

**FINANCIAL POLICIES AND PROCEDURES COMMITTEE MINUTES**  
**November 4, 2016**

Members Present

Stephanie Corbo, Jefferson County R-1	Anthony Whiteley, St. Vrain Valley Re-1J
Cara Golden, Mesa County Valley 51	Janell Wood, Swink 33
Jonathan Levesque, Littleton 6	Kara Emmerling, Geona-Hugo C113
Karin Slater, Montrose County Re-1J	Kristine Githara, Cherry Creek 5
Lana Niehans, Pueblo City Schools 60	Lisa Clark, Weld RE-3J
Michael Everest, Mapleton 1	Mike Thomas, Fowler R-4J
Terry Buswell, Centennial BOCES	Theresa Larson, Aurora 28J
Wendy Everett, Cortez RE-1	

Alternates Present

Justin Petrone, Boulder Valley RE-2J

Ex-Officio Members Present

Leanne Emm, CDE	Jennifer Okes, CDE
Adam Williams, CDE	Yolanda Lucero, CDE
Crystal Dorsey, OSA	Kathy Shannon, CASB

Members, Ex-Officio Members and Alternates Absent

Steven Clawson, Denver 1	Amy Lyons, Bayfield 10JT-R
Deb County, Valley Re-1	Jana Schleusner, Douglas County RE-1
Kera Badalamenti, Poudre R-1	Laura Hronik, Colorado Springs 11
Matthew Scoggins, Rangely RE-4	Richard Stettler, Ellicott 22
Terry Kimber, Widefield 3	

Chloe Flam, Northwest Colorado BOCES	Eileen Johnston, James Irwin Charter
Christopher Telli, Colo. Society of CPAs	Scott Szabo, Colo. Society of CPAs

Guests Present

Aaron Oberg, Aurora 28J	Amanda Ward, Garfield Re-2
Ashley Thang, Mesa County Valley 51	Bill Sutter, Boulder Valley RE-2J
Brian Lund, Estes Park R-3	Brisa Villalobos, Adams 50
Brook Quint, Centennial BOCES	Carla Hoehn, Cortez RE-1
Cary Allen, Wiggins RE-50(J)	Chrissie Miller, Mancos Re-6
Cindy Squires, San Luis Valley BOCES	Colleen Love, Ridgeway
Dawn Chavez, Crowley County School	Denise Pearson, Kiowa C-2
Diane Raine, Mesa County Valley 51	Donna Villamor, Littleton 6
Doreen Jones, Dolores RE-4A	Dottie Burnett, Santa Fe Trail BOCES
Georgia Steele, Strasburg	Gina Lanier, Adams 12
Ginger Lusty, Charter School Institute	Glenn McClain, Platte Valley RE-7
Hyesun Son, Adams 14	Jane Frederick, St. Vrain Valley Re-1J
Jennifer Macho-Seekins, Durango 9R	Jim Ventrello, Delta County 50(J)
Joe Allaire, Jefferson County R-1	Jona Layton, East Central BOCES
Kara Drake, Summit Re-1	Kathey Lewis, Stratton R-4

Kay Bridges, Jefferson County R-1

Guests Present (continued)

Lamee Hosletter, CDE

Lisa Anderson, Jefferson County R-1

Luke Gonzales, Thompson R2J

Mark Rydberg, Steamboat Springs

Mike Lee, Ft Morgan RE-3

Mona Larsen, Woodland Park SD

Patty Venem, Rocky Ford R-2

Rich Allen, Bright Bytes

Ron Whitling, Aurora 28J

Sara Walkinshaw, Arickaree R-2

Shae Martinez, Mapleton 1

Sosan Schaller, Englewood 1

Terry Scharg, Gilpin County RE-1

Vi Crawford, Mesa County Valley 51

Willie Leslie, Clear Creek RE-1

Kelly Varney, Platte Canyon R-1

Laurie Weber, Alamosa RE-11J

Lisa Horn, BKD

Mandy Hydock, Greeley RE-6

Mike Hodgson, Archuleta County 50JT

Mimi Livermore, Adams 12

Nanci Sweet, Deer Trail 26J

Rena Sanchez, Lake County R-1

Ron Patera, Elizabeth C-1

Samantha Gallagher, Denver 1

Sean Conner, Jefferson County R-1

Sherry Shay, Thompson R2J

Staci Turner, SLV BOCES

Thomas Mcnish, Aurora 28J

Vic Craven, Agate 300

## MINUTES

### FINANCIAL POLICIES AND PROCEDURES COMMITTEE

November 4, 2016

#### I. Call to Order and Introductions

Jennifer Okes, CDE called the meeting to order at 9:30 am.

Those in attendance were asked to introduce themselves and their district.

#### II. Presentation of Agenda

*Kristine Githara, Cherry Creek 5, made a motion to approve the agenda.*

*Theresa Larson, Aurora 28J, 2<sup>nd</sup> the motion. Motion carried.*

#### III. Approval of Prior Meeting Minutes

*Anthony Whiteley, St. Vrain Valley Re-1J, made a motion to approve the prior meeting minutes.*

*Jonathan Levesque, Littleton 6, 2<sup>nd</sup> the motion. Motion carried.*

#### IV. Governor's Budget Request FY 2017-18

For FY 2017-18, the request estimates that Total Program will increase by \$218.5 million total funds. This increase is comprised of a \$48.2 million increase to the state share and a \$170.3 million increase to local share compared to revised estimates.

- Funding would be partially provided for inflation and growth in students
  - Inflation – 2.7 percent - based on the Office of State Planning and Budgeting (OSPB) September 2016 Economic Forecast
  - Base per pupil funding would increase by \$171.93 from \$6,367.90 to \$6,539.83
  - Estimated growth in students – 8,109 funded pupils or .94 percent
  - Estimated growth in at-risk students – 2,900 students or .93 percent
  - No change in the number of ASCENT students currently at 550 slots
- The total anticipated cost to fully fund inflation and growth in students is \$263.8 million.
  - With this request, the FY 2017-18 negative factor is estimated at \$876 million (11.7 percent of total program), an increase of \$45.4 million from the current year.
  - After the increase in the negative factor, total program will increase by \$218.5 million.

Under this proposal, statewide average per pupil funding would increase by \$182.02 from \$7,424.66 in FY 2016-17 to \$7,606.68 in FY 2017-18 or 2.5 percent. If there were no change in the negative factor, per pupil funding would be \$52.17 higher.

For the categorical funding will also increase by the 2.7 percent inflation. This will equal \$4.3 million for special education, \$1.4 million for ELPA, \$1.4 million for transportation, \$500 thousand for career and tech education and \$166 thousand for gifted and talented.

The link below provides district by district comparisons of the Governor's budget request. The orange columns represent the FY 2016-17 Total Program Funding as appropriated per HB16-1422. The blue columns represent the FY 2017-18 Governor's budget request. The white columns indicate the changes.  
<http://www.cde.state.co.us/cdefinance/publicschoolfinanceactof1994-fy2017-18>

## V. Financial Transparency

### a. Bright Bytes Presentation: Website Updates

In July we launched the pilot website, following the launch we took the public site on the road to get perspectives from multiple viewpoints. The pilot website was shared with Colorado Association of School Boards (CASB), State Advisory Committee for Parent Involvement in Education (SACPIE), Grass Roots St Vrain, Great Education Colorado and non-finance CDE staff. In this process we collected feedback on the pilot website. As we were looking at the feedback common comments were identified. We made updates based on this feedback and the feedback of the pilot group members.

The top five comments are:

- 1) The revenue was presented at the school level. In looking at the data submitted by the pilots about 95% of revenues are not tied to the school level. Therefore, the presentation of the public website is updated so that revenues at the school level revenues are not displayed.
- 2) One of the first things you would see on the pilot website is revenue. We swapped the order displayed so the website user would see expenditures/spending first and the story of how the funds are spent.
- 3) For each of the expenditure figures there was a bar to display if the funds were restricted (general fund) vs non-restricted (other funds), a fund categorization. The feedback received is that this was very confusing to the users. This bar for the fund categorization has been removed; there will still be access to the fund breakdown as you drill into the spending.
- 4) There were three major categories of expenditures, which are learning environment, operations and community. The concept of community was confusing to the users, this is renamed to be more clear for users.
- 5) Going back to the revenue figure, we are reviewing the components to make them more understandable.

As we look at the pilot website, we changed the verbiage from expenditures and revenues to be spending and funding, this is more understandable for the lay person. In the learning environment and operations is viewed separate from the construction, debt, adult education and community services. It is now clearer that you are able to continue to learn with the call to action button "explore more" being more pronounced in order to dive deeper into the details. On the funding side; local, state and federal are revenues that can be looked at over-time. These revenues are displayed separate from the other funding types as the other funding types can change year-to-year. Within the funding, the funding per student was removed from the website, the thought of removing this is that there are many components in the revenue when we talk about funding for per pupil revenue is different than per pupil revenue from all funding sources.

When the user first lands on the public site for a district they will first see characteristics and demographic information for the district. The next section is the optional narrative allowing the district to provide additional context. Following the narrative the use will then see the spending and funding information.

### b. BrightBytes Engagement Strategy: Financial Data File Posting and Data Approval Tool

All LEPs are required to Post FY 15/16 financial data file. The financial data file must be an Excel file which follows the Chart of Accounts. The financial data file must be on LEP's Financial Transparency website no later than March 1, 2017, district will be in a position to post the file as soon as you present your finalized audit to your local BOE. The file must tie expenditures to unique school codes with the exemption of small rural districts. Small rural districts are not required to submit school level data, however they will

need to provide district level data. Please refer to the Financial Transparency Basic Considerations Document on the CDE's website for more information. <http://tiny.cc/finguide>

In regards to the financial data timeline we are now in the Fall of 2016, which means it is business as usual. LEPs are submitting pipeline data to CDE, finalizing their audit submission and presenting the finalized audit to CDE. In early Winter of 2017 LEPs will post the financial data file on their Financial transparency website, no later than March 1<sup>st</sup>. Once your file is posted, BrightBytes acquires and loads the data into the Data Approval Tool.

Looking at the Implementation timeline we are looking at three phases; the kick off preparation, data approval process and the live public site. The kick off preparation will start in January 2017, we will reach out to the business managers to ensure that the data file is posted on the financial transparency websites. In addition, there will be a series of LEP specific webinars with focus on small rural districts, medium/large districts and BOCES. By having these separate webinars ensures that we are able to tailor the message to the specific LEPs as the requirements are slightly different. Next we will transition onto the data approval process from February going through the end of June. During this time BrightBytes will have additional webinars to help the LEPs through this process. The Webinars will be recorded and posted. July 1, 2017 we will then launch the public website. Since this is a new process it may take you some time to wrap your head around the process, we encourage LEPs not to wait until June 30<sup>th</sup> to complete. If you approve or have not approved your data by June 30<sup>th</sup>, the site will still go live on July 1<sup>st</sup>.

Presentation: [Link](#)

**c. Reminder School Level Reporting for FY 2015-16**

On CDEs financial transparency website, on the resource page we have removed the July 1, 2015 template. The LEPs should be now be following the July 1, 2016 website template, this template includes a section labeled as "Individual School Site Financial Information\*". This is the section your standard school level data file should be posted. When BrightBytes extracts your district data file this is where they will need to find the data file. There is still a requirement for the current year plus the prior two years data file should be on the LEPs financial transparency website.

In data pipeline there are new edits related to some of the issues that were identified in the FY 2014-2015 review. We are hoping that these additional edits will help reduce some of the changes that were made during the review process.

There is a requirement for each local education agency to post FY 2015-2016 financial data on their financial transparency webpage no later than March 1st, 2017. The FY 2015-2016 financial data file posted must be an Excel file that follows the Financial Policies and Procedures Chart of Accounts. The file posted can be the FY 2015-2016 Financial December Data Pipeline File.

CDE Financial Transparency website: [Link](#)

July 1, 2016 website template: [Link](#)

**VI. ESSA Per-Pupil Expenditure Proposed Rules**

On our website is a summary of the recently proposed federal regulations related to the school expenditures. The proposal is to report the FY 2017-2018 school level current expenditure per pupil finance data on the state report cards by December 31, 2018. The current expenditure per pupil disaggregated by source of funds, including; Federal funds, State and local funds combined (including Impact Aid funds), which must not include funds received from private sources. In addition, the State must develop a single statewide procedure to calculate LEA current expenditures per pupil and a single statewide procedure to calculate school-level current expenditures per pupil. The current expenditures will continue to exclude the community services, capital

outlay and debt services. Similar to the financial transparency website, these items are displayed separately from the day to day expenditures. The per pupil current operating expenditures will be based on membership, which is also consistent with the financial transparency website. For the first year they do allow an extension if the state is unable to meet the December 31, 2018 deadline, it is clear in the rules that this is a first year only extension.

In response to the proposed rules CDE had six primary responses to those:

- Proposed rule imposes an unreasonable timeline.
- Proposed rule increases the burden on LEAs: to report current expenditures at the school-level
- Proposed rule increases the burden on LEAs: require expenditures per pupil be disaggregated by source of funds both at the LEA-level and at the school-level
- Proposed rule is unclear: require that state and local funds must not include funds received from private sources, however, funds from private sources is not defined.
- Proposed rule imposes unreasonable requirements: to develop uniform, single statewide procedures to calculate school-level current expenditures per pupil, including personnel and non-personnel expenditures.
- Proposed rule is unclear: The proposed regulations outline that preschool expenditures are included as current expenditures. However, the regulations also outline that student membership data should include the number of students whom the State and LEA provide free public education.

Proposed Per-Pupil Regulations: [Link](#)

CDE Response: [Link](#)

## **VII. Supplement Not Supplant (SNS) Proposed Rules**

These proposed rules are currently in the comment phase; CDE is currently proposing a draft of responses to these rules. Instead of changing the calculation the proposal is that LEAs have to publish the methodology for allocating the state and local funds, in a format and language that the public would understand. The responses so far is that these proposed regulations have a lot of complexity and one of the four options to demonstrate compliance may not work for everyone. Similar to some of the initial proposed rule is that these rules tend to overreach what is required in current law and seem on conflict what is required in law.

The rules outline different options to demonstrate compliance of this requirement:

- Distribution of State and local funds based on characteristics of students, an LEA distributes State and local funds to its schools according to a consistent districtwide per-pupil formula based on the characteristics of students in each school
- Distribution of State and local funds based on personnel and non-personnel resources, an LEA distributes State and local funds to its schools based on a consistent districtwide personnel and non-personnel resource formula.
- Distribution of State and local funds based on an SEA-established compliance test, an LEA distributes State and local funds in a manner chosen by the LEA
- An LEA may be considered in compliance with the special rule in a specific year if the amount of State and local funds each title I school receives is no more than 5 percent less than the average amount received by non-title I schools in that year.

Federal Register: [Link](#)

## **VIII. USDA Resource Management review Revisions**

Over the past few years the USDA had increased the focus on the financial management. The USDA Administrative Review Resource Management has changed. These changes will have a big impact on the number of comprehensive reviews. The Resource Management review has been broken down into four monitoring areas; maintenance of the nonprofit school food service account, paid lunch equity, revenue from nonprogram foods, and indirect costs. USDA now requires districts that trigger a flag in any of the areas, this will require a comprehensive review for your district. This results in a review for most districts. We have

provided push back to the USDA indicating this would be a burden as the SEAs and SFAs do not have the resources for this. Based on the three year cycle there would be 49 districts up for review this year. Some of the risk factors that is driving most of the districts to be up for a comprehensive review are if there was a transfer from the general fund into the food service fund, revenue from nonprogram foods and if a district is charging indirect costs in the food service fund. According to the USDA these would be considered a high risk activity, whereas, CDE does not see these as high risk and thus, should not require a comprehensive review. We are doing what we can to minimize the impact on districts by explaining that we do not see a correlation with these triggers and higher risk. We are hopeful that the requirements that require a comprehensive review will change.

RM Districts up for Review: [Link](#)

Resource Management (RM) USDA Administrative Review Webinar: [Link](#)

Comprehensive Review Checklist: [Link](#)

RM Changes Comparison Tool: [Link](#)

## **IX. Chart of Accounts**

### **a. Summary of Changes**

Please review the “Summary of Chart of Accounts Changes” for the updates to the Chart of Accounts.

Summary of Changes: [Link](#)

### **b. F-33 Annual Survey Object Codes**

At the May 2016 meeting the motion was made to postpone the request to bold these account codes and discuss again at the first FPP meeting in FY 2016-2017. These account numbers are optional for school districts to use in FY 2015-2016 and in FY 2016-2017.

The F-33 Annual Survey of School System Finances is collected by the US Census Bureau jointly with the National Center for Education Statistics (NCES). For the FY 2014-2015 collection, new reporting elements were added within section Part X Exhibits of Selected Items. The reporting elements are utilities and energy services, technology-related supplies and purchased services and technology-related equipment. The new exhibit items are mainly being collected at the request of NCES due to demand that they have seen from researchers and policymakers who are looking for more information on these types of expenditures. They state that the new exhibit items will not have anything to do with funding or grant calculations. The items are being collected for informational and research purposes only. There is not expectation for a complete data collection for these items for most states for FY 2014-2015 or FY 2015-2016, since they were added on relatively short notice. The recommendation is to bold the following object codes, with revision to the definitions: 0410 Utility Services, 0620 Energy, 0432 Technology Related Repairs and Maintenance, 0340 Technical Services, 0530 Communications, 0650 Electronic Media Materials and 0734 Technology Equipment.

In reviewing the definition presented in the NCES Financial Accounting for Local and State School Systems it is in sync word for word the Colorado Chart of Accounts. The NCES Financial Accounting for Local and State School Systems was recently updated with the 2014 edition; prior editions are 2009, 2003, 1990 and 1980. I would estimate that the next editions would be another four to five years away.

The request to bold these object codes has been postponed to the next FPP meeting. Those in attendance feel that many of these items are outdated and there is a need to provide more clarity to the Colorado Chart of accounts. A sub-committee will be created to review the current definitions and propose new definitions.

Sub Committee Members  
Anthony Whiteley, St. Vrain Valley Re-1J  
Cara Golden, Mesa County Valley 51  
Jane Frederick, St. Vrain Valley Re-1J  
Justin Petrone, Boulder Valley RE-2J

F-33 Annual Survey Object Codes: [Link](#)

**X. Financial Policies and Procedures Handbook**

Please review the “FPP Handbook FY2016-17 edition – summary of changes” for the updates to the Financial Policies and Procedures Handbook.

Summary of Changes: [Link](#)

Theresa Larson, Aurora 28J, made a motion to approve the updates to the Financial Policies and Procedures Handbook.

Jonathan Levesque, Littleton 6, 2nd the motion. Motion carried.

**XI. Upcoming Critical Dates: Post Election Reporting**

State Board of Education Rules for the Administration of the Public School Finance Act, 1 CCR 301-39, require that a district holding an override, transportation, bond, special building and technology fund, Taxpayer’s Bill of Rights (TABOR), capital improvements loan repayment (growth districts) or Charter School Capital Construction Special Mill Levy election provide the results of the election to the Public School Finance Unit no later than 10 business days after the election. This information is used by CDE to assist the general public, bond companies, the state legislature, and others with questions they may have concerning elections.

Districts have been provided a form to report district election information. If an election is held, districts should attach an official sample ballot in which is stated the question(s) submitted to the electors or a copy of the official ballot question language as certified to the county clerk for a coordinated election. This information is needed even if the election fails. If no election is held, please check the box at the top of the form indicating no election held and return the completed form.

Critical Dates: [Link](#)

**XII. FPP Membership Updates**

We have an update to the Jefferson County R-1 representative, Kathleen Askelson has asked to be removed. Jefferson County R-1 will now be represented by Stephanie Corbo the Finance Director. Tenneal Gerber, resigned her spot after accepting a position outside of her school district. Tenneal Gerber was in the Northwest Region with Moffat County and the new candidate Matthew Scoggins is from the same region at Rangely RE-4 School District.

In addition, CDE has had a few changes. Katy Anthes is our current Interim Commissioner of Education; she is committed to stay until May 2017. We are expecting that after the elections the State Board will begin looking at a process for a placement of a permanent Commissioner. Katy has asked Leanne to step into a new role as the Associate Commissioner for School Finance and Operations. With Leanne’s transition, Jennifer Okes has transitioned into the role of Executive Director of School Finance. We are currently in the process of hiring a Director position as Jennifer’s replacement, with a second round of interviews in the next couple weeks. Paul Reynolds has resigned his position at CDE and will be working for the Office of the State Controller.

FY 2016-2017 Membership: [Link](#)

### **XIII. Other Topics of Interest**

#### **a. CASBO <http://www.coloradoasbo.org/i4a/pages/index.cfm?pageid=1>**

- On October 5th, The CASBO Board has appointed a new board member to fill a vacancy due to a resignation. Monica Deines-Henderson, Director of Nutrition Services for Falcon 49 School District will complete the term of office through 2018.
- The Colorado ASBO Fall Conference, October 5-7 in Breckenridge, was a great success. About 175 attendees participated in pre-conference workshops, keynote presentations, breakout sessions and networking events.
- The CASBO board is developing the agenda for the Annual Conference, April 19-21 at the Westin in Westminster (the location has moved from the Omni to the Westin, just 5 miles down US36 towards Denver).
  - If you have any breakout session ideas, there is a form on the CASBO website ([www.coloradoasbo.org](http://www.coloradoasbo.org)) to submit a presentation idea, or email any one of the CASBO board members (also available on the CASBO website), or Bill Sutter at [bill.sutter@bvsd.org](mailto:bill.sutter@bvsd.org).
- There will be a call for nominations for the CASBO Board of Directors, with two director seats up for election in 2017. There is a form on the CASBO website to self-nominate, and it will auto-fill with your member profile information when you log in to the site.
- Looking ahead, the ASBO, International 2017 Annual Meeting and Expo will be in Denver, September 22-25, 2017. The conference will be at the Sheraton in downtown Denver. Plan ahead to take advantage of the opportunity to attend a national conference right here in Colorado.
  - For ASBO members, there is currently a call for presentations at this conference. It would be great to have Colorado represented in the agenda and have our colleagues from across the country experience the great work going on here in Colorado.

#### **b. CASE-DBO <http://www.co-case.org/?815>**

- Board update
  - New officers and board members
    - Three new board members
      - Kristine Githera CCSD
      - Cheryl Wangeman Lewis Palmer
      - Donna Villamor
    - Past President Bill Sutter
    - President Elect Glenn
    - Secretary Terry Buswell
    - Pres – Ron Patera
  - 2017 elections for director seats – President Elect and Secretary
- Nuts and Bolts Agenda
  - 8:30-9:15 am Natalie Mullis – The chief economist for legislative council will give an update on the state budget
  - 9:15-9:45 am State Demography – we are working on getting a demographer to come in and speak on the changes happening in our state
  - 10:00-10:45 am FAST – Field Analyst Support Team
  - 10:45-11:30 am Deep Dive into the factors that go into the school finance act calculation 11:30-12:00 pm Jennifer Okes – From CDE’s school finance unit will be giving a School Finance Update
  - 1:00-1:45 pm Financial Transparency – there will be a presentation on the latest version of the financial information that will be needed to be posted to district websites
  - 1:45-2:15 pm Gold Dome – this will a look under the gold dome by a former state legislator
  - 2:15-3:00 pm Hit the Base – This is a discussion on what happens when a district hits the base and what does that mean to that district
  - 3:15-4:15 pm Equity Discussion – finally a discussion on funding equity
  - 4:15-6 pm Networking

- 3 breakouts at winter leadership
  - School finance update
  - TABOR, contracts and other legal nuances that business officials encounter
  - This is a Friday morning meeting - Engaging your community is statewide school finance discussions
- Fiscal note process - Diane, Justin Silverstein and Bill Sutter are working on the details

**c. CGFOA <http://www.cgfoa.org/>**

- November 16<sup>th</sup> Fall Conference in Grand Junction.
- November 29-30 Grants Management training in Denver

**d. Brustein & Manasevit Training**

Embassy Suites Denver, Downtown Convention Center, February 28, 2017, 8:30 A.M. to noon, the cost of the workshop is \$195.

On July 1, 2015, the new Education Department General Administrative Regulations (EDGAR) went into effect. Since then new time and effort flexibilities have been proposed and ED has answered some questions regarding the new EDGAR's implementation. On December 10, 2015 the Every Student Succeeds Act (ESSA) was passed. Since its passage, ED has released proposed regulations on assessment, accountability and supplement not supplant and put our various guidance documents on how this new law should be implemented for the 2017-2018 school year.

Brustein & Manasevit, PLLC, is a national expert on the education programs, federal cost, administrative and audit principles, and will conduct this session. Various topics will be covered at this workshop to help prepare local education agencies for these changes.

This presentation provides an overview of the new ESSA requirements and provides updates since the new EDGAR's implementation, including new proposed flexibility regarding time and effort. The session is a summary of the areas of significant change and is designed to alert grants managers as to areas where they will need in-depth analysis

Brustein & Manasevit encourages administrators, program managers, finance and business officials responsible for federal grants to attend this timely and important workshop on federal grants management.

A continental breakfast in addition to a coffee and tea break will be served. For more information about this workshop or to register, please visit:

<https://events.r20.constantcontact.com/register/eventReg?oeidk=a07edcyt2ndff0c2897&oseq=&c=&>

**XIV. Reminder:**

Future Meeting Dates

March 3, 2017

April 7, 2017

May 5, 2017

June 23, 2017

**XV. Adjourn**

There being no further business to come before the Committee, meeting adjourned.