Managing Your McNair Project Budget

Dr. Mary L. Gonzalez TRIO Consultant
Mary_gonzalez90@yahoo.com
McNair Promising Practices Institute
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University of Central Florida
(361)455-6811

SESSION OBJECTIVES

• Discuss the authorities to consult when making budget decisions
• Understanding the parts of a TRIO McNair project budget
• Budgeting to ensure adequate resources for all project needs;
• Monitoring the project budget;
• Avoiding common budgetary problems
• Making budgetary & programmatic revisions
• Retaining the proper budgetary records
AUTHORITIES TO CONSULT FOR BUDGET DECISION-MAKING

- TRIO PROGRAM REGULATIONS, WHICH WILL BE DISCUSSED IN ANOTHER BREAKOUT SESSION (DIFFERENTIATING ALLOWABLE FROM NON-ALLOWABLE COSTS. THESE REGULATIONS ARE 34CFR:
  - 647.30 & 647.31 FOR MCNAIR
  - OTHER TRIO PROGRAMS BELOW
  - 643.30 & 643.31 FOR TS
  - 644.30 & 644.31 FOR EOC
  - 645.40 & 645.41 FOR UB, UBMS, AND VUB
  - 646.30 & 646.31 FOR SSS

- OMB UNIFORM GUIDANCE (2 CFR PART 200), WHICH:
  - IS OFFICIALLY KNOWN AS THE UNIFORM ADMINISTRATIVE REQUIREMENTS, COST PRINCIPLES, AND AUDIT REQUIREMENTS FOR FEDERAL AWARDS BUT ALSO CALLED THE OFFICIAL ADMINISTRATIVE GUIDE AND THE SUPERCIRCULAR,
  - APPLIES TO ALL NEW AND CONTINUATION GRANTS AWARDED ON OR AFTER 12/26/14
  - REPLACES PARTS OF EDGAR (SPECIFICALLY, 34CFR74 AND 34CFR88)
  - REPLACES OMB CIRCULARS (INCLUDING A-21, A-87, AND A-122)
  - INCLUDES SEC. (§) 200.0 THROUGH 200.521 IN 2CFR

ED FORM 524 – SECTION A

U.S. DEPARTMENT OF EDUCATION
BUDGET INFORMATION
NON-CONSTRUCTION PROGRAMS

SECTION A – BUDGET SUMMARY
U.S. DEPARTMENT OF EDUCATION FUNDS

1. Income
2. Prima Benefits
3. Tuition
4. Equipment
5. Ondoes
6. Contractor
7. Construction
8. Other
9. Total Direct Costs
10. Indirect Costs
11. Training Grants
12. Total Costs

The Indirect Cost Rates (the complete by your business office):
- Do you have an approved indirect cost rate agreement or applicable government?
- If yes, write the amount of indirect cost rate agreement.
- Can you provide a breakdown of indirect cost rate agreements?
- If yes, what is the total amount?
- Can you provide a breakdown of indirect cost rate agreements?
- If yes, what is the total amount?

ED FORM 524

SESSION ID: 2-24N
PARTS OF A MCNAIR PROJECT BUDGET

THE BUDGET INFORMATION SECTION A – BUDGET SUMMARY – NON-CONSTRUCTION PROGRAMS (ED FORM 524) AND THE BUDGET NARRATIVE MUST INCLUDE ALL COSTS THAT ARE ALLOWABLE, REASONABLE AND NECESSARY FOR CARRYING OUT THE OBJECTIVES OF THE UB PROGRAM.

• PERSONNEL: THE BUDGET SHOULD INCLUDE THE TOTAL COMMITMENT OF TIME AND THE TOTAL SALARY TO BE CHARGED TO THE PROJECT FOR EACH KEY STAFF MEMBER. A BREAKDOWN OF PROJECT PERSONNEL INCLUDES POSITION TITLES, THE PERCENT OF TIME AND NUMBER OF MONTHS COMMITTED TO THE PROJECT FOR EACH KEY STAFF MEMBER, THE SALARY FOR EACH KEY STAFF MEMBER

PARTS OF A MCNAIR PROJECT BUDGET

• FRINGE BENEFITS: THE INSTITUTION OR AGENCY’S NORMAL FRINGE BENEFIT CONTRIBUTION MAY BE CHARGED TO THE PROGRAM. INCLUDE AN EXPLANATION AND APPROPRIATE JUSTIFICATION IF THE INSTITUTION OR AGENCY’S NORMAL FRINGE BENEFIT CONTRIBUTION EXCEEDS 20 PERCENT OF SALARIES.

• TRAVEL: THE BUDGET SHOULD DETAIL THE PROPOSED TRAVEL COSTS. FOR EACH TRIP EXPLAIN THE PURPOSE AND OBJECTIVE OF THE TRAVEL AND PROVIDE THE NUMBER OF PERSONS TRAVELING. TRANSPORTATION COSTS SHOULD NOT EXCEED TOURIST CLASS AIRFARE AND SHOULD FOLLOW ESTABLISHED INSTITUTIONAL OR AGENCY RATES. NO FOREIGN TRAVEL WILL BE AUTHORIZED UNDER THE GRANT.
PARTS OF A MCNAIR PROJECT BUDGET

• EQUIPMENT: Indicate the cost of equipment -- non-expendable personal property, which has a usefulness of greater than one year and an acquisition cost of $5,000 or more per unit. (Consistent with an applicant’s policy, a lower dollar amount may be used to define equipment.

• SUPPLIES: Include the costs of all tangible personal property that was not included as “equipment” on line 4. In the budget, provide an itemized list of the supplies.

PARTS OF A MCNAIR PROJECT BUDGET

• CONTRACTUAL: Not applicable.

• CONSTRUCTION: Not applicable.

• OTHER: Examples of “other” costs are equipment rental, consultants and consultants’ travel, required fees, communication costs, rental of space, utilities, custodial services, and printing costs. In the budget, provide a breakdown of all direct costs not clearly covered by other budget categories.

• STIPENDS: Up to $2800 no indirect costs affixed.
PARTS OF A MCNAIR PROJECT BUDGET

• INDIRECT COSTS: ALL GRANTS AWARDED UNDER THE UPWARD BOUND PROGRAM ARE DESIGNATED AS TRAINING GRANTS. EDGAR LIMITS REIMBURSEMENT TO GRANTEES FOR INDIRECT COSTS THEY INCUR UNDER TRAINING GRANTS TO THE GRANTEE’S ACTUAL INDIRECT COSTS AS DETERMINED BY THE GRANTEE’S NEGOTIATED INDIRECT COST AGREEMENT OR A MAXIMUM OF 8 PERCENT OF A MODIFIED TOTAL DIRECT COST BASE, WHICHERSE IS LESS. (NOTE: THIS LIMITATION DOES NOT APPLY TO STATE AGENCIES, OR LOCAL GOVERNMENTS, OR FEDERALLY RECOGNIZED INDIAN TRIBAL GOVERNMENTS. §75.562(C) (2))

Ronald E. McNair Budget  SAMPLE INFORMATION

1a. Personnel Salaries

<table>
<thead>
<tr>
<th>Positions</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>AVP Student Affairs</td>
<td>$ XXXX</td>
</tr>
<tr>
<td>Director</td>
<td>$ XXXX</td>
</tr>
<tr>
<td>Administrative Officer</td>
<td>$ 10,875</td>
</tr>
<tr>
<td>Graduate Coordinator</td>
<td>$ XXXX</td>
</tr>
<tr>
<td>Research Coordinator</td>
<td>$ XXXX</td>
</tr>
<tr>
<td>Part-Time summer mentors</td>
<td>$ 7,370</td>
</tr>
<tr>
<td>Faculty Mentors/Instructors</td>
<td>$ 2,500</td>
</tr>
</tbody>
</table>

Total          $108,704

1b. Fringe Benefits

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>93,224 x 17.2% = $10,036 + $11,931</td>
<td>$ 27,967</td>
</tr>
<tr>
<td>15,470 x 5.9%</td>
<td>$ 1,532</td>
</tr>
</tbody>
</table>

Total          $29,499

2a. Staff Travel - Project Director & Associate Director to attend regional and state board meetings, Travel, Lodging, per diem, and Registration fees

<table>
<thead>
<tr>
<th>Expense</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>National TRIO Conference, Council of Opportunity in Education</td>
<td>$ 1,500</td>
</tr>
<tr>
<td>State and Regional TRIO Conference both in Texas</td>
<td>$ 3,750</td>
</tr>
<tr>
<td>2b. Other Staff Travel - BEYOND PROFESSIONAL DEVELOPMENT FOR STAFF</td>
<td>$ 2,988</td>
</tr>
</tbody>
</table>

Total          $130,203

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### 2c. Participant Travel - Graduate School and Research Site Visits

During the school year as projected travel to visit graduate programs for linkage with graduate and PhD programs: University of Texas at Austin, Texas A&M College Station, and visit via van or flight utilizing most prudent cost factors and historical rationale.

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student travel to present faculty/student research across U.S. McNair Texas Conference, MAEOPP Conference Wisconsin National Conference for Undergraduate and other presentations formats for undergraduate research i.e. Penn State, NCUR, estimated costs calculated per trip which would include registration fee, lodging, transportation and meals</td>
<td>$5,500</td>
</tr>
<tr>
<td>2d. Cultural/Educational Colloquial on Campus i.e.: Business Etiquette, Asian Pacific, and Black Heritage. Local vendors and materials use</td>
<td>$1,200</td>
</tr>
</tbody>
</table>

**Total Participant Travel**

$10,000

Travel for all grants to be reimbursed at federal rates or designated conference site.

### 4. Office Supplies and Laptops

Essential office supplies for basic program operation and administrative supplies $1200: database software, typing supplies, stationary, notebooks, software, disks, paper, files, folders, clip boards, pads, filing cabinet, database upgrade office computer for administrative aspects.

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
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<tbody>
<tr>
<td>Instructional supplies includes texts to be used by tutors, coordinators and participants in the program lab costs, lab safety supplies, reference resources/materials/books/manuals, etc and professional newspapers for staff and student use i.e.: PowerPoint, GRE instructional software for Student Development, and Poster Printer maintenance supplies for research posters printed throughout the year. Materials for academic recognition</td>
<td>$1,000</td>
</tr>
</tbody>
</table>

**Total Supplies**

$7,350

### 5a. Other Participants Cost

Summer Academic Research Internship stipend and Student Undergraduate Research 15 students x up to $2,800 each student can receive partial research stipends based on collaborative efforts with other funding and/or partial research to benchmark throughout the academic year.

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board fees for Summer Internships $300 meal card x 15 students</td>
<td>$4,500</td>
</tr>
<tr>
<td>Required Fees: Medical insurance for extended trips to present research- $6/wk x 26 x 2 weeks=$264; Summer residential insurance $500, Website $350 surveys and evaluation, Mail/Survey/Follow-up $475, Phone $70 x 12= $840, Subscriptions $500 Printing/Photocopy/Brochures promotional materials, newsletter, etc $875 Placements, science lab, special computer labs and materials used during the fall/spring as needed and/or use of Research Offices, allocations based on request and linkage to research site, equipment rentals, prints, copies, reports/project, or laboratory expenses during the Summer Academic Internship and/or Research Experience (approximate estimate historical costs)</td>
<td>$2,250</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
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</table>
Title 34: PART 647—RONALD E. MCNAIR POSTBACCALAUREATE ACHIEVEMENT PROGRAM Subpart D—What Conditions Must Be Met by a Grantee?

§647.30 What are allowable costs?
The cost principles in 2 CFR part 200, subpart E, may include the following costs reasonably related to carrying out a McNair project:
(a) Activities of an academic or scholarly nature, such as trips to institutions of higher education offering doctoral programs, and special lectures, symposia, and professional conferences, which have as their purpose the encouragement and preparation of project participants for doctoral studies.
(b) Stipends of up to $2,800 per year for students engaged in research internships, provided that the student has completed the sophomore year of study at an eligible institution before the internship begins.
(c) Necessary tuition, room and board, and transportation for students engaged in research internships during the summer.
(d) Purchase, lease, or rental of computer hardware, software, and other equipment, service agreements for such equipment, and supplies for participant development, project administration, or project recordkeeping.


Title 34: 647. RONALD E. MCNAIR POSTBACCALAUREATE ACHIEVEMENT PROGRAM Subpart D—What Conditions Must Be Met by a Grantee?

§647.31 What are unallowable costs?
Costs that may not be charged against a grant under this program include the following:

(a) Payment of tuition, stipends, test preparation and fees or any other form of student financial support to staff or participants not expressly allowed under §647.30.

(b) Construction, renovation, and remodeling of any facilities.
ENSURE ADEQUATE RESOURCES FOR PROJECT NEEDS

• HOW DO YOU BUDGET TO ENSURE THAT YOU HAVE ADEQUATE RESOURCES TO PROVIDE MANDATORY/PERMISSIBLE SERVICES AND THE MANDATORY CURRICULUM?
• WHAT IS YOUR LARGEST BUDGET ITEM?
• HOW CAN YOU JUSTIFY THAT PUTTING THE MAJORITY OF YOUR RESOURCES IN THIS BUDGET ITEM IS NECESSARY FOR YOUR PROJECT’S SUCCESS?
AVOID COMMON BUDGETARY PROBLEMS

1. No written fiscal policies or procedures
2. Lack of controls over computer and financial systems and databases
3. Inadequate financial management systems (do not clearly show how grant funds were used or how the use of funds ties to the budget or specific drawdowns of federal funds)
4. No verifiable support regarding serving the number of participants or services reported on the APR (not documented, not happened)
5. Payroll distribution system - time and effort records inadequate (any college system is OK if verifiable)
6. Maintaining accurate time and effort records for less than full-time staff—(using grant funds when institutional funds should have been used)
7. Failure to maintain documentation supporting objectives
AVOID COMMON BUDGETARY PROBLEMS

9. FUNDS DRAWN IN EXCESS OF IMMEDIATE NEEDS OR FUNDS NOT DRAWN DOWN IN TIMELY MANNER

10. CARRYFORWARD MONIES

AVOIDING COMMON BUDGETARY PROBLEMS

• U.S. DEPARTMENT OF EDUCATION – MEMORANDUM TO ED DISCRETIONARY GRANTEE

• FOR ANY CASH THAT YOU DRAW FROM YOUR DEPARTMENT OF EDUCATION GRANT ACCOUNT, YOU MUST:
  • DRAW DOWN ONLY AS MUCH CASH AS IS NECESSARY TO MEET THE IMMEDIATE NEEDS OF THE GRANT PROJECT;
  • KEEP TO THE MINIMUM THE TIME BETWEEN DRAWING DOWN THE FUNDS AND PAYING THEM OUT FOR GRANT ACTIVITIES; AND
  • RETURN TO THE GOVERNMENT THE INTEREST EARNED ON GRANT FUNDS DEPOSITED IN INTEREST-BEARING BANK ACCOUNTS
MAKING BUDGETARY & PROGRAMMATIC REVISIONS IN ACCORDANCE WITH OMB UNIFORM GUIDANCE § 200.308 REVISION OF BUDGET AND PROGRAM PLANS

• (B) RECIPIENTS ARE REQUIRED TO REPORT DEVIATIONS FROM BUDGET OR PROJECT SCOPE OR OBJECTIVE, AND REQUEST PRIOR APPROVALS FROM FEDERAL AWARDING AGENCIES FOR BUDGET AND PROGRAM PLAN REVISIONS, IN ACCORDANCE WITH THIS SECTION.

• (C)(1) FOR NON-CONSTRUCTION FEDERAL AWARDS, RECIPIENTS MUST REQUEST PRIOR APPROVALS FROM FEDERAL AWARDING AGENCIES FOR ONE OR MORE OF THE FOLLOWING PROGRAM OR BUDGET-RELATED REASONS:

  • (I) CHANGE IN THE SCOPE OR THE OBJECTIVE OF THE PROJECT OR PROGRAM (EVEN IF THERE IS NO ASSOCIATED BUDGET REVISION REQUIRING PRIOR WRITTEN APPROVAL).

  • (II) CHANGE IN A KEY PERSON SPECIFIED IN THE APPLICATION OR THE FEDERAL AWARD.

  • (III) THE DISSOLUTION FROM THE PROJECT FOR MORE THAN THREE MONTHS, OR A 25 PERCENT REDUCTION IN TIME DEVOTED TO THE PROJECT BY THE APPROVED PROJECT DIRECTOR OR PRINCIPAL INVESTIGATOR.

  • (IV) THE INCLUSION, UNLESS WAIVED BY THE FEDERAL AWARDING AGENCY OF COSTS THAT REQUIRE PRIOR APPROVAL IN ACCORDANCE WITH SUBPART E—COST PRINCIPLES OF THIS PART OR 45 CFR PART 75 APPENDIX IX, “PRINCIPLES FOR DETERMINING COSTS APPLICABLE TO RESEARCH AND DEVELOPMENT UNDER AWARDS AND CONTRACTS WITH HOSPITALS,” OR 48 CFR PART 31, “CONTRACT COST PRINCIPLES AND PROCEDURES,” AS APPLICABLE.

  • (V) THE TRANSFER OF FUNDS BUDGETED FOR PARTICIPANT SUPPORT COSTS AS DEFINED IN §200.75 PARTICIPANT SUPPORT COSTS TO OTHER CATEGORIES OF EXPENSE.

• (1) INCUR PROJECT COSTS 90 CALENDAR DAYS BEFORE THE FEDERAL AWARDING AGENCY MAKES THE FEDERAL AWARD. EXPENSES MORE THAN 90 CALENDAR DAYS PRE-AWARD REQUIRE PRIOR APPROVAL OF THE FEDERAL AWARDING AGENCY. ALL COSTS INCURRED BEFORE THE FEDERAL AWARDING AGENCY MAKES THE FEDERAL AWARD ARE AT THE RECIPIENT’S RISK (I.E., THE FEDERAL AWARDING AGENCY IS UNDER NO OBLIGATION TO REIMBURSE SUCH COSTS IF FOR ANY REASON THE RECIPIENT DOES NOT RECEIVE A FEDERAL AWARD OR IF THE FEDERAL AWARD IS LESS THAN ANTICIPATED AND INADEQUATE TO COVER SUCH COSTS).
MAKING BUDGETARY & PROGRAMMATIC REVISIONS IN ACCORDANCE WITH OMB UNIFORM GUIDANCE § 200.308  REVISION OF BUDGET AND PROGRAM PLANS

• (2) INITIATE A ONE-TIME EXTENSION OF THE PERIOD OF PERFORMANCE BY UP TO 12 MONTHS UNLESS ONE OR MORE OF THE CONDITIONS OUTLINED IN PARAGRAPHS (D)(2)(I) THROUGH (III) OF THIS SECTION APPLY. FOR ONE-TIME EXTENSIONS, THE RECIPIENT MUST NOTIFY THE FEDERAL AWARDING AGENCY IN WRITING WITH THE SUPPORTING REASONS AND REVISED PERIOD OF PERFORMANCE AT LEAST 10 CALENDAR DAYS BEFORE THE END OF THE PERIOD OF PERFORMANCE SPECIFIED IN THE FEDERAL AWARD. THIS ONE-TIME EXTENSION MAY NOT BE EXERCISED MERELY FOR THE PURPOSE OF USING UNOBLIGATED BALANCES. EXTENSIONS REQUIRE EXPLICIT PRIOR FEDERAL AWARDING AGENCY APPROVAL WHEN:
  • (I) THE TERMS AND CONDITIONS OF THE FEDERAL AWARD PROHIBIT THE EXTENSION.
  • (II) THE EXTENSION REQUIRES ADDITIONAL FEDERAL FUNDS.
  • (III) THE EXTENSION INVOLVES ANY CHANGE IN THE APPROVED OBJECTIVES OR SCOPE OF THE PROJECT.

• (3) CARRY FORWARD UNOBLIGATED BALANCES TO SUBSEQUENT PERIODS OF PERFORMANCE.

• (4) FOR FEDERAL AWARDS THAT SUPPORT RESEARCH, UNLESS THE FEDERAL AWARDING AGENCY PROVIDES OTHERWISE IN THE FEDERAL AWARD OR IN THE FEDERAL AWARDING AGENCY’S REGULATIONS, THE PRIOR APPROVAL REQUIREMENTS DESCRIBED IN PARAGRAPH (D) ARE AUTOMATICALLY WAIVED (I.E., RECIPIENTS NEED NOT OBTAIN SUCH PRIOR APPROVALS) UNLESS ONE OF THE CONDITIONS INCLUDED IN PARAGRAPH (D)(2) APPLIES.
MAKING BUDGETARY & PROGRAMMATIC REVISIONS IN ACCORDANCE WITH OMB UNIFORM GUIDANCE § 200.308  REVISION OF BUDGET AND PROGRAM PLANS

• (III) THE DISENGAGEMENT FROM THE PROJECT FOR MORE THAN THREE MONTHS, OR A 25 PERCENT REDUCTION IN TIME DEVOTED TO THE PROJECT, BY THE APPROVED PROJECT DIRECTOR OR PRINCIPAL INVESTIGATOR.

• (IV) THE INCLUSION, UNLESS WAIVED BY THE FEDERAL AWARDING AGENCY, OF COSTS THAT REQUIRE PRIOR APPROVAL IN ACCORDANCE WITH SUBPART E—COST PRINCIPLES OF THIS PART OR 45 CFR PART 75 APPENDIX IX, “PRINCIPLES FOR DETERMINING COSTS APPLICABLE TO RESEARCH AND DEVELOPMENT UNDER AWARDS AND CONTRACTS WITH HOSPITALS,” OR 48 CFR PART 31, “CONTRACT COST PRINCIPLES AND PROCEDURES,” AS APPLICABLE.

• (V) THE TRANSFER OF FUNDS BUDGETED FOR PARTICIPANT SUPPORT COSTS AS DEFINED IN §200.75 PARTICIPANT SUPPORT COSTS TO OTHER CATEGORIES OF EXPENSE.

Making Budgetary & Programmatic Revisions in accordance with OMB Uniform Guidance § 200.308 Revision of Budget and Program Plans

• (D) EXCEPT FOR REQUIREMENTS LISTED IN PARAGRAPH (C)(1) OF THIS SECTION, THE FEDERAL AWARDING AGENCY ARE AUTHORIZED, AT THEIR OPTION, TO WAIVE PRIOR WRITTEN APPROVALS REQUIRED BY PARAGRAPH (C) THIS SECTION. SUCH WAIVERS MAY INCLUDE AUTHORIZING RECIPIENTS TO DO ANY ONE OR MORE OF THE FOLLOWING:
RETAILING PROPER BUDGETARY RECORDS

EDGAR 75.730 – RECORDS RELATED TO GRANT FUNDS

A GRANTEE SHALL KEEP RECORDS THAT FULLY SHOW:

(a) THE AMOUNT OF FUNDS UNDER THE GRANT
(b) HOW THE GRANTEE USES THE FUNDS
(c) THE TOTAL COSTS OF THE PROJECT
(d) THE SHARE OF THAT COST PROVIDED FROM OTHER SOURCES
(e) OTHER RECORDS TO FACILITATE AN EFFECTIVE AUDIT

EDGAR 75.731 & 75.732 – RECORDS RELATED TO COMPLIANCE AND PERFORMANCE

• 75.731 – A GRANTEE SHALL KEEP RECORDS TO SHOW ITS COMPLIANCE WITH PROGRAM REQUIREMENTS.
• 75.732 – A GRANTEE SHALL KEEP RECORDS OF SIGNIFICANT PROJECT EXPERIENCES AND RESULTS.
  • THE GRANTEE SHALL USE THE RECORDS TO
    • (1) DETERMINE PROGRESS IN ACCOMPLISHING PROJECT OBJECTIVES; AND
    • (2) REVISE THOSE OBJECTIVES IF NECESSARY.
AVOIDING COMMON BUDGETARY PROBLEMS

U.S. DEPARTMENT OF EDUCATION – MEMORANDUM TO ED DISCRETIONARY GRANTEES

IN ORDER TO MEET THESE REQUIREMENTS, YOU ARE URGED TO:

- Take into account the need to coordinate the timing of drawdowns with prior internal clearances (e.g., by boards, directors, or other officials) when projecting immediate cash needs so that funds drawn down from ED do not stay in a bank account for extended periods of time while waiting for approval;
- Monitor the fiscal activity (drawdowns and payments) under your grant on a continuous basis;
- Plan carefully for cash flow in your grant project during the budget period and review project cash requirements before each drawdown; and
- Pay out grant funds for project activities as soon as it is practical to do so after receiving cash from the Department.

Thank you