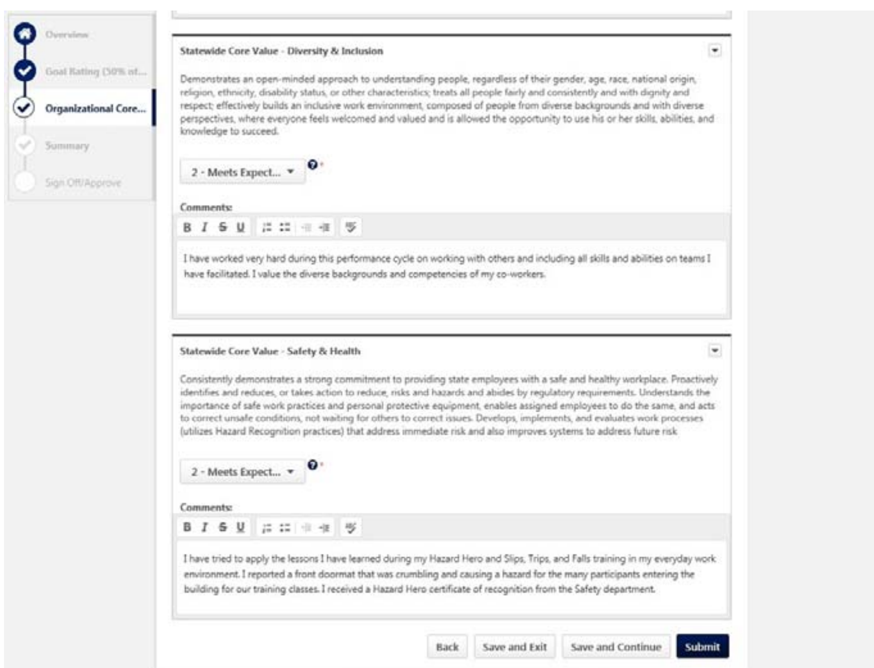
FY 2014 - 2015 Annual Performance Evaluation
Options
Attachments
Employee Details
Complete Offline
Upload Review
Print Review
Overview
Goal Rating (50% of...
Organizational Core...
Summary
Sign Off/Approve
Jamie Sommers
7/1/2014 - 6/30/2015
0%
Goal Rating (50% of Overall Rating)
Commerce - Employment Consultant: Improve quality of external customer service.
Provide prompt, courteous engagement of customers 100% of the time.
Progress:
Status: On Track
Start Date: 7/1/2014
Due Date: 6/30/2015
more..
Select
Comments:



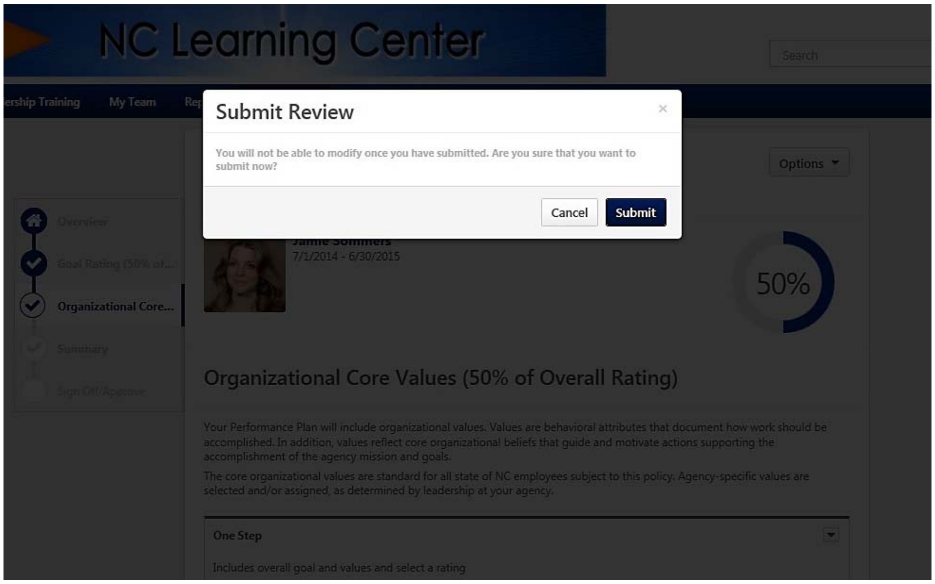
NC Learning Center
Attachments
Upload up to 3 attachments
Choose File
Cancel
Save
0%
Goal Rating (50% of Overall Rating)

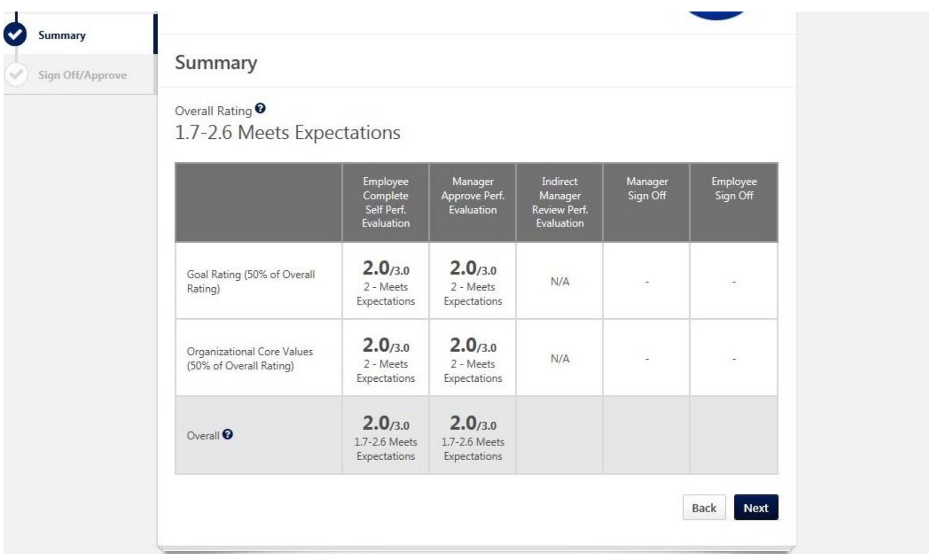


Overview
Goal Rating (50% of...
Organizational Core...
Summary
Sign Off/Approve
OCOB Financial Examiners: Competence
Ensure adequate training to review emerging issues and enhance individual competency.
Goals Page Comments
Goals Page Attachments
Progress:
90%
Status: On Track
Start Date: 7/1/2014
Due Date: 6/30/2015
more..
2 - Meets Expect...
Comments:
Jamie Sommers
I have been able to ensure that adequate training for my stakeholder groups. I have received multiple emails and other feedback statements telling me that my training participants are consistently familiar with emerging issues. They are able to apply the principles to enhance their skills on the job.
Jamie has consistently demonstrated good work on planning his training curriculum on emerging issues to enhance individual competency. Sammy is very reliable in scheduling ample classes and time to meet with stakeholders to ensure they have the resources they need. I appreciate Sammy's willingness to also help other examiner trainers and serve as a mentor to the newer staff in this area.
Back
Save and Exit
Save and Continue

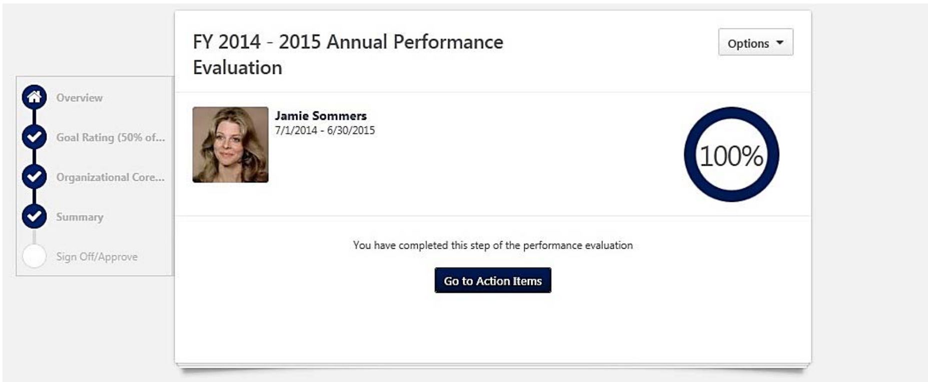


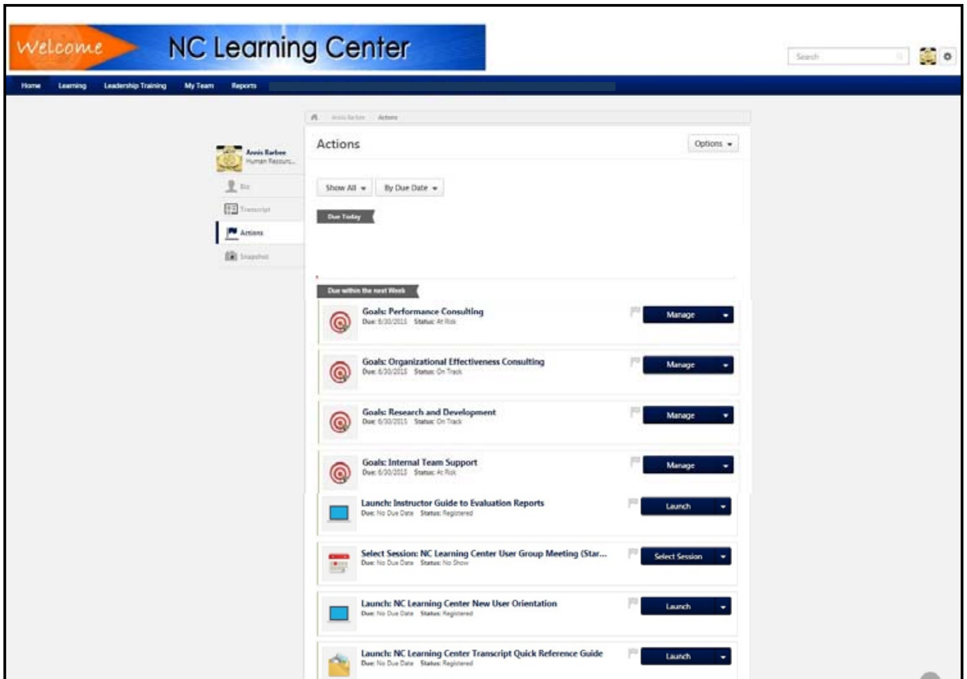
Overview
Goal Rating (50% of...
Organizational Core...
Summary
Sign Off/Approve
Statewide Core Value - Diversity & Inclusion
Demonstrates an open-minded approach to understanding people, regardless of their gender, age, race, national origin, religion, ethnicity, disability status, or other characteristics; treats all people fairly and consistently and with dignity and respect; effectively builds an inclusive work environment, composed of people from diverse backgrounds and with diverse perspectives, where everyone feels welcomed and valued and is allowed the opportunity to use his or her skills, abilities, and knowledge to succeed.
2 - Meets Expect...
Comments:
I have worked very hard during this performance cycle on working with others and including all skills and abilities on teams I have facilitated. I value the diverse backgrounds and competencies of my co-workers.
Statewide Core Value - Safety & Health
Consistently demonstrates a strong commitment to providing state employees with a safe and healthy workplace. Proactively identifies and reduces, or takes action to reduce, risks and hazards and abides by regulatory requirements. Understands the importance of safe work practices and personal protective equipment, enables assigned employees to do the same, and acts to correct unsafe conditions, not waiting for others to correct issues. Develops, implements, and evaluates work processes (utilizes Hazard Recognition practices) that address immediate risk and also improves systems to address future risk
2 - Meets Expect...
Comments:
I have tried to apply the lessons I have learned during my Hazard Hero and Slips, Trips, and Falls training in my everyday work environment. I reported a front doormat that was crumbling and causing a hazard for the many participants entering the building for our training classes. I received a Hazard Hero certificate of recognition from the Safety department.
Back
Save and Exit
Save and Continue
Submit

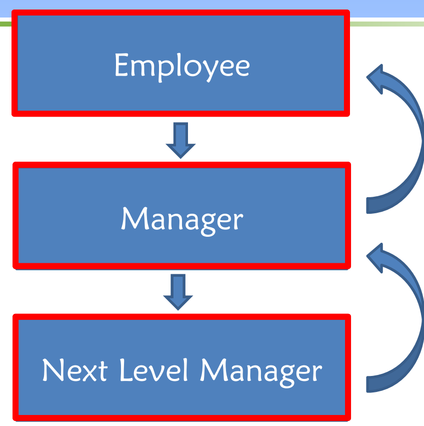




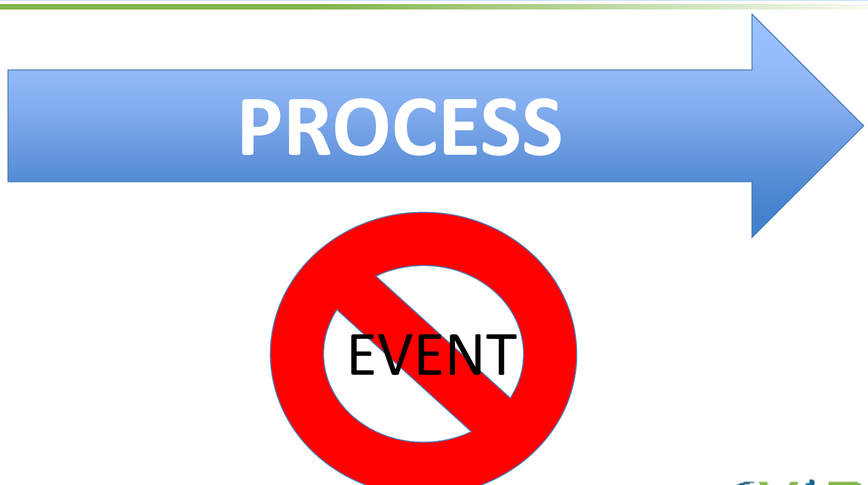
	Employee Complete Self Perf. Evaluation	Manager Approve Perf. Evaluation	Indirect Manager Review Perf. Evaluation	Manager Sign Off	Employee Sign Off
Goal Rating (50% of Overall Rating)	2.0/3.0 2 - Meets Expectations	2.0/3.0 2 - Meets Expectations	N/A	-	-
Organizational Core Values (50% of Overall Rating)	2.0/3.0 2 - Meets Expectations	2.0/3.0 2 - Meets Expectations	N/A	-	-
Overall	2.0/3.0 1.7-2.6 Meets Expectations	2.0/3.0 1.7-2.6 Meets Expectations			


FY 2014 - 2015 Annual Performance Evaluation
Options
Overview
Goal Rating (50% of...
Organizational Core...
Summary
Sign Off/Approve
Jamie Sommers
7/1/2014 - 6/30/2015
100%
You have completed this step of the performance evaluation
Go to Action Items

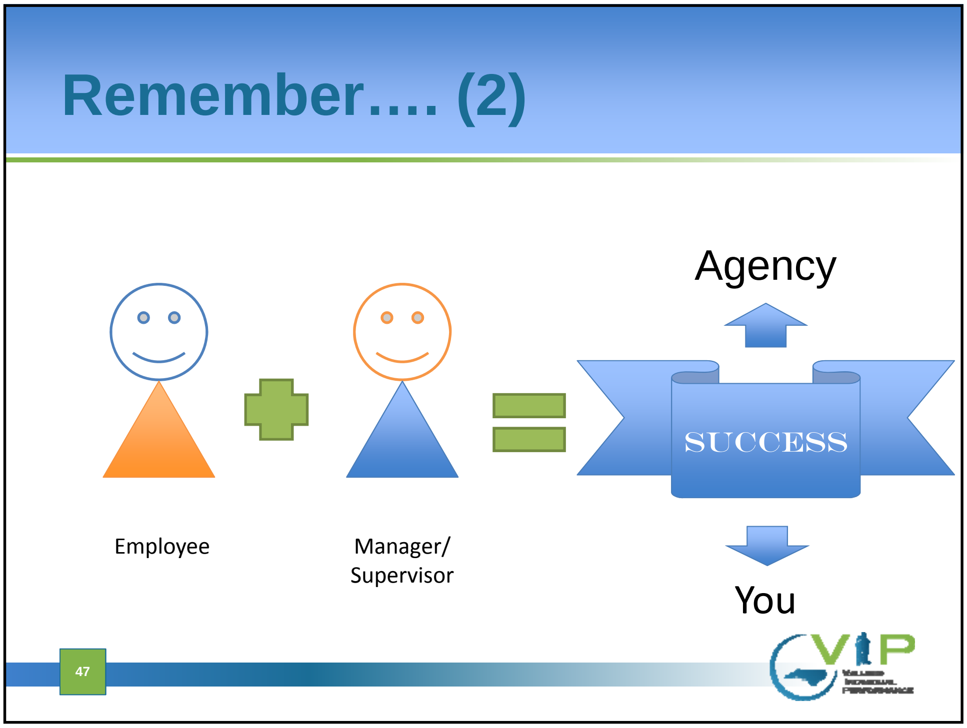

Welcome
NC Learning Center
Home
Learning
Leadership Training
My Team
Reports
Actions
Options
Show All
By Due Date
Due Today
Due within the next Week
Goals: Performance Consulting
Manage
Goals: Organizational Effectiveness Consulting
Manage
Goals: Research and Development
Manage
Goals: Internal Team Support
Manage
Launch: Instructor Guide to Evaluation Reports
Due: No Due Date Status: Registered
Launch
Select Session: NC Learning Center User Group Meeting (Star...
Due: No Due Date Status: No Show
Select Session
Launch: NC Learning Center New User Orientation
Due: No Due Date Status: Registered
Launch
Launch: NC Learning Center Transcript Quick Reference Guide
Due: No Due Date Status: Registered
Launch



Remember….



46


Remember…. (2)
Agency
SUCCESS
Employee
Manager/
Supervisor
You
VIP
47


VIP
Valuing
Individual
Performance
You You You You You You You You You You You You You You
Make
The
Difference
48

Questions & Answers

49

Contact Information

- **Dr. Jennifer McGinnis**
  - Business Process, Policy
    jennifer.mcginnis@nc.gov

- **Tonya Easterwood**
  - PM Administrator – Technology
    tonya.easterwood@nc.gov

- **Paula Kukulinski**
    paula.kukulinski@nc.gov

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Effective Meeting Strategies

Holly A. Sullenger, M Ed

How to Run an Effective Meeting

Facilitator: Holly A. Sullenger, M Ed

Objectives

- Statistics and the Reasons Meetings Stink
- Types of Meetings and Key Benefits
- 5 Parts of a Meeting and Key Players
- 8 Goals of an Effective Meeting
- Key Facilitation Elements
- Meeting Killers and Coping Mechanisms
- Meeting Rules and Innovative Tools

8 Reasons Meetings Stink

●
●
●
●
●
●
●
●

So Why Have a Meeting?

  Productivity gained from the meeting
– Lost opportunity to accomplish other things instead of attending the meeting

= ___________________________________

Types of Meetings

- ______________________________
  (Solve a problem)
- ______________________________
  (New ideas/programs)
- ______________________________
  (Current projects)
- ______________________________
  (Future vision/direction/goals)

5 Key Benefits of Meetings

- ______________________________
- ______________________________
- ______________________________
- ______________________________
- ______________________________

Main Reason to Meet…

✓ The "_________________________ factor":

5 Parts of a Meeting

8 Goals of an Effective Meeting

1.
2.
3.
4.
5.
6.
7.
8.

The Players

- ___________________________
- ___________________________
- ___________________________
- ___________________________
- ___________________________

Key Facilitation Elements

1.
2.
3.
4.
5.
6.

Other Key Facilitation Considerations

●
●
●
●
●
●

Reasons is the Agenda so Important

●
●
●
●
●
●

Checklist for Developing Agendas

- List overall outcome and necessary activities.
- Next to each activity list:
  - The type of _________________ needed
  - The type of _________________ expected
  - _______________________ for addressing each topic
  - The responsible ______________________________
- Follow it during the meeting

A Valuable Equation

No leader
+ no documentation
+ no follow up

= ________________________

8 Barriers to Meeting Communication

●
●
●
●
●
●
●
●

Meeting Killers

- _______________ Murray
- _______________Olive
- Nancy _______________
- Sy the _______________
- Ramsey the _______________
- Debbie _______________
- Josey _______________
- Bobby _______________

In the meeting…

- _______________ **"conversation dominators".**
  "Before we go too much further, I'd like to hear what Mary has to add."
- _______________ **introverts to contribute.**
  "Bob, do you have anything to add?"
- **Keep** _______________ **on track.**
  "This conversation is useful but a bit off topic. Let's come back to it another time. We're determining the …"
- **Give "_______________" a task to perform**
  "Ed, I'm going to allow you to leave our meeting early so that you can get started on that research that you just volunteered to do …"

Coping Mechanisms

- "Soggy _______________"
- Google's "_______________" culture

Suggested Meeting Rules

•
•
•
•
•
•
•
•
•
•
•
•
•
•
•
•
•
•

Avant Garde Meeting Ideas

- ____
  (no chairs, white board only)
- ____
  (last one in takes notes)
- ____
  (walking meeting)
- ____
  (2 minutes/participant presentation,
  1 minute/participant follow-up)
- ____
  (at beginning)

More Innovative Ideas…

- ____
- ____
- ____
- ____
- ____

Perform a Meeting Audit
(cancel 50% of your meetings and you'll get more work done…)

- Is each ______________ necessary?
- Is each ______________ necessary?
- Is each ______________ necessary?
- Is ______________ clear?
- Is ______________ done?
- Review/establish ______________

Governmental Accounting and Financial Management Update
June 5, 2015

Attendees by Last Name (331)

Jennifer Acton-UNC at Chapel Hill
Bennie Aiken-Department of Insurance
Kathryn Alexander-Forsyth Technical Community College
Robert Alford-Office of the State Controller
Stephanie Alsay-Department of Justice
Greg Alvord-Department of Health and Human Services
Ann Anderson-Office of the State Controller
Art Andrews-Wake Technical Community College
Lewis Andrews-Department of State Treasurer
Lamees Asad-UNC at Chapel Hill
Gloria Avent-Kindred-Department of Commerce
Khalid Awan-Department of Public Safety
Debra Bailey-East Carolina University
Lien Bailey-UNC at Pembroke
Matthew Banko-Alamance Community College
Yolanda Banks Deaver-NC Central University
Alicia Bartosch-UNC at Charlotte
Rodney Bass-General Assembly
DeAhn Baucom-UNC at Chapel Hill
Joseph Belnak-NC Education Lottery
Thomas Berryman-Department of Health and Human Services
Jeannie Betts-Department of Environment and Natural Resources
Gina Billings-UNC at Chapel Hill
Jennifer Blair-UNC at Chapel Hill
Eric Blaize-Department of Secretary of the State
David Blakemore-UNC at Chapel Hill
Leslie Blankenship-Isothermal Community College
Judy Blount-Department of Public Instruction
Floyd Bowen Jr-Department of Health and Human Services
Dee Bowling-East Carolina University
Jennifer Brady-NC State University
Bryan Brannon-Administrative Office of the Courts
Brian Bridges-NC Community College System
Jack Brinson-Department of Labor
Robert Brinson-Department of Public Safety
Van Brodie-Department of Agriculture
Madelene Brooks-Cape Fear Community College
Leon Browning-UNC General Administration
Taylor Brumbeloe-Office of the State Controller
Ryan Brummeyer-Department of Health and Human Services
Helen Buck-NC A and T State University
Anita Bunch-Department of Revenue
Katherine Burckley-NC A and T State University
James Burke-Department of State Treasurer
Jean Burke-Department of Public Safety
George Burnette-UNC School of the Arts
Mary Burns-Department of Commerce
Timothy Byrd-UNC Hospitals
Melinda Canady-Department of State Treasurer
Edith Cannady-Office of the State Controller
Charles Cansler-NC State University
Wynona Cash-Office of the State Controller
Susan Charlton-Department of Public Safety
Steve Chase-Wildlife Resources Commission
James Cheroke-Department of Public Safety
Tommy Clark-Department of Secretary of the State
Emily Coble-UNC at Chapel Hill
Elizabeth Colcord-Department of Revenue
Bruce Cole-Gaston College
Cynthia Collie-Alamance Community College
Manasa Cooper-Department of State Treasurer
Adrienne Covington-Nash Community College
Shannon Creech-Department of Justice
Kimberly Crews-UNC Hospitals
Ann Cutler-Rockingham Community College
Terry Dail-NC State Ports Authority
Jodie Daniels-NC State Ports Authority
Joy Darden-Office of the State Controller
Amanda Davis-UNC Hospitals
Angela Davis-UNC at Chapel Hill
Bertha Davis-Department of Transportation
Diane Davis-NC A and T State University
Joshua Davis-Department of Cultural Resources
Steve Davis-Department of Public Safety
Robin Deaver-Fayetteville Technical Community College
Joseph DeBragga-Department of Cultural Resources
John Del Greco-Department of Public Safety
Dana Denton-Department of Transportation
Phil DePalma-East Carolina University
Rhonda Devan-Asheville-Buncombe Tech Community College
Arnetha Dickerson-Office of State Budget and Management
Sarah Dozier-Department of Cultural Resources
Debbie Dryer-Office of the State Controller
Iona Duckworth-State Education Assistance Authority
Dana Dupree-UNC School of the Arts
Kenneth Durham-Department of State Treasurer
Beth Edmondson-Golden Leaf Foundation
Mike Edwards-NC State University
Bivian Ejimakor-NC A and T State University
Jolene Elkins-Western Carolina University
Laresia Everett-Department of Insurance
Sheilah Faucette-Elizabeth City State University
Melissa Fenton-Rex Healthcare
Joanne Ferguson-UNC at Wilmington
Katherine Fernald-Department of Commerce
Stephanie Fisher-Nash Community College
Jerry Cliff Flood-UNC General Administration
Joyce Flowers-Office of State Auditor
Susan Flowers-Department of Cultural Resources
Joan Fontes-Department of State Treasurer
Jason Forlines-NC Community College System
Carol Fornes-East Carolina University
Craig Forsythe-Office of Information Technology Services
Paul Forte-UNC at Charlotte
Denise Foutz-Appalachian State University
Pam Fowler-Office of the State Controller
Susan Freeman-NC Housing Finance Agency
Linda Garr-Rex Healthcare
Namid Gates-Fayetteville State University
Derek Gee-Department of Cultural Resources
Tami George-Robeson Community College
Cindy Gilliam-Office of State Auditor
Katherine Gleason-Office of State Auditor
Anne Godwin-Office of the State Controller
Bonnie Godwin-Department of Agriculture
Sarah Gould-Office of State Auditor
Martha Greene-Forsyth Technical Community College
Larna Griffin-State Education Assistance Authority
Wendy Griffin-Department of Transportation
Mary Hall-UNC at Asheville

Michelle Hall-Fayetteville Technical Community College
Jennifer Hamm-Catawba Valley Community College
Keith Hammonds-Department of Public Safety
Brenda Hampshire-UNC at Greensboro
Jennifer Harkness-Economic Development Partnership of North Carolina
Dana Harris-UNC at Wilmington
Jeffrey Henderson-Fayetteville State University
Linda Henning-UNC Hospitals
Thomas Henry-Halifax Community College
Freda Hilburn-Department of Commerce
Cecile Hinson-NC State University
Shannon Hobby-Department of Commerce
Sim Hodges-NC Housing Finance Agency
Mark Hoffman-UNC Hospitals
Linda Hollar-Office of State Auditor
Milburn Hollbrook-NC State University
Susan Holton-NC State University
Donald Hoover-Department of Commerce
Jim Horne-General Assembly
Heather Horton-Department of Commerce
LaToya Horton-UNC General Administration
William Hosterman-UNC Hospitals
John House-Centennial Authority
Troy Howell-UNC at Chapel Hill
Kris Hudson-Department of Public Safety
Larry Huffman-Department of Health and Human Services
Mary Hughes-UNC at Greensboro
Scott Hummel-NC A and T State University
Martha Hunt-Office of the State Controller
Rusty Hunt-Davidson County Community College
Elwanda Hyman-Farrow-Department of Commerce
Heather Iannucci-UNC at Wilmington
Suzanne Imboden-East Carolina University
Ronald Jamison-Department of Commerce
Bud Jennings-Administrative Office of the Courts
Cindi Jernigan-Martin Community College
Patricia Jeter-Department of Commerce
Elizabeth John-Department of Justice
Cathy Johnson-Office of the State Controller
Kimberly Johnson-UNC at Chapel Hill
Monique Johnson-Department of Commerce
Noravonne Johnson-Fayetteville State University
Sherrilyn Johnson-East Carolina University
Angela Johnston-Office of the State Controller
Wayne Jones-UNC at Greensboro
Christine Jumalon-Fayetteville State University
Sue Kearney-Department of Agriculture
Rebecca Keith-Forsyth Technical Community College
Gloria King-Department of Health and Human Services
Bliss Kite-Department of Commerce
Andrew Kleitsch-Durham Technical Community College
Laura Klem-Office of the State Controller
Gina Knight-Elizabeth City State University
Jim Knight-NC Education Lottery
Marie Knobloch-NC State University
Cathy Koegl-Department of Commerce
Stan Koziol-UNC at Chapel Hill
Heidi Kozlowski-NC State University
Roxanne Krotoszynski-Department of Health and Human Services
Ariana Kudlats-NC Housing Finance Agency
Karin Langbehn-Pecaut-UNC at Chapel Hill
Darlene Langston-Department of Public Safety
Robin Larson-UNC at Chapel Hill
Fran Lawrence-Department of State Treasurer
Kizzy Lea-Rowan-Cabarrus Community College
Judy LeDoux-UNC at Chapel Hill
Gayle Lemons-Office of Administrative Hearings
Lauren Lemons-Office of the State Controller
Donna Lensen-Department of Commerce
Jennifer Leung-UNC General Administration
Shaomin Li-Asheville-Buncombe Tech Community College
Lee Linker-Office of State Auditor
Peizhu Liu-UNC Hospitals
Cathy Lively-Office of Information Technology Services
Marquita Loflin-UNC at Greensboro
Matthew Longobardi-Department of Justice
Frank Lord-Winston-Salem State University
Becky Luce-Clark-Department of Justice
Tami Luckwaldt-Department of Insurance
Kathleen Lukens-UNC at Greensboro
Arun Malik-UNC at Chapel Hill
Violet Masinde-UNC at Chapel Hill
Charlotte Maynard-Department of Public Safety
Lisa McClinton-UNC School of the Arts
Benjamin Mcgilvray-Department of State Treasurer
Tammy McHale-UNC at Chapel Hill
Scott McKinney-UNC at Pembroke
Jackie McKoy-Department of Revenue
Ben McLawhorn-Office of the State Controller
Shamekia McNeil-Gales-Office of Information Technology Services
John Meese-NC Housing Finance Agency
Kim Miller-NC State University
Marvin Miller-Department of Public Safety
Matthew Miller-UNC General Administration
William (Ron) Miller-UNC Hospitals
Mary Mims-NC A and T State University
Firoza Mistry-UNC Hospitals
Cynthia Modlin-East Carolina University
Kelly Mogle-UNC Hospitals
LaTasha Moore-James Sprunt Community College
Roberta Morgart-Department of Public Safety
Tim Morris-East Carolina University
Jo Wanna Mosley-General Assembly
Dannie Moss-East Carolina University
Clayton Murphy-Office of the State Controller
Debra Neal-Department of Administration
James (Jim) Newman-Department of Secretary of the State
Liza Nordstrom-NC Community College System
Jones Norris-Department of State Treasurer
Gwen Norwood-UNC at Chapel Hill
Dare O'Connor-Department of Public Instruction
Barbara Odom-NC State University
Lori Oldham-Department of Cultural Resources
Terri Overton-Department of Agriculture
Kim Padfield-Department of Transportation
Padma Paluri-Office of Information Technology Services
Gena Pappalardo-Office of State Auditor
Bridget Paschal-Department of Commerce
Tracy Patty-NC State University
Martha Pendergrass-UNC at Chapel Hill
Amy Penson-Isothermal Community College
Johnny Peterson-Craven Community College
Meera Phaltankar-UNC at Chapel Hill
Tina Pickett-Department of Health and Human Services
Rick Pieringer-Office of the State Controller
Jason Pollard-Office of Information Technology Services
Lynn Powell-Department of Transportation
Ashley Price-Office of State Auditor
David Price-East Carolina University

Phillip Price-Central Carolina Community College
Dawn Quist-East Carolina University
Betty Jo Ramsey-Southeastern Community College
Chandrika Rao-UNC at Chapel Hill
David Reavis-UNC General Administration
Samantha Reynolds-Blue Ridge Community College
Javier Rivera-Department of Health and Human Services
Francine Rizzo-UNC at Pembroke
Sharon Robertson-Tri-County Community College
Wayne Rogers-Department of Transportation
Elizabeth Rollinson-USS North Carolina Battleship Commission
Tim Romocki-Department of State Treasurer
Barbara Roper-Department of Administration
Nels Roseland-Department of Justice
Elizabeth Rozakis-NC Housing Finance Agency
Janet Rupert-UNC at Chapel Hill
Janet Rust-Department of Labor
Camilla Sandlin-NC Education Lottery
Joanie Saucier-Department of Public Safety
William Schmidt-Department of Cultural Resources
Thomas Schneeberger-UNC at Chapel Hill
Troy Scoggins-Department of Health and Human Services
Bill Scott-Department of Health and Human Services
Kimberly Seamans-UNC at Charlotte
Ron Sellers-Department of Agriculture
Peta-Gaye Shaw-Department of Administration
Teresa Shingleton-Office of the State Controller
Virginia Sisson-Office of the State Controller
Betty Smith-Fayetteville Technical Community College
Charles Smith-Fayetteville Technical Community College
Debra Smith-Halifax Community College
Jonathan Smith-Winston-Salem State University
Laurie Smith-Department of Transportation
Randy Smith-Wildlife Resources Commission
Rod Smith-UNC at Chapel Hill
Susan Ann Smith-Department of Health and Human Services
Alison Soles-Southeastern Community College
Kenneth Spayd-UNC at Pembroke
Janet Spriggs-Rowan-Cabarrus Community College
Chet Spruill-Department of Health and Human Services
Faye Steele-East Carolina University
Karen Stevenson-UNC at Greensboro
Sharon Stevenson-UNC General Administration
Danny Stewart-Department of Health and Human Services
Justin Stiles-UNC at Chapel Hill
John Storment-UNC Hospitals
Amy Strange-State Board of Elections
Hannah Sullivan-Office of State Auditor
Michael Sullivan-Rex Healthcare
Michelle Swistak-Fayetteville State University
Marla Tart-Wake Technical Community College
Shereen Tawfik-Department of Health and Human Services
Lisa Taylor-UNC at Chapel Hill
Wesley Taylor-General Assembly
Elizabeth Thomas-Sandhills Community College
Karen Thomas-Department of Agriculture
Nancy Thomas-Office of the State Controller
Randy Thomas-Office of the State Controller
J. Nathan Thompson-Winston-Salem State University
Sara Thorndike-UNC at Wilmington
Debbie Todd-Fayetteville Technical Community College
Eric Toney-Department of State Treasurer
Shirley Trollinger-Office of the State Controller
David Tyeryar-Department of Transportation
Mark Tyler-Department of Insurance
Alvenia Uitenham-NC A and T State University
Kimberly Van Metre-Office of Information Technology Services
Robert Vickery-UNC General Administration
Prabhavathi Vijayaraghavan-Office of the State Controller
John Vollmer-UNC General Administration
Helen Vozzo-Office of the State Controller
Darlene Waddell-NC Global TransPark Authority
Yiwen Wang-UNC at Chapel Hill
Gary Ward-NC Central University
Gloria Waters-Department of Administration
Lily West-Department of Public Safety
Mary Jane Westphal-NC Global TransPark Authority
Rex Whaley-Department of Environment and Natural Resources
Laura Williams-UNC at Charlotte
Steve Woodruff-Rockingham Community College
Amber Young-Office of the State Controller
Lena Zaytseva-Department of State Treasurer

Governmental Accounting and Financial Management Update
June 5, 2015

Attendees by Agency (331)

Bryan Brannon-Administrative Office of the Courts
Bud Jennings-Administrative Office of the Courts
Matthew Banko-Alamance Community College
Cynthia Collie-Alamance Community College
Denise Foutz-Appalachian State University
Rhonda Devan-Asheville-Buncombe Tech Community College
Shaomin Li-Asheville-Buncombe Tech Community College
Samantha Reynolds-Blue Ridge Community College
Madelene Brooks-Cape Fear Community College
Jennifer Hamm-Catawba Valley Community College
John House-Centennial Authority
Phillip Price-Central Carolina Community College
Johnny Peterson-Craven Community College
Rusty Hunt-Davidson County Community College
Debra Neal-Department of Administration
Barbara Roper-Department of Administration
Peta-Gaye Shaw-Department of Administration
Gloria Waters-Department of Administration
Van Brodie-Department of Agriculture
Bonnie Godwin-Department of Agriculture
Sue Kearney-Department of Agriculture
Terri Overton-Department of Agriculture
Ron Sellers-Department of Agriculture
Karen Thomas-Department of Agriculture
Gloria Avent-Kindred-Department of Commerce
Mary Burns-Department of Commerce
Katherine Fernald-Department of Commerce
Freda Hilburn-Department of Commerce
Shannon Hobby-Department of Commerce
Donald Hoover-Department of Commerce
Heather Horton-Department of Commerce
Elwanda Hyman-Farrow-Department of Commerce
Ronald Jamison-Department of Commerce
Patricia Jeter-Department of Commerce
Monique Johnson-Department of Commerce
Bliss Kite-Department of Commerce
Cathy Koegl-Department of Commerce
Donna Lensen-Department of Commerce
Bridget Paschal-Department of Commerce
Joshua Davis-Department of Cultural Resources
Joseph DeBragga-Department of Cultural Resources
Sarah Dozier-Department of Cultural Resources
Susan Flowers-Department of Cultural Resources
Derek Gee-Department of Cultural Resources
Lori Oldham-Department of Cultural Resources
William Schmidt-Department of Cultural Resources
Jeannie Betts-Department of Environment and Natural Resources
Rex Whaley-Department of Environment and Natural Resources
Greg Alvord-Department of Health and Human Services
Thomas Berryman-Department of Health and Human Services
Floyd Bowen Jr-Department of Health and Human Services
Ryan Brummeyer-Department of Health and Human Services
Larry Huffman-Department of Health and Human Services
Gloria King-Department of Health and Human Services
Roxanne Krotoszynski-Department of Health and Human Services
Tina Pickett-Department of Health and Human Services
Javier Rivera-Department of Health and Human Services
Troy Scoggins-Department of Health and Human Services
Bill Scott-Department of Health and Human Services
Susan Ann Smith-Department of Health and Human Services
Chet Spruill-Department of Health and Human Services
Danny Stewart-Department of Health and Human Services
Shereen Tawfik-Department of Health and Human Services
Bennie Aiken-Department of Insurance
Laresia Everett-Department of Insurance
Tami Luckwaldt-Department of Insurance
Mark Tyler-Department of Insurance
Stephanie Alsay-Department of Justice
Shannon Creech-Department of Justice
Elizabeth John-Department of Justice
Matthew Longobardi-Department of Justice
Becky Luce-Clark-Department of Justice
Nels Roseland-Department of Justice
Jack Brinson-Department of Labor
Janet Rust-Department of Labor
Judy Blount-Department of Public Instruction
Dare O'Connor-Department of Public Instruction
Khalid Awan-Department of Public Safety
Robert Brinson-Department of Public Safety
Jean Burke-Department of Public Safety
Susan Charlton-Department of Public Safety
James Cheroke-Department of Public Safety
Steve Davis-Department of Public Safety
John Del Greco-Department of Public Safety
Keith Hammonds-Department of Public Safety
Kris Hudson-Department of Public Safety
Darlene Langston-Department of Public Safety
Charlotte Maynard-Department of Public Safety
Marvin Miller-Department of Public Safety
Roberta Morgart-Department of Public Safety
Joanie Saucier-Department of Public Safety
Lily West-Department of Public Safety
Anita Bunch-Department of Revenue
Elizabeth Colcord-Department of Revenue
Jackie McKoy-Department of Revenue
Eric Blaize-Department of Secretary of the State
Tommy Clark-Department of Secretary of the State
James (Jim) Newman-Department of Secretary of the State
Lewis Andrews-Department of State Treasurer
James Burke-Department of State Treasurer
Melinda Canady-Department of State Treasurer
Manasa Cooper-Department of State Treasurer
Kenneth Durham-Department of State Treasurer
Joan Fontes-Department of State Treasurer
Fran Lawrence-Department of State Treasurer
Benjamin Mcgilvray-Department of State Treasurer
Jones Norris-Department of State Treasurer
Tim Romocki-Department of State Treasurer
Eric Toney-Department of State Treasurer
Lena Zaytseva-Department of State Treasurer
Bertha Davis-Department of Transportation
Dana Denton-Department of Transportation
Wendy Griffin-Department of Transportation
Kim Padfield-Department of Transportation
Lynn Powell-Department of Transportation
Wayne Rogers-Department of Transportation
Laurie Smith-Department of Transportation
David Tyeryar-Department of Transportation
Andrew Kleitsch-Durham Technical Community College

Debra Bailey-East Carolina University
Dee Bowling-East Carolina University
Phil DePalma-East Carolina University
Carol Fornes-East Carolina University
Suzanne Imboden-East Carolina University
Sherrilyn Johnson-East Carolina University
Cynthia Modlin-East Carolina University
Tim Morris-East Carolina University
Dannie Moss-East Carolina University
David Price-East Carolina University
Dawn Quist-East Carolina University
Faye Steele-East Carolina University
Jennifer Harkness-Economic Development Partnership of North Carolina
Sheilah Faucette-Elizabeth City State University
Gina Knight-Elizabeth City State University
Namid Gates-Fayetteville State University
Jeffrey Henderson-Fayetteville State University
Noravonne Johnson-Fayetteville State University
Christine Jumalon-Fayetteville State University
Michelle Swistak-Fayetteville State University
Robin Deaver-Fayetteville Technical Community College
Michelle Hall-Fayetteville Technical Community College
Betty Smith-Fayetteville Technical Community College
Charles Smith-Fayetteville Technical Community College
Debbie Todd-Fayetteville Technical Community College
Kathryn Alexander-Forsyth Technical Community College
Martha Greene-Forsyth Technical Community College
Rebecca Keith-Forsyth Technical Community College
Bruce Cole-Gaston College
Rodney Bass-General Assembly
Jim Horne-General Assembly
Jo Wanna Mosley-General Assembly
Wesley Taylor-General Assembly
Beth Edmondson-Golden Leaf Foundation
Thomas Henry-Halifax Community College
Debra Smith-Halifax Community College
Leslie Blankenship-Isothermal Community College
Amy Penson-Isothermal Community College
LaTasha Moore-James Sprunt Community College
Cindi Jernigan-Martin Community College
Adrienne Covington-Nash Community College
Stephanie Fisher-Nash Community College
Helen Buck-NC A and T State University
Katherine Burckley-NC A and T State University
Diane Davis-NC A and T State University
Bivian Ejimakor-NC A and T State University
Scott Hummel-NC A and T State University
Mary Mims-NC A and T State University
Alvenia Uitenham-NC A and T State University
Yolanda Banks Deaver-NC Central University
Gary Ward-NC Central University
Brian Bridges-NC Community College System
Jason Forlines-NC Community College System
Liza Nordstrom-NC Community College System
Joseph Belnak-NC Education Lottery
Jim Knight-NC Education Lottery
Camilla Sandlin-NC Education Lottery
Darlene Waddell-NC Global TransPark Authority
Mary Jane Westphal-NC Global TransPark Authority
Susan Freeman-NC Housing Finance Agency
Sim Hodges-NC Housing Finance Agency
Ariana Kudlats-NC Housing Finance Agency
John Meese-NC Housing Finance Agency
Elizabeth Rozakis-NC Housing Finance Agency
Terry Dail-NC State Ports Authority
Jodie Daniels-NC State Ports Authority
Jennifer Brady-NC State University
Charles Cansler-NC State University
Mike Edwards-NC State University
Cecile Hinson-NC State University
Milburn Hollbrook-NC State University
Susan Holton-NC State University
Marie Knobloch-NC State University
Heidi Kozlowski-NC State University
Kim Miller-NC State University
Barbara Odom-NC State University
Tracy Patty-NC State University
Gayle Lemons-Office of Administrative Hearings
Craig Forsythe-Office of Information Technology Services
Cathy Lively-Office of Information Technology Services
Shamekia McNeil-Gales-Office of Information Technology Services
Padma Paluri-Office of Information Technology Services
Jason Pollard-Office of Information Technology Services
Kimberly Van Metre-Office of Information Technology Services
Joyce Flowers-Office of State Auditor
Cindy Gilliam-Office of State Auditor
Katherine Gleason-Office of State Auditor
Sarah Gould-Office of State Auditor
Linda Hollar-Office of State Auditor
Lee Linker-Office of State Auditor
Gena Pappalardo-Office of State Auditor
Ashley Price-Office of State Auditor
Hannah Sullivan-Office of State Auditor
Arnetha Dickerson-Office of State Budget and Management
Robert Alford-Office of the State Controller
Ann Anderson-Office of the State Controller
Taylor Brumbeloe-Office of the State Controller
Edith Cannady-Office of the State Controller
Wynona Cash-Office of the State Controller
Joy Darden-Office of the State Controller
Debbie Dryer-Office of the State Controller
Pam Fowler-Office of the State Controller
Anne Godwin-Office of the State Controller
Martha Hunt-Office of the State Controller
Cathy Johnson-Office of the State Controller
Angela Johnston-Office of the State Controller
Laura Klem-Office of the State Controller
Lauren Lemons-Office of the State Controller
Ben McLawhorn-Office of the State Controller
Clayton Murphy-Office of the State Controller
Rick Pieringer-Office of the State Controller
Teresa Shingleton-Office of the State Controller
Virginia Sisson-Office of the State Controller
Nancy Thomas-Office of the State Controller
Randy Thomas-Office of the State Controller
Shirley Trollinger-Office of the State Controller
Prabhavathi Vijayaraghavan-Office of the State Controller
Helen Vozzo-Office of the State Controller
Amber Young-Office of the State Controller
Melissa Fenton-Rex Healthcare
Linda Garr-Rex Healthcare
Michael Sullivan-Rex Healthcare
Tami George-Robeson Community College
Ann Cutler-Rockingham Community College
Steve Woodruff-Rockingham Community College
Kizzy Lea-Rowan-Cabarrus Community College
Janet Spriggs-Rowan-Cabarrus Community College

Elizabeth Thomas-Sandhills Community College
Betty Jo Ramsey-Southeastern Community College
Alison Soles-Southeastern Community College
Amy Strange-State Board of Elections
Iona Duckworth-State Education Assistance Authority
Larna Griffin-State Education Assistance Authority
Sharon Robertson-Tri-County Community College
Mary Hall-UNC at Asheville
Jennifer Acton-UNC at Chapel Hill
Lamees Asad-UNC at Chapel Hill
DeAhn Baucom-UNC at Chapel Hill
Gina Billings-UNC at Chapel Hill
Jennifer Blair-UNC at Chapel Hill
David Blakemore-UNC at Chapel Hill
Emily Coble-UNC at Chapel Hill
Angela Davis-UNC at Chapel Hill
Troy Howell-UNC at Chapel Hill
Kimberly Johnson-UNC at Chapel Hill
Stan Koziol-UNC at Chapel Hill
Karin Langbehn-Pecaut-UNC at Chapel Hill
Robin Larson-UNC at Chapel Hill
Judy LeDoux-UNC at Chapel Hill
Arun Malik-UNC at Chapel Hill
Violet Masinde-UNC at Chapel Hill
Tammy McHale-UNC at Chapel Hill
Gwen Norwood-UNC at Chapel Hill
Martha Pendergrass-UNC at Chapel Hill
Meera Phaltankar-UNC at Chapel Hill
Chandrika Rao-UNC at Chapel Hill
Janet Rupert-UNC at Chapel Hill
Thomas Schneeberger-UNC at Chapel Hill
Rod Smith-UNC at Chapel Hill
Justin Stiles-UNC at Chapel Hill
Lisa Taylor-UNC at Chapel Hill
Yiwen Wang-UNC at Chapel Hill
Alicia Bartosch-UNC at Charlotte
Paul Forte-UNC at Charlotte
Kimberly Seamans-UNC at Charlotte
Laura Williams-UNC at Charlotte
Brenda Hampshire-UNC at Greensboro
Mary Hughes-UNC at Greensboro
Wayne Jones-UNC at Greensboro
Marquita Loflin-UNC at Greensboro
Kathleen Lukens-UNC at Greensboro
Karen Stevenson-UNC at Greensboro
Lien Bailey-UNC at Pembroke
Scott McKinney-UNC at Pembroke
Francine Rizzo-UNC at Pembroke
Kenneth Spayd-UNC at Pembroke
Joanne Ferguson-UNC at Wilmington
Dana Harris-UNC at Wilmington
Heather Iannucci-UNC at Wilmington
Sara Thorndike-UNC at Wilmington
Leon Browning-UNC General Administration
Jerry Cliff Flood-UNC General Administration
LaToya Horton-UNC General Administration
Jennifer Leung-UNC General Administration
Matthew Miller-UNC General Administration
David Reavis-UNC General Administration
Sharon Stevenson-UNC General Administration
Robert Vickery-UNC General Administration
John Vollmer-UNC General Administration
Timothy Byrd-UNC Hospitals
Kimberly Crews-UNC Hospitals
Amanda Davis-UNC Hospitals
Linda Henning-UNC Hospitals
Mark Hoffman-UNC Hospitals
William Hosterman-UNC Hospitals
Peizhu Liu-UNC Hospitals
William (Ron) Miller-UNC Hospitals
Firoza Mistry-UNC Hospitals
Kelly Mogle-UNC Hospitals
John Storment-UNC Hospitals
George Burnette-UNC School of the Arts
Dana Dupree-UNC School of the Arts
Lisa McClinton-UNC School of the Arts
Elizabeth Rollinson-USS North Carolina Battleship Commission
Art Andrews-Wake Technical Community College
Marla Tart-Wake Technical Community College
Jolene Elkins-Western Carolina University
Steve Chase-Wildlife Resources Commission
Randy Smith-Wildlife Resources Commission
Frank Lord-Winston-Salem State University
Jonathan Smith-Winston-Salem State University
J. Nathan Thompson-Winston-Salem State University