Project Manager's Guide

A guide to successful project management of grants

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Introduction & Objectives

Welcome New Project Manager

Congratulations on assuming a leadership role in managing Lone Star College System grant projects! You provide an essential service in ensuring that grant projects meet contractual, regulatory, statutory and System requirements. Successful projects enrich the educational experience of students and faculty, expand offerings, strengthen programs and create community in our area. Accepting this role in addition to other professional responsibilities can place demands on your time. This Project Manager's Guide will help you fulfill all requirements of your grant while devoting the least amount of time to administrative details. Its focus begins immediately after the grant is awarded and continues until close-out. Specifically, this guide will enable you to:

- Fulfill your responsibilities for informing affected individuals of receipt of the award
- Decode the Request for Proposal (RFP) and application onto a grant management plan (GMP) that guides and documents the work of the project
- Partner with your assigned grant accountant to create operating and shadow budgets that align with project objectives as specified in the award and captured in your grant management plan
- Create a report template based on your grant management plan that fully responds to the provisions of the award while ensuring ease of completion
- Conduct a productive initial grant team meeting with involved members
- Set up complete, timely, accessible project and fiscal files that conform to award requirements
- Run the project in alignment with the grant management plan you have established
- Effectively bring the project to a close as specified in the award

Figure 0.1 illustrates a map of the grant management process while Table 0.1 describes the steps involved and outcomes of each. Table 0.2 describes the people resources available to support your project while Table 0.3 highlights the online and other resources. Table 0.4 offers tips to help simplify your life as a project manager and keep you out of trouble! The Resource Development & Administration (RDA) staff is eager to assist you at every stage. To review its organization structure, please go to http://www.lonestar.edu/resource-development.htm.

Nature of the Project Manager's Guide (PMG or the "Guide")

Applicability

The material presented in this Project Manager's Guide applies to all managers of projects secured through grants throughout the Lone Star College System.

Functions

The Guide serves several functions:

- **A start-to-finish handbook for completing grant projects –** The PMG uses a process map to lead you step-by-step through the most frequently occurring grant project tasks. Using the RFP, application and other materials, you identify the tasks to be completed and follow the Guide from start to finish.
- **A multi-purpose quick reference –** The process-based organization of the Guide helps you quickly locate information, such as links to regulations, statutes, policies, procedures, templates and contacts at any point in the project management process. A glossary and Frequently Asked Questions (FAQs) sections, located in the Appendix on the LSCS website, offer definitions and rapid access to common inquiries.

Limitations

To keep the size of the Guide manageable, its information focuses on the typical tasks that must be accomplished for most grants rather than every question or exception that might arise. This content in no way preempts or abridges any applicable funding agency, Federal, State or LSCS regulations or policies. All established policies and procedures of the System must be followed in administering a grant project, whether the subject is hiring personnel, signing contract documents, subcontracting, travel requests, purchasing, printing or the use of LSCS forms. Keep in mind that the granting authority may have more restrictive policies than those of the System. Always follow the most restrictive policies. Please contact Resource Development & Administration with questions, unfamiliar terms or requests presented to you.

Dynamic Nature

Since the Lone Star College System operates in an evolving learning and funding environment, this Guide also must remain flexible to changing governmental regulations, funding agency requirements, and System processes. To address that condition, we will post the most up-to-date version of this Guide on the LSCS website, with a revision date indicated on the cover and at the bottom of each page. Additionally, we will announce on the website revisions, as they arise, so that you always have the most complete and accurate version immediately at your fingertips. Please submit any proposed changes electronically to Resource Development & Administration. If you recommend policy changes, please submit those as well, including the rationale for the change.

Organization of the Project Manager's Guide

The following Project Management Process flowchart (Figure 0.1) illustrates the major steps in the grant project management process from the project manager's perspective. The table which follows it, (Table 0.1) Steps & Outcomes in the Project Management Process, describes the product(s) of each step. The Guide's nine sections correspond to those steps. Each step, in turn, includes tasks which move the project forward while complying with the requirements of the funding agency, Federal and State governments and LSCS.

Each section explores those project tasks in sufficient detail for you to understand and take the actions necessary to fulfill your responsibilities as project manager without burdening you with more information than you need. Typically, each section begins with a graphic illustration of where the step fits into the overall process followed by brief text describing the task's purpose, why it's included, how to do it, and if appropriate a worksheet, checklist or other tool.

Figure 0.1 Grant Process

STEP 1 Participate in kickoff meeting with project sponsor, compliance manager, grant development manager & grant accountant

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STEP 2 Decode RFP and application onto a grant management plan (GMP)

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STEP 3 Create aligned grant operating and shadow budgets

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STEP 4 Put report process in place based on grant management plan

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STEP 5 Prepare for & notify grant team of initial meeting (including pre-work)

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STEP 6 Conduct initial grant team meeting

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STEP 7 Set up project files

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STEP 8 Run project per grant management plan

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STEP 9 Close out project

Table 0.1 Steps & Outcomes in the Project Management Process

Step	Outcome
Step 1: Participate in kickoff meeting with project sponsor, compliance manager, grant development manager & grant accountant	• Awareness of project award • Consensus on impact of award on operations and resources • Plan for managing impact, if needed
Step 2: Decode RFP & application onto a grant management plan	• Contents of RFP and application translated onto a practical, organized notebook containing project goal, objectives, deliverables, timelines, budget, reporting requirements, location of files, team member contact info, do's and don'ts, and close out process and materials
Step 3: Create aligned grant operating and shadow budgets	• Budget and cash flow planning and tracking tools created to ensure that funds are allocated and accounted for in compliance with funder's requirements and LSCS policies, procedures and systems
Step 4: Put report process in place based on grant management plan	• Complete, tight format for thoughtfully collecting project progress that complies with funder's grant requirements, then cutting-and-pasting it into that format or submitting it as a complete document
Step 5: Prepare for and notify grant team of initial meeting (including pre-work)	• Advance opportunity provided for grant team members to read the grant management plan, list their questions and prepare • A productive, satisfying meeting
Step 6: Conduct initial grant team meeting	• Shared understanding of the project goal, objectives, deliverables, timeline • Concerns about the project surfaced • Consensus reached on the plan to accomplish the work • Roles and responsibilities defined • Team communication strategies decided • Updated grant management plan prepared so that all are working from the same game plan
Step 7: Set up project files	• All documents required by the funder, System, and other interested parties are readily available
Step 8: Run project per grant management plan	• Project goal and objectives accomplished • Team communications maintained • Timely reporting ensured and submitted to funder and others • Shadow budget syncs with grant budget and System requirements before closeout
Step 9: Close out project	• All final programmatic and fiscal reporting complete

Resource Overview

You will need to follow the more stringent of the funding agency's or Lone Star College System's rules, policies and procedures regarding every aspect of the project.

Both people and written resources are available to help you accomplish this while delivering successful projects efficiently. A sketch of each is provided below with links to further details, as helpful. Many will be available at your location; others are only a phone call or "click" away.

Table 0.2 People Resources

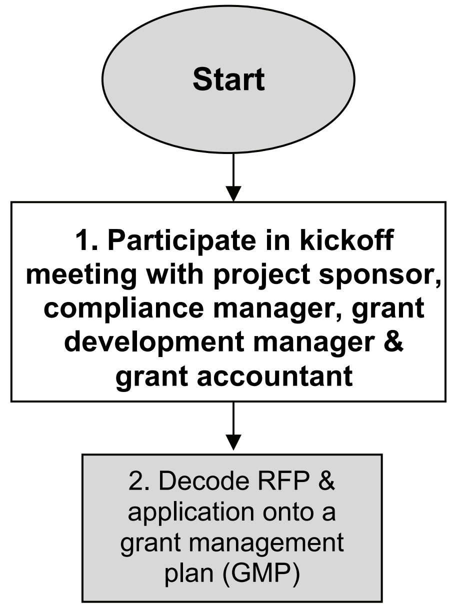
Resource	Description
Project Sponsor	Deans, assistant deans or vice presidents often fill this role. The project sponsor is responsible for the overall success of the grant project. He or she typically understands the roles, responsibilities and relationships of others in the System, resource allocation processes and where to locate information.
Resource Development & Administration:	The RDA staff provides expert guidance in managing all aspects of writing and managing grants. The following positions will become particularly familiar to you.
• **Compliance Staff**	The compliance staff partners with you to ensure your project starts off on the right track and stays there by providing advice and guidance regarding all aspects of syncing your work with the requirements of the funding agency, Federal, State and local governments and the Lone Star College System.
• **Grant Accountants**	You will have an assigned grant accountant. This individual will team with you in creating grant and shadow budgets that align with grant provisions and LSCS accounting policies, procedures and systems.
• **Grant Development Manager**	Although not permitted to directly work on the grant once it is awarded, the grant development manager is available for interpreting the intent of the text provided in the original application.

Table 0.3 Online and Other Resources

Resource	Description
Funding Agency's Request for Proposals	The funding agency's RFP specifies the goal, objectives, deliverables, timeline and other requirements. It is the first place to identify project specifications.
Grant Application	The LSCS application submitted for your project to the funding agency describes the proposer's understanding of the RFP and presents the System's response to it, including a proposed approach.
Purchasing	Lone Star College System's purchasing policies and procedures for virtually every type of procurement, including both products and services are available online at http://www.lonestar.edu/7234/.
Finance	System financial policies and procedures are accessible online in the Business Operations Manual at http://www.lonestar.edu/7214/.
Human Resources	LSCS human resource policies and procedures may be found at http://www.lonestar.edu/3609/

Table 0.4 Tips for Simplifying Your Life as a Project Manager (Staying Out of Trouble)

Ensure thorough understanding. Read all communications to make certain you grasp definitions, agreements, tasks and specifications completely. Don't assume. If necessary, make copies of documents and mark them up with questions to address vague statements, unclear wording and imprecise responsibilities. Then, ask your questions, requesting, if necessary, examples, illustrations and step-by-step descriptions.
Follow the grants management process map provided in this Guide. The process is arranged in sequence to facilitate timely completion of all tasks.
Keep up with tasks as they are needed. Allow lead time as grant projects represent only one of many items impacting System and college activities. Grants often diverge from academic calendars; team members may need to make special arrangements to complete deliverables.
Stay on top of the budget. The award of a grant represents the funding agency's confidence in the proposers to deliver a genuine return on its investment. Effective stewardship of the budget can inspire confidence in grantors regarding future proposals. Treat your grant accountant as a partner in the process and ensure he or she has all the information needed in a timely manner.
Plan for and conduct productive grant-related meetings. Develop and send a written agenda to participants ahead of time. Where pre-work makes sense in eliciting ideas and saving time, request it. Use group meeting principles and methods to manage time well. Document action items in minutes that are submitted within 48 hours of the meeting.
When given options, follow the more restrictive policies. Regardless of the task – purchasing items, hiring people or travel – use the more stringent policies whether they originate with the funding agency, the Government or the System. It's hard to err when you follow the tighter rules.
Keep little problems from becoming big ones. If you notice that elements of your project are getting a bit off-track, meet with your project director, compliance staff or assigned grant accountant early to avoid a derailment.
Remember the phrase "appearance of impropriety" and avoid it. Steer clear of politicking, lobbying, entertaining and engaging in religious activities, including using staff time and equipment in such settings, all of which are strictly prohibited when external funds are involved. If a potential or planned action seems even remotely questionable, check it out. Ask permission rather than petition forgiveness.
Develop and enjoy a project management community. A group of colleagues involved in projects can furnish sources of helpful information, friendship and fun.
Acknowledge the funding agency frequently. Credit the grantor in printed material, meetings and events, especially public ones.



Step 1
Participate in Kickoff Meeting with Project Sponsor, Compliance Manager, Grant Development Manager & Grant Accountant

Outcomes:

- Awareness of project award
- Consensus on impact of award on operations and resources
- Plan for managing any and all differences between the application submitted and the grant awarded, if needed

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Why Grants?

Lone Star College System applies for grants for a variety of reasons:

- Introduce new programs that meet emerging student and/or community needs
- Expand program or curriculum development
- Evaluate programs or curriculum
- Enhance faculty professional growth
- Fund summer stipends to accomplish specified goals
- Enrich student development
- Purchase equipment for classroom utilization

Grant funds enable the System to meet needs that otherwise would remain unfunded.

An Application Process that Emphasizes Early and Ongoing Communication to Minimize Subsequent Formal Board Actions

When preparing grant applications, LSCS proposers follow a System-wide process that emphasizes communication and requires approvals throughout the preparation process. While this front-end loading approach differs from those used by some educational institutions it offers advantages to grant recipients, project managers and the System, as a whole.

- Greater awareness of pending applications throughout the System, particularly in the RDA staff which can better anticipate and prepare to partner in meeting awardees' needs for support
- Reduced rework and false starts arising from typical grant issues such as aligning activities with academic and staff schedules, human resource, funding, purchasing and travel requirements
- Enhances compliance with funding agency, Federal, State and System statutes, regulations, requirements, policies and procedures
- Increases the likelihood that the grant will be successful
- Minimizes the need for formal grant award acceptance actions to be taken by the Board of Trustees, which can lead to delays in start dates

Your Responsibilities as Project Manager Participating in the Kickoff Meeting

As project manager, you will receive notification of a grant award from the grant development manager. A contract or Notification of Award (NOA) follows, typically by mail or electronically. Once you know of the award, you will participate in the kickoff meeting conducted by the RDA Compliance Manager.

Who should attend?

The goal is to keep the number of participants as small as possible, consistent with the scope, decisions and impact of the project. Table 1.1 below offers a guide to deciding whom to include.

Table 1.1 Prospective Kickoff Meeting Attendees

Position	Role in Awarding the Project
Project/Grant Manager	Provide management for the grant program activities. Whenever possible, this position will be paid for by grant funds.
Project Sponsor	Will have overall responsibility for fiscal and programmatic activities of the grant and, therefore, must be at a level to provide support for the grant.
Resource & Development Administration Staff	**Compliance staff** can support you in ensuring that the implementation of your project complies with grantor, Federal, State and System requirements. **The grant accountant** can advise you of options in negotiating differences between the application submitted and the award received. **The grant development manager or grant writer** can interpret the intent of the original application, as needed.

Planning for the Kickoff Meeting

Using sound meeting management principles will help you get the most accomplished in the least amount of time. Here are some steps to help you do that.

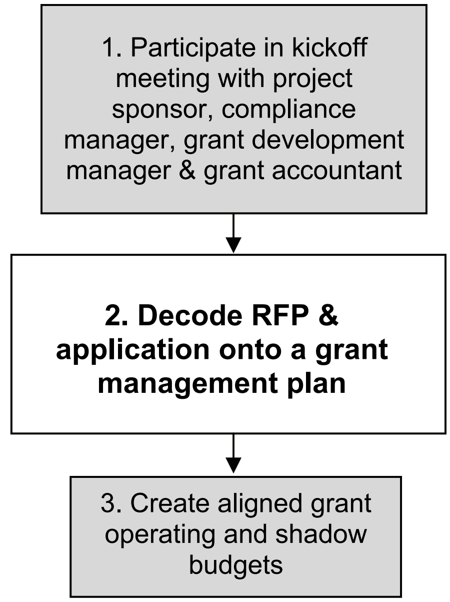
Work Closely with the RDA Compliance Manager to:

1. Review the award, comparing it against the RFP and the application to identify consistencies and any gaps
2. Make a list of the items to be discussed and decisions to be reached
3. Determine who needs to participate in order to be informed and/or join in those decisions
4. Carefully consider whether participants completing a bit of pre-work regarding decisions will help ensure a more effective meeting and if so, create that pre-work
5. Prepare a meeting agenda – *Worksheet: Kickoff Meeting Agenda & Record* will help you plan
6. Notify participants
7. Create a record of items discussed and decisions reached – *Worksheet: Kickoff Meeting Agenda & Record* can help you

capture the agenda, attendees' names, information discussed, decisions reached and any action items

Worksheet: Kickoff Meeting Agenda & Record

Use *Worksheet: Kickoff Meeting Agenda & Record and Worksheet: Kickoff Meeting Agenda & Record Sample*



Step 2
Decode RFP & Application onto a Grant Management Plan

Outcome: Task-related contents of RFP and application translated onto a practical notebook containing project goal, objectives, deliverables, timelines, budget, reporting requirements, location of files, team member contact info, do's and don'ts, and close out process and materials

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The Value of Developing Your Grant Management Plan

Although you might initially question the value in breaking down the information provided in the RFP and application and moving it from those original documents to a notebook, there are a number of rewards for you, the team, the project and the System.

- **Clarity regarding the key elements of the project –** The process of carefully comparing the essential documents against each other helps surface any vague or conflicting statements about the goal, objectives, deliverables, timeline, and other provisions of the grant so that you can work with the funding agency and others to ensure those are clarified for all concerned. That specificity, in turn, will allow you to gain momentum in completing the project.

- **Convenience in locating information –** Capturing vital project data in one comprehensive, organized and portable notebook makes it easy to find it when you need it. Your grant management plan will contain the project goal, specific objectives, deliverables, timelines, budget, funder's reporting requirements, location of essential files, team member names, do's and don'ts, and close out process and materials. The time you will save searching for information alone makes this step worthwhile.

- **Better planning –** Examining project data that can be seen at a glance, rather than sorted through, earlier brings to light tasks that need to be completed so that team members have more lead time to better plan and complete them.

- **Higher quality team communication –** Replacing two documents with one as the source of project information will increase clarity and consistency of communication among project team members and other stakeholders. Better communication leads to fewer wasted efforts, minimal backtracking, and increased harmony.

- **Increased motivation to achieve project objectives –** As one team expert has put it, "In teams, motivation isn't the problem; confusion is." Knowing the game plan and having time to fulfill it offers team members more flexibility to achieve positive results. That produces ownership and traction.

- **Material readily at hand for evaluating your project –** Having your grant management plan, with all relevant data in it, makes project evaluation much simpler and increases the likelihood that evaluators could learn from the project.

- **Useful data and narrative for future study –** The accessible record of the project ensures that others can examine it for historical background, process and ideas in future projects.

Your Responsibilities in Identifying All Project Parameters

As project manager, you shoulder responsibility for ensuring that all information from the RFP and application are translated into one accurate, understood and agreed-upon plan that guides the work of the project. Called the grant management plan, this tool captures all project execution components in a working notebook with location of related project printed and electronic files. Since the notification of a grant award and project start dates are often so close, completing this step almost immediately is very important. Doing so will give you a bit more time flexibility to explore and resolve any differences.

There are several ways to develop your grant management plan. You may simply take your application, divide it into sections and place it in a notebook. Alternately, you may use the *Worksheet: Grant Management Plan* noted at the end of this step and provided in the Worksheets Section. No matter which method you select, always keep the provisions and assurances at hand and refer to them often.

Specifically, your responsibilities in this step are to ensure that:

- The specifications of the award align with those contained in the RFP and the application
- Any gaps among the RFP, application and award are recorded to that they may be explored, addressed if necessary and resolved.
- Project specifications synchronize with System plans and academic schedules so that the work of the grant may be completed
- Roles and responsibilities are identified if not specified in the application

- The grant management plan is completed as quickly as possible after the notice of grant award is received

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Contents of the Grant Management Plan

Worksheet: Grant Management Plan is a tool you may use that provides a fillable form that you may complete onscreen and update, as needed. Simply cut and paste it from your grant application into the template. If you decide to use an alternate plan, ensure that it contains the same information. Table 2.0 describes the contents of the Grant Management Plan.

Table 2.0 Contents of the Grant Management Plan

Section 1: Grant Summary Information

Section 1 furnishes the core description of the project, including:

- Funding Agency Grant Number if provided (for use in future reporting to the funding agency)
- Total amount of award
  - Gap, if any, between amounts submitted on application and those approved
  - Impact of any gaps on project outcomes
- Project objectives and how you'll demonstrate those results have been achieved
- Separate contract or the application if it will become the contract of performance
- Deliverables, products
- Activities
- Timelines – starting, activities, milestones, ending
  - Differences, if any, between dates on grant notice of award and its attachments and those submitted in the application
- Links to Governing Documents, e.g., Statutes, Regulations, OMB Circulars (A-21, A-87, A-110, A-122, A-133), Texas Administrative Code, Texas Uniform Grant Management Standards (UGMS), EDGAR (Education Department General Administrative Regulations, Grantor, and LSCS-specific guidelines to identify allowable and restricted:
  - Activities
  - Costs
  - Travel
  - Consultants
  - Equipment purchase and ownership
  - Compare definitions of item, such as supplies, with LSCS
- Technical jargon that needs to be defined before proceeding

Note: Remember always to follow the more restrictive policy of the choices involved.

Section 2: Financial Management

Section 2 contains the full picture of the budget, information on matching funds and cost sharing, if applicable, as well as all payroll information and links to reports.

- Budget
  - Reasonable, practical, and necessary
  - Grouped into sub-categories
  - Direct and indirect costs
  - Funding agency negotiated budget
  - Budget matched to objectives
  - Operational budget arranged by LSCS object code
  - Revising budgets
  - Amending budgets
- Matching funds, if applicable
  - Matching funds required from LSCS
  - Source(s) of matching funds
  - Documentation of matching funds
- Cost sharing
- Payroll

Section 3: Provisions & Assurances

Section 3 captures all the provisions of the grant award as well as the assurances between the System and the funding agency.

Section 4: Human Resources

Section 4 identifies all internal participants in the project, funding agency requirements regarding personnel, funding of existing staff not paid by the grant, and either actual documents or links to personnel documents.

- Departments and/or colleges that will be involved
- Personnel authorized by the grant and their responsibilities
- Existing staff, including how those members not funded by the grant are paid
- Job descriptions - some funding agencies require that job descriptions be kept on file for employees working on the grant.
- Personnel Action Request (PAR)
- Memorandum of Additional Assignment (MOAA)

Section 5: Outside Organizations Involved

Section 5 defines all outside parties involved in the project and specifies the ways in which their working relationship with LSCS is managed.

- Names of any outside organizations involved
- Meaning and implications of agreements negotiated
- Any clarification needed

- How outside organizations will be notified of the award
- Intergovernmental agreements or other kinds of contracts needed, sub-contracts

Section 6: List of Contacts

Section 6 furnishes a list and contact information of all grant team members, key grant staff from the System and funding agency and links to other sources.

- Compliance manager
- Grant accountants
- Grant development manager
- Funder's program officer overseeing the grant
- Project sponsor
- Project manager
- Proposal writer
- Others

Section 7: Purchasing

Section 7 provides a place to list the types of purchases that will likely be made in completing the grant. You may also enter notes and reminders about related documents, guiding policies and procedures, worksheets or forms you may need to use in purchasing those items, as well as links to helpful sites and materials. Those pieces of information can save you time while promoting compliance with all project requirements.

A few examples of purchases could involve:
- Consultants, if applicable
- Equipment
- Supplies
- Travel

Some documents that may be necessary could include:
- Policies and procedures involved
- LSCS Tax Exemption Certificate found at http://www.lonestar.edu/146062/
- Tax Identification Form (W-9)
- Vendor Registration if the supplier is not currently registered
- Tax Identification Form (W-9)

Section 8: Records Management

Section 8 defines the records which must be kept and the funding agency's required retention schedule.

- Records required
- Records retention schedule required by grantor – Records retention is also addressed in Step 10 , Grant Close Out Section of this manual.

Section 9: Reports

Section 9 describes both the programmatic and financial reports required to the funding agency and/or others, the format, and dates.

- Programmatic reports due, format, dates
- Financial reports due, format, dates

Section 10: Amendments

Section 10 provides space to enter the LSCS and funding agency requirements specified in the grant regarding prior approval for any post-award changes to it. Such amendments may be either budgetary or programmatic in nature.

- Prior approval for post-award changes

Section 11: Close Out

Section 11 provides the LSCS and funding agency specifications for closing out the grant.

Worksheet: Grant Management Plan

Use *Worksheet: Grant Management Plan*

2. Decode RFP and application onto a grant management plan

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3. Create aligned grant operating and shadow budgets

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4. Put report process in place based on grant management plan

Step 3
Create Aligned Grant Operating and Shadow Budgets

Outcome: Grant budget and tracking tools created to ensure that funds are allocated and accounted for in compliance with funder's requirements and LSCS policies, procedure and systems

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Why a Shadow Budget?

All project objectives must be met using account codes that correspond with LSCS accounting guidelines. A grant budget breaks down the proposed spending plan by LSCS object code. In most cases this budget will mirror the budget submitted on the grant application. A shadow budget is a financial planning tool which furnishes a way to track the expenditures of grant funds, by total and category, as they are spent from the beginning balance on award of the grant through its implementation. Shadow Budgets can be used to help forecast and to track expenditures on an ongoing basis. Your grant accountant will advise you about setting up these accounts.

The more accurate and dependable your means of anticipating and planning expenses, the better you can ensure that your project is completed in accordance with grant requirements and consistent with the grant budget. That, in turn, leads to increased confidence in you, as project manager and the System as recipient of the grant, an advantage when competing for funds.

Keeping your budgets up to date provides you an immediate picture of the financial status of your project at a glance – a real advantage with a busy schedule.

Your Responsibilities in Creating and Maintaining Budgets

A key topic covered in the kickoff meeting is the budget. Your grant accountant will join in that discussion. The grant accountant will guide you in setting up both budgets using Excel spreadsheet templates. Those budgets will be based on the amount of the final award, including any funds added from other sources, any funds removed, the objectives of the project and other related parameters. Once the grant budget is ready to be established in the LSCS accounting system, the grant accountant will set it up.

The three-step plan then, is to:

1. Partner with your grant accountant at the kickoff meeting to use the budget developed in the application as a starting point for setting up the grant and shadow budgets;
2. Complete the spreadsheets using the object codes provided; and
3. Review it with the grant accountant who is authorized to enter information in the system.

Your responsibilities regarding grant and shadow budgets are to:

- Notify the grant accountant promptly of the award and any budget changes noted in it
- Coordinate a meeting with the grant accountant to discuss and set up the budgets. Ask the grant accountant for a template or other tool whose completion will clarify information and save you both time.
- Complete the grant accountant's templates for the grant and shadow budgets as completely as you can
- Bring complete and organized budget and project materials, including your grant management plan with you to the meeting
- Keep your project's budgets up to date. Much of the value of the budget rests in their currency and ease of use.
- Treat your grant accountant *as a partner*. Communicate regularly to ensure that budget information is timely and accurate. Resolve discrepancies promptly to allow time to do an effective job, avoid rush tasks and potential problems. Once the budgets are established, begin spending in accordance with the provisions of the grant and your plan.

Grant Budget Set-Up

Your grant accountant will furnish you Excel spreadsheet templates and advise you of unit codes. You will complete them, inserting object codes and dollar amounts, and then review them together. The templates will be used for any future budget adjustments as well.

Sample Shadow Budget

The *Worksheet: Shadow Budget* provides a template that you will complete based on the grant budget and the guidance your grant accountant provides. Once you have developed the worksheet, review it with your grant accountant to ensure its accuracy.

Beginning Balances

The following example drawn from a shadow budget shows the beginning balance and encumbrances made against it to indicate transfers of funds out of the F/T Administrative Support category to cover Temporary Staffing and Contracted Person to work on special project(s). Note the object class shown in parentheses alongside the encumbrance, title of expense, purpose, and date, as well as the ending balance.

F/T Admin Support	Beginning Balance:	$351,283.00	
10-00-4-300402-6310	Encumbrances:	$4,000.00	(transferred to *7172- Temporary Staffing to cover Liz) 9.25.08
		$4,000.00	(transferred to *7172- Temporary Staffing to cover Liz) 11.6.08
		$4,500.00	(transferred to *7120 to cover contracted person who will work on special project(s) 11.6.08
		$4,000.00	(transferred to *7172- Temporary Staffing to cover Liz) 11.24.08
	Balance	$265,089.12	(as of 11.24.08)

Transfer of Funds into an Account

This example illustrates the funds transferred into the Consulting category to cover the contracted person previously noted, who will work on special project(s). Notice the “Transfer” into the account, the amount, source of funds, purpose, date and ending balance.

Consulting	Beginning Balance:	$500.00	
10-00-4-300402-7120	Transfer	$4,500.00	(from FT Admin/Support to cover contracted person who will work on special project(S) 11.6.08
	Encumbrances:	$4,500.00	(to pay for contracted person who will work on special project(s)
	New Balance:	$500.00	

Repeated Transfers and Encumbrances

This part of the shadow budget identifies not only the beginning balance, but transfers, a revised balance, several encumbrances to a temporary employee by date and a new balance.

Temporary Staffing	Beginning Balance:	$2,000.00	
10-00-4-300402-7172	Transfer:	$4,000.00	(from F/T Admin. Support- to cover temp staffing) 9.25.08
	Transfer:	$4,000.00	(from F/T Admin. Support- to cover temp staffing) 11.6.08
	Transfer:	$4,000.00	(from F/T Admin. Support- to cover temp staffing) 11.24.08
	Revised Balance:	$14,000.00	
	Encumbrances:	$896	Mary Jones 9/7/08
		$1,092	Mary Jones 10/5/08
		$854.00	Mary Jones 9/14/08
		$1,106.00	Mary Jones 9/28/08
		$1,106.00	Mary Jones 10/19/08
		$1,120.00	Mary Jones 10/26/08
		$1,120.00	Mary Jones 11/2/08
		$994.00	Mary Jones 11/9/08
		$1,106.00	Mary Jones 11/16/08
	New Balance:	$4,606.00	

Reimbursements

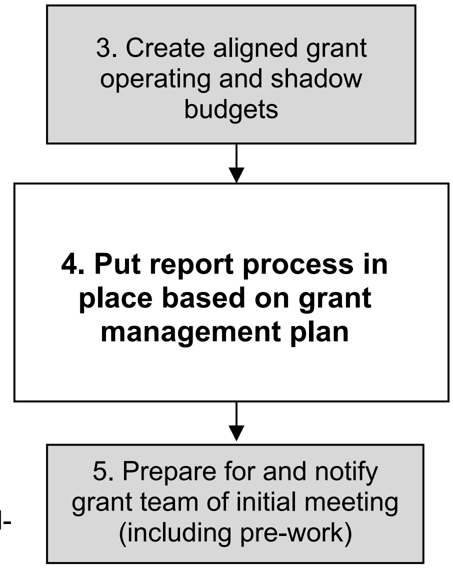
This example lists typical reimbursements by month or occasion.

Inst. Rep. I	Beginning Balance:	$500.00	
10-00-4-300402-7218	Encumbrances:	$85.41	(September Mileage Reimbursement)
		$42.71	(October Mileage Reimbursement)
		$10.00	(Lunch reimbursement -- 11/6/08)
	Balance:	$361.88	

Shadow budgets represent one of those front-end loading types of tasks that take a little bit of work on your part, more on the part of the grant accountant, but in the long run, save you both tons of time and help ensure a more successful project.

Worksheets: Shadow Budget and Shadow Budget Sample

Use *Worksheet: Shadow Budget Sample and Worksheet: Shadow Budget*



Step 4
Put Report Process in Place Based on Grant Management Plan

Outcome: Complete, tight format for thoughtfully collecting project progress that complies with funder's grant requirements, then cutting-and-pasting it into that format or submitting it as a complete document

Developing Succinct, Informative Reports

Timely, complete and clear communication between grant recipient and funding agency plays an important role in ensuring successful grant projects. Compelling, succinct reports that respond fully to the grantor's requirements instill confidence that funds are being soundly managed in the way it has specified. That confidence increases trust and the prospects for the System receiving further grants.

Your Responsibilities in Preparing and Submitting Reports

As project manager, you serve as the point of contact regarding the project and its progress. Your responsibilities are to:

- Prepare accurate reports that fully comply with each requirement specified in the grant award
- Ensure that the quality of reports promotes shared understanding and mutual respect among all parties
- Submit reports timely so that those requiring review have sufficient lead time for that to be accomplished prior to submitting them to the funding agency

Types of Reports

Funding agencies will typically require reports along two lines –

- Programmatic
- Financial

As its name suggests, programmatic reporting focuses on managing the outcomes. It furnishes information regarding the progress accomplished on fulfilling grant objectives, producing deliverables and achieving milestones. It might include material about target population(s) reached, innovative methods used, discoveries made and lessons learned for future use. It could also address challenges and ways in which those were/are being confronted, specific methods applied and the status of emerging or ongoing problem areas.

Financial reports will address the fiscal aspects of the project. A funding report might, for example, furnish status information on amount and percentage of budget spent on project items, time and effort accounting, purchases made, stipends and honoraria paid, status of contracts and sub-contracts, travel and invoices. Work closely with your grant accountant on the financial reports to ensure that they adequately address the information needed for concise financial information.

Methods of Submitting Reports

Different funding agencies require that reports be submitted using various methods:

- Print and mailed narrative – Preparing a written report that specifies certain topics be addressed and mailing it to the funder's representative on the project
- Electronic – Following a report format in which the project manager responds to several items and uploads a report to a Web address
- Electronic template – Completing a fill-in-the-blank format containing set items and dispatching it to the funder's representative

Frequency of Reports

Grantors may specify any reporting frequency they choose. Some examples include:

- Monthly
- Quarterly
- Annually
- On completion of certain deliverables or tasks
- At particular milestones

The Report Template

The report template is simply a MS Word document designed for thoughtfully entering programmatic and financial information about the project and its progress so that it can be cut and pasted into the selected format of the funding agency. It may also be used to form the key points in a written narrative. Either way, you have the material you need to prepare your reports with minimal stress.

As project manager, you can collect and report project information as you think best satisfies the requirements of the grant. Taking some time to gather this information and place it into a document ahead of time helps provide a means of thinking through your project's progress. Use your grant team meetings to you identify and track the activities and progress for your Programmatic reports.

Use the *Worksheet: Report Template* found in this Section, customizing it to address all the required areas of reporting, divided into two categories: programmatic and financial.

Worksheets: Report Template

Use *Worksheet: Report Template*

4. Put report process in place based on grant management plan

↓

5. Prepare for and notify grant team of initial meeting (including pre-work)

↓

6. Conduct initial grant team meeting

Step 5
Prepare for and Notify Grant Team of Initial Meeting (including pre-work)

Outcome:
- Advance opportunity provided for grant team members to read the grant management plan, list their questions and prepare
- A productive, satisfying meeting

Hitting the Ground Running

Now that you have an official award, a negotiated budget, a grant management plan, an operating and shadow budget, and a report process in place, you are ready to prepare for and notify your project team of their initial meeting. Your advance planning will provide time for them to prepare and will help ensure a productive session.

This step seems so minimal, at first glance, that you may wonder why we separated it from the next step which is conducting the meeting itself. Your goal, however, is to have team members arrive at the meeting having: read the grant management plan, developed a list of questions to explore, considered ideas or solutions to propose and with a calendar in hand. Taking a few minutes to prepare before the meeting will help you achieve that goal.

Preparing for and notifying the team of the meeting involves careful planning on your part, as well as the energy and thought of the participants and is important for several reasons:

- **It signals the official start of the grant, letting participants know that new work will begin very soon.** This should prompt them to consider the impact of that work on existing commitments and schedules.

- **It sets the tone for the project itself.** A carefully thought out, well-planned notice and meeting sends a message that your project succeeds or fails on the work of the entire team. It indicates that while you have prepared some information for them, the meeting will proceed more quickly and productively if they complete their pre-work. The project will get off to a better start, too.

- **It demonstrates your desire for their collaboration and your respect for their time.** The grant management plan you completed in Step 3, illustrates that you have thoroughly examined the grant materials, have a clear mandate, objectives, deliverables and timeline and have already completed important steps in preparation for requesting their time. That's a good start in developing a working relationship.

Your Responsibilities in Preparing for and Notifying the Project Team of the Initial Meeting

As project manager, you want to ensure that as many grant team members as possible participate in the initial meeting prepared to advance the objectives of the goals consistent with their other commitments.

Your responsibilities then are to:

- Develop an agenda that includes the key topics that must be covered in the meeting – information shared, solutions brainstormed, decisions reached, action items likely to be raised and schedules planned
- Identify the team members who should be invited based on their roles in the project – that could include both core and extended team members. Be sure to include your division operations manager (DOM) or other staff members who might be responsible for human resources, purchasing, etc., within the affected departments of the grant.
- Select a meeting setting that best suits the needs of the project and the team – in person or by conference call
- Schedule the date that most invitees can make
- Reserve a room that will accommodate the team, if needed
- Prepare a request for pre-work to be completed
- Include only the essential pre-work material you need them to read. Use the MS Word highlighting feature, including different colors for various topics if that helps pinpoint information for them (saving them time builds goodwill)
- Invite their questions about the grant, the meeting format, agenda or any other aspect of the project. Be willing to make changes, if helpful.

An example of a completed meeting agenda is included as *Worksheet: Initial Grant Team Meeting Agenda & Record Sample*. The same worksheet, not filled in, is provided for your use as *Worksheet: Initial Grant Team Meeting Agenda.*

Advantages and Disadvantages of Various Meeting Settings

Method	Advantages	Disadvantages
In person	• All participants can see each other, pick up visual cues such as agreements, questions and disagreements • Everything can be discussed openly in a room if ground rules are present and respected • Clearer focus and fewer distractions • Recognition of the fact that a face-to-face meeting has been called can raise the level of importance attributed to it	• Travel time if participants do not work in the same area • Increased travel time can lead to scheduling conflicts – not everyone may make the meeting • The fact that things can be discussed openly doesn't mean they will; sound meeting management skills are still necessary • Travel time adds cost
Conference call	• Travel time eliminated • Travel cost eliminated • Increased likelihood of participant availability • Can work well for a small group of participants	• Lose visual cues since participants cannot see each other • No way of ensuring that everyone is referring to the same documents other than by what they say • Easy to lose focus with office distractions – other calls, drop-in visitors, email notifications • Difficult to make successful with a large group

Some Ideas for Involving Others in the Meeting

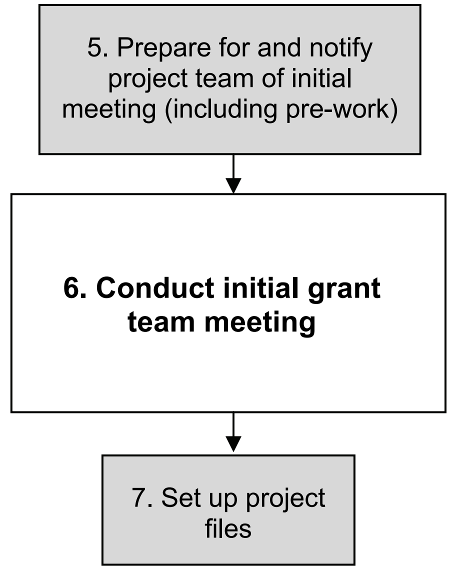
While you are responsible for planning and notifying team members of the meeting, you may find it helpful in some situations and more interesting for the group to share the load a bit. Smaller projects may not require that, but larger ones that cross departments and campuses may benefit from increased membership participation. Here are some possibilities:

- **Facilitator** – Would having a facilitator from within LSCS, such as the compliance manager, address the schedule and group dynamics allow you to concentrate more closely on the information sharing, problem solving and decision making?
- **Recorder** – Leading a meeting yourself while also trying to capture comments from the team takes more time, *team time*, than asking someone else to do that. It's more juggling for you and distracting for them, as well. Could having a recorder expedite things?
- **"Experts"** – Are there topics on the agenda which simply need more insight by those whose expertise is highly regarded? Could their knowledge benefit the group in the long-run?
- **Host** – People are affected by patterns of meeting and greeting. A welcome environment with a few snacks and beverages can keep energy levels high.

The initial grant team meeting can be an informative and enjoyable experience despite the work involved if you exercise imagination in the way it's planned and communicated.

Worksheet: Initial Grant Team Meeting Agenda & Record

Use *Worksheet: Initial Grant Team Meeting Agenda & Record Sample* and *Worksheet: Initial Grant Team Meeting Agenda & Record*



Step 6
Conduct Initial Grant Team Meeting

Outcomes:
- Shared understanding of the project goal, objectives, deliverables, timeline
- Concerns about the project surfaced
- Consensus reached on the plan to accomplish the work
- Roles and responsibilities defined
- Team communication strategies decided
- Updated grant management plan prepared so that all are working from the same game plan

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Engaging Your Team Members in the Project

Having received the meeting agenda and completed the pre-work before the initial grant team meeting, your participants will already be familiar with the basics of the project. While they are not likely to disagree with its goal and objectives, they may have concerns about the deliverables and timeline. They may also question their own or others' roles, tasks and how those dovetail into the final products and schedule.

The value of furnishing the proposed agenda and pre-work ahead of the initial grant team meeting rests in providing succinct information with enough lead time so that members can review existing or anticipated commitments, check calendars and make notes. That material prepares them to join in the information sharing, troubleshoot conflicts and reach consensus on the plan, their roles, and how they will communicate. They know what to expect and approximately how long the meeting should take. The outcome should be increased focus on developing an effective plan rather than familiarizing people with background information. It also reduces the time lost to distractions arising from that process, as well. Finally, the information gathered will enable you to update your grant management plan and share that information.

Your Responsibilities in Leading the Initial Grant Team Meeting

As project manager, you want to ensure that when members leave the meeting they are in consensus about the project plan, their roles in it and the way they will communicate as a team.

Your responsibilities then are to:

- Provide an agenda that sequences the topics in process order. It should answer the questions, "What should we do first?" "Second?" Groom the agenda for appropriateness, order, action, discussion time. Unless you have received information from team members or recognized you need to make changes to it, you will have already prepared and distributed it. If you waited to enter the time frame for each agenda item or have added "experts" to enrich the discussion, plug those into the agenda now.
- Bring a few copies of materials sent; don't duplicate them all
- Establish, enforce and update ground rules – team members may add or modify. Ground rules provide you, the facilitator and others a basis on which to intervene when the meeting goes off-track.
- Work with the recorder (if you have one) to ensure complete notes and action items
- Manage the time – focus the work on informed action
- Use effective meeting management techniques to prompt open and balanced contributions
- Manage meeting disruptions promptly – offline is best, but real time if needed for the sake of members
- Review decisions, actions items and next steps
- Conduct a quick meeting check of process – identify what went well and what could be improved
- Update your grant management plan
- Send the notes and action items out within 48 hours. Using the *Worksheet: Initial Grant Team Meeting Agenda & Record* will save you and others lots of time with this aspect of the meeting.

If you work with a facilitator, get together by phone or in-person in advance of the meeting so that he or she can review the materials and prepare. If not, you will need to fulfill both process and content roles.

A fast and complete way to document the work of the meeting members is to finish completing the *Worksheet: Initial Grant Team Meeting Agenda & Record* you prepared in Step 5. Both a sample and a blank form are included in the Appendix under Worksheets and Checklists.

Potential Ground Rules

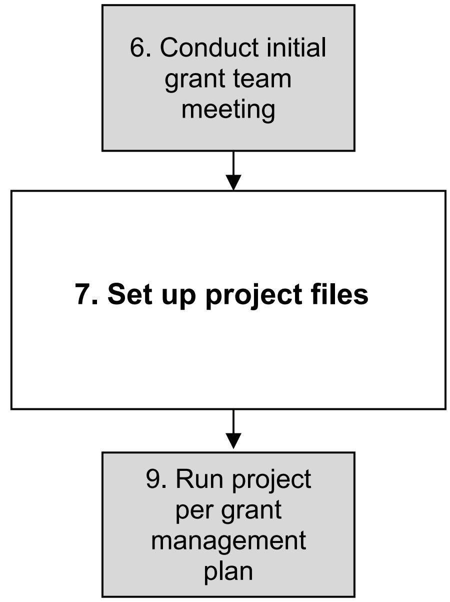
You may already be familiar with meeting ground rules, but if not, here are a few examples:

- If you think it, please share it! (you may need to add "diplomatically" to this one)
- One person speaks at a time
- No sidebar conversations, please
- Honor others' responses
- We will start and end on time
- Question items and points you don't understand
- All cell phones, Blackberrys, etc., on "vibrate" only
- We'll schedule break(s) to check messages

The tricky part of course, is enforcing ground rules. Asking the members to modify them, if needed, helps ensure support. Adding that staying within them will save time does, too.

Worksheet: Initial Grant Team Meeting Agenda & Record

Use Worksheet: Initial Grant Team Meeting Agenda & Record Sample and *Worksheet: Initial Grant Team Meeting Agenda & Record.*



Step 7
Set Up Project Files

Outcome: All documents required by the funder, System, and other interested parties are readily available

Dealing with Filing (Before It Deals with You!)

Filing each project document in an organized, systematic way will ensure that it is quickly available when you or others need it, saving time and stress. Using the latest version of your grant management plan will guide you in identifying the types of files you will need. Almost all projects differ in one way or another, so the types of information required can vary, as well. The *Worksheet: Project Files Checklist* provides a wide array of specific documents that could be required on various grants. It also furnishes a space next to each for you to mark the ones you need and additional room alongside it to record any notes. Using it will help ensure that you set up all the files required.

Your Responsibilities in Setting Up Project Files

As project manager, you serve as the point of contact among all parties to the project. You will use the files you establish to:

- Inform team members and other stakeholders about both programmatic and financial aspects of the project
- Furnish reports to the funding agency
- Prepare for and navigate audits
- Evaluate project outcomes
- Ensure that the correct files are organized for project close out and maintenance by the RDA staff
- Providing a trail for researchers and others who might be interested in replicating the project locally or in another setting

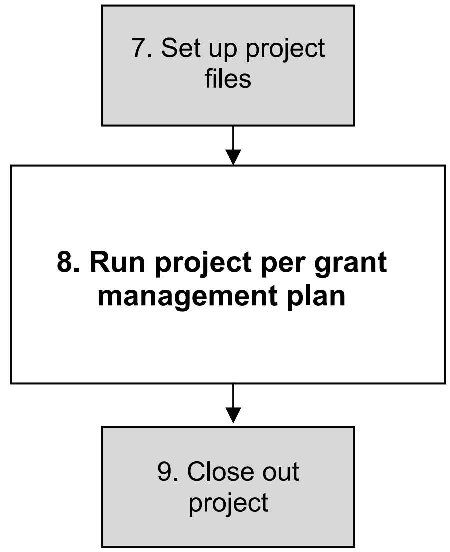
Your responsibilities are to:

- Set up a reliable, easy to use system in which all programmatic and financial materials required by the funding agency, LSCS and other parties can be accessed quickly. Arrange all financial files, whether electronic (sort copy) or printed (hard copy) by unit and object code. You will probably have both types of files. Develop a filing system that uses the same nomenclature methodology regardless of medium. That way, you will recognize quickly, from a logic standpoint, where to find information.
- Keep an up-to-date list of all files included in your system and where they may be found. The list for both electronic and printed files must address the important issues: 1) all files are present in the format required, e.g., signed original, scanned copy, etc.; 2) the files are current; and 3) they can be located and retrieved immediately.
- Maintain the integrity of your filing system – documents placed where they belong and necessary safeguards in place to protect contents, including privacy

Should you find you are unsure about the whether or not a particular piece of information is needed, discuss it with your project director or the compliance manager.

Worksheet: Project Files Checklist

Use *Worksheet: Project Files Checklist*, as well as your most recent update of your grant management plan.



Step 8
Run Project per Grant Management Plan

Outcome:
- Project goal and objectives accomplished
- Team communications maintained
- Timely reporting ensured and submitted to funder and others
- Shadow budget syncs with grant budget and System requirements before closeout

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The Planning Productivity Payoff

The hard work you performed in the early stages of your project demonstrates its value in managing the project. So far you have performed a careful analysis of the award as compared with the application, conducted the meetings to establish a foundation based on shared meaning of the grant's goal, objectives and requirements developed a grant management plan, created budgets and files that align with it.

Having purposefully set up the tools you will need, you can concentrate on implementing and monitoring the rollout. Those activities provide opportunities to capture learning and take corrective actions as needed for the project to succeed and the budget to be properly expended. They also make navigating audits much easier.

Specifically, your charge as a successful Project Manager is to:

- **Implement and monitor** the project as specified in the award and captured in the grant management plan.
- **Communicate regularly** in a way that encourages open dialogue among core and extended team members, promotes resolution of project-related difficulties and maintains commitment to the project's success.
- **Submit effective reports** including programmatic and financial progress reports are complete, timely, accurate and informative, - and build understanding of the project's progress, activities and outcomes by all intended users.

- **Furnish information** that facilitates effective program evaluation by the grantor, LSCS and RDA several days ahead of due date at specified intervals in accordance with the program evaluation plan described in the award.
- **Exercise accountability** at all levels, particularly where audits are concerned.

Your Responsibilities in Executing the Project

As project manager, you exercise a number of responsibilities in ensuring the project is carried out successfully. Those apply particularly in the areas of: guiding the programmatic outcomes, managing the money and successfully navigating audits.

Programmatic Responsibilities – Guiding the Outcomes

The programmatic aspects of grant project management include:
1) ongoing project planning, 2) hiring, reassigning and supervising people, 3) executing activities and achieving outcomes and 4) reporting and managing records.

1. Ensure Your Project Plan Stays Fresh

Once the award is accepted, the System has a contract with a statement of work that must be performed within a set time, a defined cost and a suitable standard of quality. Most project management texts agree that planning is the single most important activity project managers engage in. Detailed, systematic, team-involved planning is the foundation for project success. Having completed the first seven steps in the grant project management process, you will have already accomplished much of the basic planning work necessary to ensure a successful outcome. It's important to acknowledge however, that most experienced project managers, regardless of industry, will tell you that planning is an ongoing activity. As the project moves through successive stages, and real-world events seem to conspire to change the plan, revisions must be made. Regular and open communication therefore, is essential to keeping yourself and team members informed so that all activities can come together in the proper sequence and harmony.

Communicate Adjustments Promptly

It is much easier to make adjustments when you have some lead time. Should changes be called for, consult promptly with those involved, including your project director. Update your grant management plan, and if necessary, communicate with the funding agency. Share any changes to the project plan, whether enacted by the grantor, you or the System as quickly as possible with the project team.

2. Hiring, Reassigning and Supervising People

Human Resources Communications

Promptly communicate with the LSCS Human Resources office and the District Operations Manager (DOM) within the sponsoring department or division, and work closely with them so that you can quickly staff your team.

Follow a Systematic Process to Get the HR Answers You Need

Your kickoff and project team meetings will typically confirm the staffing plans you developed for the application. Decisions will need to be made regarding hiring faculty, staff or students or reassigning or transferring people. When questions arise: 1) note them; 2) read background material on the LSCS website; and, 3) follow up with the Human Resources HR) and/or your department/division DOM to resolve any specific details.

The hiring of staff constitutes a contract, so it makes sense to follow a systematic approach like this to answering questions. Table 8.1 provides a quick reference to the human resource information readily available to you. Begin by visiting the Manager/Supervisor page at http://www.lonestar.edu/59291/, then clicking on the adjoining links.

Table 8.1 LSCS Human Resource Pages Descriptions & Links

Webpage Title & Topics	Link
Hiring Roadmap A reference guide to making your hiring experience a more effective one. If you have any questions or need help during this process, please contact your campus human resources department or System Office Employment Services.	http://www.lonestar.edu/59308/
Performance Management • Performance appraisal process and forms • Positive Discipline procedure • New hire performance reviews	http://www.lonestar.edu/59310/
Supervisor Resources • Americans with Disabilities Act (ADA) • Background check process and forms • Employee Assistance Program (EAP) • Extra job information • Leave of absences • New hire packet • Work on holiday procedures • Workers' Compensation	http://www.lonestar.edu/59311/

Webpage Title & Topics	Link
Supervisor Handbook • Prepared to provide Lone Star College System managers with a summary of the policies, procedures, and practices of Lone Star College System that are particularly relevant to a manager's role in the institution.	http://www.lonestar.edu/6111/
Staff Handbook Provides all staff with information pertinent to their employment with LSCS. Note: Staff refers to all full-time non-faculty employees, including support, professional, grant-supported and administrative staff.	http://www.lonestar.edu/6821/
Policy Manual Furnishes a required reading guide to all employees of LSCS's standards, expectations and goals – especially vital for new employees.	http://www.lonestar.edu/8431/
Full-time Faculty Handbook Summarizes operational information about the policies, procedures and practices of LSCS that are particularly relevant to a faculty member's role in the District.	http://www.lonestar.edu/6820/
Adjunct Faculty Handbook Summarizes operational information regarding the policies, procedures and practices of LSCS that are especially relevant to an adjunct's role in the District.	http://www.lonestar.edu/6819/
Business Operations Manual Lays out procedures and instructions regarding business operations within LSCS including payroll and personnel guidelines.	http://www.lonestar.edu/7214/

The Human Resources Office will advise you regarding hiring procedures, personnel benefits, policies and procedures for recruiting, screening, interviewing, hiring, reassigning, transferring and supervising full-time and part-time staff, including faculty, administrative, support and students, as well as terminating employment. They will help you ensure that all policies are followed, including obtaining approvals and signatures, and also provide complete support services in advertising and posting positions for recruitment. You, as project manager, will evaluate applications, interview candidates, check references and make selections. Options are available in some cases, depending upon the type of grant and funding agency requirements, to hire new staff for the grant, reassign existing System personnel, or add hours to current staff workloads.

Occasionally, salaries are used as match monies to meet requirements of certain grants. In order to show how these salaries are applied toward the grant, you must be able to show proper documentation and allocation of the time and salaries. Time and effort records will be essential information here.

Ensure That You Follow the Key Personnel and Funding Provisions of Hiring

Employees whose salaries are paid by grant monies are referred to as "grant-funded employees." Many, but not all of the policies that apply to the selection and compensation of full-time staff also apply to grant-funded employees, as well. For example, compensation, including promotions where appropriate, and benefits that apply to other full-time staff members apply equally to employees whose salaries are wholly or partially funded by external agencies, but those employees are ineligible to receive a contractual appointment.
.
All employment contracts offered to staff under grant funding must indicate that: 1) the future of the position is dependent upon securing funds; and, 2) contracts may only be negotiated through the current approved funding cycle. Even most multi-year grants approve funding only for one year at a time. An activity included in the close-out procedure involves furnishing an end of appointment memo or notice of non-renewal to affected grant-funded employees.

Other important personnel guidelines include:

- **Equal Employment Opportunity:** All faculty, administrative, professional and support personnel, as well as student assistants, will be recruited, hired, trained and promoted in accordance with the LSCS Equal Opportunity and Affirmative Action Policy and Procedures. The Human Resources Office has established procedures for recruiting and interviewing that must be followed in hiring of grant-funded personnel.

- **Dual Compensation:** Requirements regarding compensation of line salaried versus other types of employees differ. No employee may receive double pay for the same period of time worked. For example, if an employee is budgeted at 1 FTE on an "A" contract (12-month position) for the grant, he or she cannot also work .5 FTE on another grant or on State funds.

- **Extra Compensation or Overload:** Faculty on a "B" contract (not 12-month position) may be eligible for overload compensation or extra compensation from a grant. Pre-approval must be secured for such situations and should be resolved before submitting the grant application. Coordinate with the appropriate dean, director or vice president, as well as the Human Resources Office and your DOM when hiring faculty. Ensure that compensation is determined in accordance with approved overload, extra compensation or adjunct rates.

- **Supplanting of Funds:** At no time may grant funds from any source be used to replace those costs normally borne by the System to pay for ongoing activities already budgeted or for the usual activities assigned to a position.

3. Executing Activities & Achieving Outcomes

Since projects are finite endeavors with limited time, money and other resources committed to them, they must be kept moving toward completion. Most other team members will have plenty of other priorities, so it will be up to you to keep their attention focused on completing deliverables and meeting deadlines.

Three ways you can do that are:
1) make regular checks on status;
2) hold meetings either in person or by conference call; and,
3) remind them (positively) of the plan and their role in ensuring that project objectives are achieved.

Allow several days' lead time when checking status on deliverables. Almost everyone at one time or another struggles with meeting a deadline; learning that from a team member with a few days' time can provide a time cushion that enables you to get help from other members who can step into the breach. That can make the difference between making and not making a deadline.

4. Reporting

Each funding agency establishes its own reporting requirements in accordance with its particular standards, as well as the purpose and objectives of the grant. Additional requirements reflecting Federal, State or local statutes and regulations may also come into play. Some grants will provide for online reporting while others may require written ones. When you held your kickoff meeting in Step 1 you discussed reporting with the compliance manager and your assigned grant accountant. Then, when you developed your grant management plan in Step 2, you listed the types, due dates, formats and content of both programmatic and fiscal reports. In Step 4, you set up your report template, a MS Word document for carefully entering program and financial information about the project and its progress so that you can cut and paste it into the reporting format required by the funding agency. If you have been capturing facts about the project's progress as it occurs, your task of preparing and submitting those reports will be much simpler and faster.

When describing progress toward programmatic objectives, you may want to capture information in a Microsoft Word document that you can review with your project director, grant accountant and compliance manager to ensure that your description meets both grant provisions and also LSCS policy and procedure requirements. At that point, if your report is submitted using an electronic "fill-in-the-blank" method, you can simply cut and paste the statements into the template. Alternately, if you submit a written report, this document may then be sent electronically or by mail. Regardless of submission method, this particular approach will still furnish you a written document that contains all required information. That's also useful information for future tasks and decisions.

Making regular checks on status, holding meetings, and reminding team members of due dates several days in advance of due dates will help ensure that you can prepare and submit your reports with at least five days' advance time so that the RDA staff can verify that the report complies with all requirements, furnish you feedback as necessary, and obtain signatures. Be sure to keep a copy of all reports in your project files.

5. Managing Records

Documentation of all activities undertaken and all project funds expended during the life of the project form part of the records of your grant. When evaluating the grant management process and outcomes, the funding agency will want to know precisely how the project was carried out, which activities were undertaken, the results and the costs associated with them. Accurate records are essential, not only when the Program Officer conducts a monitoring visit, but also in evaluation, as well. They are vital to developing good grant management habits and developing trust. Accessible, complete records establish confidence in the project team, manager, and the System.

When preparing your grant management plan in Step 2, you identified the required project files. In Step 7, you set up your filing system. Chances are that system will include some electronically maintained files using software, while others are maintained in hard copy format. Throughout the execution of the project, you will need to ensure that all project related documents are filed timely in your system so that they can be recalled quickly when needed.

Fiscal Responsibilities – Managing the Money

Fiscal responsibilities represent the second area of project execution responsibilities. The main focus is on monitoring the accounts you have established to ensure that the expenditure of funds occurs in coordination with programmatic activities and within the appropriate time window. Your grant accountant and compliance manager serve as your partners in achieving grant objectives; work closely with them to help the project succeed.

1. Review Account Set-up

You will have already set up accounts for your project in Step 3. You may occasionally need to adjust those accounts; or resolve other questions that arise. If so, consult your grant accountant, who can answer them and help you make those changes.

2. Acquiring the Funds

You will want to ensure that all financial evidence, such as cash and credit card receipts and invoices, check requests, vouchers, and purchase orders, are submitted, processed and filed promptly so that your records are up to date. Complete and current information will expedite preparation and submission of financial reports, saving your time, rework and inconvenience. Be sure to coordinate any requests or correspondence you receive from the funder regarding the budget with your grant accountant.

3. Timely Budget Monitoring

Check the grant regularly, at least monthly depending upon its length to ensure proper staff charges, timely payment of invoices, expenses incurred and general spending down of funds. Here are some specifics to watch for:

- **Staff charges** – Ensure that the correct personnel are charged to the grant. If incorrect, you will need to contact the grant accountant who will prepare a journal entry to correct the expense for future pay periods.
- **Timely payment of invoices** – Review accounts which have aged. If an invoice has not been paid to a vendor within a month, contact Accounts Payable or your grant accountant to determine its status. All encumbrances must be cleared 60 days before the grant ends. Credit cards are "halted" toward the end of the grant.
- **Expenses incurred** – Obtain a budget detail to check for budget overruns. If you find one or more, meet with your grant accountant to prepare a journal entry and/or budget revision. In the case of personnel benefits, overruns are resolved at the end of the grant period.
- **Identifying unspent funds** – You will need to request access to "Colleague" or make arrangements with someone in your

department/division to get regular reports for your budget. Use a budget detail to locate funds which have not been spent in alignment with the timeline established in the grant. You will want to work with your grant accountant and the compliance manager to determine the root cause of the spending pattern and improve it so that you don't find excessive funds toward the end of the grant when restrictions may prevent their encumbrance.

Budget Adjustments

Over the life of the grant, budget adjustments may need to be made and compliance questions may come up with regard to them.

- **Official budget/programmatic amendments** – Such amendments vary by agencies. If an official amendment involves only financial expenditures and does not impact the program aspects of the grant, contact the grant accountant. If however, it affects both the financial and the programmatic side, discuss it with both the grant accountant and compliance manager.

- **Budget revisions** – These revisions occur when you transfer budgeted dollar amounts within the same program. They may be initiated as a result of an amendment to or from the funding agency or if the grant allows movement of a certain percentage of funds within the cost categories without filing a formal amendment.

  Budget revisions may be needed for a number of reasons: For example:

  - If the initial account number assigned was incorrect
  - If the funding agency grants additional monies
  - If monies need to be moved from one account to another within the same cost category, as long as allowed in the contract, within the same program
  - If monies need to be transferred from one cost category to another, as long as allowed in the contract, within the same program

  You, as project manager, working with your grant accountant and your compliance manager, initiate the budget revision, furnishing justification and backup information to substantiate it.

- **Journal entries** – These actions are used to transfer expenses between general ledger accounts. They may be needed for a variety of reasons. Here are some examples:

  - When you must reclassify expenses between different programs, first 4 of the 6 digits
  - When you charged to the wrong account
  - When mistakes made between different accounts must be corrected

Journal entries will typically be signed by the project manager for the grant, and the grant accountant.

For more detailed information regarding financial and accounting information within the Lone Star College System, please check the Business Operations Manual by clicking on http://www.lonestar.edu/7214/.

Tracking Special Requirements of Donated Services, In-Kind, Match Monies & Cost Sharing

If you are required to put in a match, contact your grant accountant and the compliance manager for ideas on what is allowed to use as a match.

Office of Management and Budget (OMB) Circulars A-21 and A-110 provide guidelines for the receipt of donated services, in-kind, matching and/or cost sharing.

Tracking and Reporting Time & Effort

All team members' hours spent on the project must be accounted for using the Lone Star College System Time & Effort tracking form. This includes full-time, part-time, faculty, administrative, students and consultants – in short, *everyone*. Forms are available for various positions at the following links:

- Monthly Time & Effort Form for Full Time Split Funded Staff (fill in name of grant) http://www.lonestar.edu/20318/
- Monthly Time & Effort Form for Full Time Split Funded Staff (Federal and State TEA Grants) at http://www.lonestar.edu/20325/

4. Purchasing

Properly spending grant monies in alignment with the timeline established demonstrates both good project management and stewardship. Purchases may be made using a LSCS credit card (p-card), requisition or check request and may cover payment for a variety of expenses, such as equipment, supplies, conferences or independent contractors. Payment of travel has its own processes, addressed further in this section.

The System's Purchasing Department has the authority to purchase and/or lease equipment, supplies, and services. All purchases made under grant programs must follow established System policies and procedures, including: 1) using State contracts or other cooperative arrangements (which often secure highly competitive price advantages); 2) using established forms; 3) obtaining appropriate bids and quotes, depending on the purchase price of items; 4) tagging each piece of equipment; and 5) using it only for grant purposes. Some funding agencies may have more restrictive purchasing policies than LSCS. Always follow the most restrictive policy.

You, as project manager are authorized to initiate requisitions and check requests and make p-card purchases for processing in compliance with the contract budget. That individual forwards them to Accounts Payable or Purchasing for processing.

The LSCS Business Operations Manual provides the most up to date and complete information regarding all aspects of purchasing and accounting. You can locate it at http://www.lonestar.edu/7214/ .

A Word of Caution about Unauthorized Purchases & Conflicts of Interest

Purchases made by individuals not assigned to the grant, not approved by the appropriate signature authority or by the purchasing department are not authorized to commit the LSCS to such agreements and may incur personal obligations to the vendor. To learn more about the System's policy regarding purchases, please refer to the Business Operations Manual.

Payment of Grant Expenses

Table 8.2 lists the requirements for all subcontracts and Agreements for Performance.

Table 8.2 Requirements Regarding All Subcontracts & Agreements for Performance

Type of transaction	Pre-approvals	Signatures Required	Send to:
Subcontracts	All subcontracts require approval from legal counsel as to form.	LSCS legal review	Compliance Manager will send to LSCS Legal Office for review
	Originator in Division, Dean/Director, Project Director Appropriate VP and President RDA – Compliance Manager	Chancellor	Hold in department. Attach to payment. Make sure that W-9 obtained or on file.
Agreement for the Performance of Independent Contractor	All contracts must be approved prior to performance. **All of the following purchasing processes must be followed.**	1. Originator in Division 2. Dean/Director 3. Project Director 4. Appropriate VP and 5. President	Hold copy in RDA, return original to department. Attach to payment. Make sure that W-9 obtained on file. Must have Independent Contractor Questionnaire attached or already on file.

The Purchasing Process

Board Policy Relative to Purchase Transactions

The Board of Trustees has divided purchase transactions into classifications and established methods of securing quotations or bids and making awards proportionate to the value involved.

For Purchases under $2,500

All purchases under $2,500 shall be made in a manner that will be most advantageous to the System. Prices and vendors may be selected by the Originating Department. Shopping for best value is encouraged.

Purchases may be made via purchase order, check request (up to $2499), p-card or petty cash reimbursement (less than $75) with proper approval.

1. End user shops for best value and price.
2. Capital Equipment over $1,000 require PO
3. Contract purchases require PO or recurring voucher

Purchases $2,500 through $9,999

The Originating Department shall solicit at least three (3) written quotes for all purchases $2,500 through $9,999. The quotes must be for identical items. If identical is not available, you must provide the vendor with written specifications of materials. A written quotation is defined as "a document received from a vendor that bears their name, address, telephone number, current date and the vendor representative's signature." A form provided by the Originator in Division for the purpose of receiving a quotation is also acceptable. This form must also bear the name, address, telephone number, current date and the vendor representative's signature. Clippings from magazines, etc., WILL NOT be considered valid quotations. A written quotation will be considered valid if it is processed within 30 days of its date, or if additional price extension time is indicated in writing on the quotation.

Purchases may be made within the range of $2,500 through $9,999 via purchase order only, with limited exceptions.

1. End user secures written quotes from at least <u>three</u> vendors who can supply the commodity/service or detailed documentation of the selection process.
2. Submit copy of quotations or selection documentation to Purchasing Department.
3. Requestor/End-user prepares a requisition/purchase order in Colleague.

Purchases of $10,000 through $24,999

When making purchases over $10,000, you should obtain the assistance of the Business Office. Purchases of personal property with a value of $10,000 through $24,999, **in the aggregate for the System for a twelve month period** and single purchases of $10,000 through $24,999 shall be made in one of the following methods that provide the best value to the System (Texas Education Code, Section 44.033).

- Competitive bidding;
- Competitive sealed proposals;
- Request for proposals;
- A catalog purchase - as provided by Subchapter V, Chapter 2157, Government Code;
- An interlocal agreement; or
- A design/build contract

These purchases may be made via purchase order only, with limited exceptions.

1. Develop written specifications
2. Obtain at least three written quotations from qualified vendors who can supply the commodity/service or detailed documentation of the selection process
3. Prepare administrative approval memo to request the Associate Vice Chancellor's approval for purchase of goods or services, which describes the reason for purchase and fiscal impact
4. System 's Purchasing Department will email campus a copy of signed administrative approval, then campus may proceed with entering the requisition/purchase order in Colleague
5. Printed comments should include administrative approval date

Purchases of $25,000 or more

Purchases exceeding $25,000 are made via purchase order only, with limited exceptions.

1. Contact the LSCS Purchasing Department
2. Develop written specifications
3. Purchasing will advertise in newspaper for two consecutive weeks at seven-day intervals. Bid opening occurs two weeks after last advertisement
4. Committee shall evaluate bids independently
5. Prepare board agenda summary requesting approval of purchase
6. Campus may proceed with purchase upon confirmation of board's approval. Campus may proceed with entering requisition/purchase order in Colleague.
7. Printed comments shall include RFP # & board approval date

Tips for Making Purchasing as Painless as Possible

You can make purchasing easier if you consistently make sure that:

- Your name is clearly entered on the p-card requisition or check request, whether manual or electronic version
- The budget code entered is valid and funds are available in the account shown
- The request is for the correct amount
- The original invoice or receipts are attached to the form, if using the paper method. If using the electronic method, ensure you have accurate back-up documentation in your file to substantiate the purchase.
- The required electronic or written approvals and/or signatures are present
- The college location is clearly stated
- Clear instructions regarding check distribution are provided (e.g., U.S. Postal Service to home address or College Business Office for pick-up)

End of Contract Purchases

Most grants will include restrictions on purchases made within 30 – 90 days of the close of the contract. That's another reason to carefully monitor both the programmatic and fiscal aspects of your project.

5. Travel

Grant contracts typically allow reimbursement of costs for contract-related daily and overnight travel for appropriate team members, including consultants. Daily travel is defined in the LSCS Business Operations Manual as travel to achieve District business purposes within the LSCS service area or brief out-of-town meetings that result in expenses incurred for one day of travel. Overnight travel takes the employee away from the service area temporarily, but for less than 30 days. An example might include attending an out-of-town professional conference or project-related meeting.

Reimbursements of Daily Travel Expenses

Daily travel expenses incurred could typically include personal car mileage, parking receipts, and in some cases, toll charges. System travel expense guidelines provide that grant employees, like other District staff, should submit Monthly Personal Car Mileage Reimbursement Vouchers and approvals for In-District Travel only.

Each grant differs in the amount it will allow for meals, lodging and travel. Check your grant rules noted in your contract or your grant management plan. Many project team members who travel overnight will simply use a LSCS credit card (p-card) to pay for their expenses. Always remember to print and bring a hotel tax exemption form. You can print one at http://www.lonestar.edu/146062/.

Within ten working days of returning from travel, team members must file a Travel Expense Reimbursement Form through the project manager to the Business Office with proper approvals and original documentation only of actual expenditures for, such as airline tickets, lodging receipts, all receipts for meals, parking, ground transportation, registration fee receipts, and similar items. Any travel advances that were furnished must be reflected. If using a p-card, furnish the original credit card receipts with the travel reimbursement form sent to the Business Office, showing the budget code. If travelling more than five days, use a second Travel Expense Reimbursement Form for each five-day period and total all amounts on the final page.

Travel advances may be requested 15 days prior to travel on a Check Request Form, with an approved Request/Authorization for Leave of Absence Form attached. Itemize the amount of advance requested and enter the budget account number(s) to be charge. Obtain appropriate signatures on both forms, to process the request. The grant accountant will then submit the advance to the Accounts Payable, which will process the check about five days prior to travel, more quickly if essential. To learn more specific details about the travel advance process, please go to http://www.lonestar.edu/17077/.

Consultants may furnish requests for reimbursement of travel expenses or itemize them separately, in a similar fashion, on their invoices.

6. Contracts for Services

In many grants, contracts may be negotiated to procure particular services. You will likely have already partnered with your grant accountant and the Purchasing Department to explore grant needs and options when developing your application. Personal Services Contracts are frequently used and others may be available. Consult your grant accountant, compliance manager and the Purchasing Department.

Successfully Navigating Audits

An audit is a formal examination of a grant's programmatic and/or financial activities conducted to determine whether or not all provisions of the award have been carried out. Generally, a representative of the funding agency conducts the audit, although a representative of LSCS may occasionally perform this function. Audits may occur yearly, at periodic intervals, or continuously, depending on the nature of your project – its size, cost, length and potential impact. Audits may be announced and scheduled or they may also arise suddenly.

If you are contacted by the funding agency's Program Officer or other representative, immediately notify the RDA staff which will also be involved in the process. Prompt notification helps them schedule their time to prepare both of you so that that the audit is productive and consumes the least amount of time.

Types of Audits

The auditor(s) will usually choose to conduct one or more of the following types of audits:

- **Single audit** – the auditor examines one specific aspect of a project, such as the documentation of participant eligibility
- **Programmatic** – the auditor studies the activities conducted throughout the project to evaluate their effectiveness in achieving award outcomes
- **Financial** – in this most frequently seen type of audit of externally funded projects, the auditor studies the actual expenditures contained in progress reports with projected expenditures described in the approved application by category. He or she selects object codes at random for this detailed review. The auditor may also randomly select and review in detail an individual team member's expenditures.
- **Operational** – in this less frequently occurring kind of audit , the auditor examines the project's total range of activities in an effort to determine the overall effectiveness, both programmatic and financial, of the project.

Purposes of Audits

While audits may sometimes be viewed as an inconvenience, they serve several useful purposes:

- **Discover best practices** – Audits develop information to determine the best uses of the funding agency's resources. Many grantors have a specific vision and mission they seek to accomplish and may fund several projects to discover which strategies are most effective in achieving them. Audit information helps them decide optimal approaches. Viewing LSCS as a partner in helping them achieve their goals is a healthier way to view audits than seeing them as an inspection intended to find fault with the project, the System or you.

- **Provide official recognition** – Audits' emphasis on examining and evaluating actual programmatic and fiscal data produces reports that document project effectiveness. Receiving the imprimatur of the granting agency on the successful operations and outcomes of your project can serve to encourage and recognize individuals, the team itself, the system, participants and even the larger community.

Preparing for Audits

Participating in audits provides another occasion where you recognize that the effective, early planning you performed, including the grant management plan you developed, produces positive results. If you and your team have followed the plan, made adjustments where necessary, and complied with the most restrictive of policies and procedures, you can minimize the disruption that audits entail.

As you monitor project outcomes and activities, meet with team members and prepare programmatic and fiscal reports, notice which strategies and tactics are effective (formative evaluation) and those that need to be adjusted or replaced. Capturing discoveries and lessons learned, communicating them with the team, including your grant accountant, compliance manager, and the funding agency, should ensure that everyone's knowledge is current and relatively complete. Filing all documents promptly and accurately will make sure that the materials the auditor needs to see is readily available, saving you time and stress.

Keys to Successful Audits

You can help make the audit experience more valuable if you:

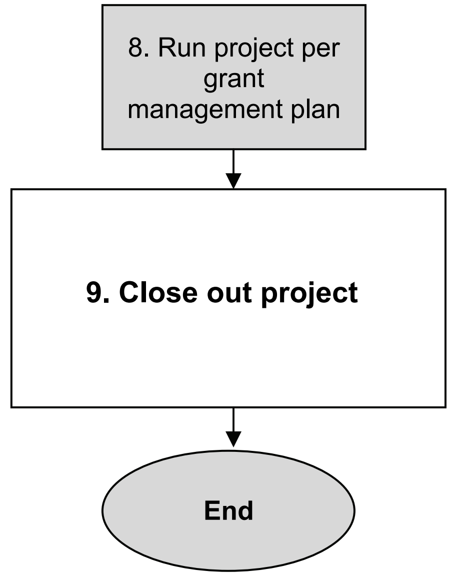
- Follow the steps in the grant project management process described in this Guide
- Keep your grant management plan up to date
- Communicate discoveries and best practices with team members
- Ensure that all programmatic and financial information is filed in a timely manner and in accordance with the filing system you established for the project
- Notify the grant accountant and compliance manager immediately upon learning of an upcoming audit
- View the auditor as a customer who seeks to derive the best return on investment of its resources, someone who shares common ground with you in serving the community, and not as "the enemy" paid by the number of negative findings he or she uncovers
- Review your grant management plan and recent reports you have filed regarding it
- Get a good night's sleep, if possible, so that you are rested and focused
- Greet the auditor warmly
- Respond to the auditor's questions and requests promptly and fully
- Engage with a spirit of inquiry and good will during the auditor's

close out meeting – an informal conference to discuss observations and findings. List a few questions of your own you would like to ask that will help the project become even more effective and provide useful information for you and the System in managing future grants

Step 8 comprises the heart of managing the project – its execution. It consists of three main responsibilities: 1) managing the program responsibilities, 2) exercising stewardship over the fiscal requirements; and 3) navigating audits successfully. Each duty contains many tasks. The program ones, for example, include hiring, managing performance, developing and maintaining complete and accurate records among its actions. The fiscal duty encompasses acquiring funds, monitoring and adjusting the budget, capturing time and effort, purchasing and travel. Both these first two responsibilities demand accurate, timely, complete and informative reporting to the funding agency, LSCS and sometimes others. Navigating audits effectively depends to a great extent on the excellence of project management skills demonstrated throughout the project and the quality of records maintained. It is in this step project managers find that the significant front-end loading they performed in the early steps of the project pay off with improved productivity and less stress and frustration.

Each of these three duties is a significant and dynamic responsibility. Successful project managers rely on written sources of guidance found in the grant itself, the application, their grant management plan, policies, procedures, handbooks, manuals and websites as well as individuals with expertise to advise them when they need it. When you need help, consult your project director, grant accountant and compliance manager.

Step 9
Close Out Project



Outcome: All final programmatic and fiscal reporting complete

Bringing Your Project to a Successful Close

A successful project close-out is one in which all grant programmatic and fiscal activities ranging from staffing to billing are concluded, documented, filed, reported, invoiced, paid and records prepared for storage. Closed projects should contain all project information in a way that can be researched at some point, if requested, by LSCS, the funding agency or others who wish to learn from it. Complete and systematically maintained files also have a role in ensuring System accountability to funding agency requirements, as well as Federal, State, or local provisions.

People

Employment of project team members is contingent on grant funding. At least thirty days before the close of the contract, meet with a Human Resource Office staff member to discuss related personnel actions. Depending upon the size of the project, there may be few such actions or numerous ones. Meeting well ahead of the close will give you and the HR staff some flexibility in planning an efficient close out and team members time to evaluate their options and make arrangements. That's a proper, but also thoughtful way to develop a close team for future projects.

Your Project Close-Out Responsibilities

As project manager, you remain the point of contact regarding your grant, even once a project is concluded. Your first responsibility at this point is winding down the project in coordination with the funding agency's specifications as noted in your grant management plan. Each grant will likely have its own close-out procedures and/or packet for you to follow. Closely monitor spending to ensure that all purchases and invoices are received and paid for prior to the grant's close. While some grants provide a 30-90 day "clean up" period during which bills and other loose administrative ends may be completed, others require that all items be received and paid for before the grant's end date. Remember too, that last-minute purchases raise questions about the need for certain items. Meet with your Human Resources representative at least 30 days ahead of close of the grant to ensure that there is ample time to complete all personnel actions.

A second responsibility you will have in this Step is ensuring that all project files, both electronic and hard copy, are systematically organized and complete so that information may be located, if requested, even after it is archived. Having previously set up your files in Step 7 and maintained them throughout the project execution step, this task, while large depending upon the size of the project, should be manageable. Many project files will be electronic, while others will consist of hard copy documents. You will want to have an index of electronic files stored with them to make searching easier.

File Retention Schedule

The RDA is responsible for maintaining archived project files for a minimum of five years. Once a grant is closed and full payment received from the funding agency, the file is placed in the grant archives. RDA maintains three fiscal years' files on-site, while the remaining files are sent to an off-site storage facility. The project manager is responsible for preparing the files for storage for the five-year period.

Please use the Record Retention Form for Storage, included in this section, to list the files you will furnish to RDA for archiving and storage.

The Records Documentation & Retention Schedule, also included in this section may be used by the RDA to track archiving and storage of project documentation.

Project Close-Out Checklist

The project close-out checklist is a tool to ensure that all required tasks are completed and prepared for filing. It offers the simplest and most complete way of ensuring that all project close-out activities are accomplished with minimal time devoted to administrative details.

Worksheet: Project Close-Out Checklist

Use *Worksheet: Records Retention Form for Storage*, *Worksheet: Records Documentation & Retention Schedule,* and *Worksheet: Project Close-Out Checklist*

Appendix

1. Glossary – Project Manager's Guide
2. Worksheets and Checklists
3. Policies and Procedures
4. Frequently Asked Questions (FAQs)

Glossary
Project Manager's Guide

Allowable cost – A cost for which an institution or agency may be reimbursed under a grant or contract with a funding agency.

Amendments – Post award changes to the grant; require prior approval from the grant funder.

Award letter – Written notification from the funding agency indicating that a project has been funded, the amount and length of time of funding.

Block grants – The grouping of many categorical grant programs into an overall functional area.

Budget – A plan for financial operation of a grant consisting of an estimate of proposed income and expenditures for a given time period and purpose.

Budget cycle – The annual fiscal year indicating the time period in which funding agencies will award grants.

Conflict of interest – Selecting suppliers, project team members or others whose interests may be attributed to the project manager or others on the team.

Consortium – A group of organizations sharing in the finances, administration, and work of a single grant to accomplish those objectives which no one of them can achieve as effectively as when working together.

Cost reimbursement contract – A grant award issued on the basis of estimated costs of performing specified tasks and negotiated between the applicant and funding agency.

Cost sharing – Mutual contribution toward and responsibility for expenses to be incurred in a grant project.

Consultant – A person with expertise external to an organization that is engaged to lend insight to the achievement of grant objectives.

Deadline – Date by which applications or contracts must be submitted; note carefully whether the deadline specifies "to be received at the funding agency" or be "postmarked" by the deadline.

Deliverable – A tangible or intangible object produced as a result of project execution, as part of an obligation.

Demonstration grant – A project award of limited duration, typically to test the feasibility of an idea, approach or program.

Direct costs – Those costs that can be identified specifically with a particular sponsored project, an instructional activity or any other institutional activity or that can be directly assigned to such activities relatively easily with a high degree of accuracy. www.whitehouse.gov/omb/circulars/a021/a21_2004.aspx

Disadvantaged – Individuals who because of physical, emotional, social, economic or other reasons are unable to adequately compete in a typical educational setting.

DUNS number – Identification number used for Department of Education proposals.

Employer Identification Number (EIN) – The tax identification number of an organization.

Encumbrance – Expense commitment.

Federal Register – The daily publication issued by the Federal government in which proposed and final guidelines and administrative regulations of programs are announced by agencies in precise wording of the law.

Fiscal report – Also known as Funding or Financial Report – Furnishes status information on amount and percentage of budge spent on project items, time and effort accounting, purchases made, stipends and honoraria paid, status of contracts and sub-contracts, travel and invoices.

Formula grants – Funds distributed by the Federal government on the basis of demographic and economic data from which a formula has been computed typically to State agencies for use in specified projects.

Fringe benefits – Benefits such as life and health insurance, retirement, unemployment compensation and workers compensation that are paid in part or in full by employers in addition to basic compensation; make-up and amount of benefits packages can change yearly.

Full time equivalent (FTE) – The amount of time required or spent in a less than full time activity divided by the amount of time normally required or spent in a corresponding full time activity during the regular school term.

Grant Management Plan – Consists of information furnished in the RFP, application and award that guides and documents the work of the project. This tool captures all project execution components in a working notebook with location of related project printed and electronic files.

Grantee – One who receives and administers a grant; may be an individual or an organization.

Grantor – Funding agency which furnishes monies to carry out projects in accordance with its stated goal and objectives.

Indirect costs – Those costs that have been incurred for common or joint objectives and cannot be readily identified with a particular final cost objective. Such costs can include library resources, building maintenance and general administration. www.whitehouse.gov/omb/circulars_a122_2004/#ac

Kickoff meeting – A gathering of the project manager, project director, grant accountant and compliance manager to communicate shared understanding of the project goal, objectives, deliverables, and timeline; to reach consensus on the plan to accomplish the work; where roles and responsibilities are defined and; to decide team communication strategies.

Matching funds – Cash or in-kind contributions required of LSCS to fulfill the obligations of the grant. The specific contributions expected or types of matching allowed will be defined by the grant funding agency and varies with the grant.

Measurable objectives – Tactics stated in such a way that their achievement or non-achievement may be determined with a relative degree of precision by objective observation and measurement.

MOAA – Memorandum of Additional Assignment; a document agreed upon and issued when staff members assume additional roles beyond their paid positions to serve as team members in grant projects.

Needs assessment – A formal process of identifying the extent to which the current state falls short of the ideal.

Object code – Object of Expense Code; used to track the products and services purchased by cost centers to achieve grant objectives. The first (1st) digit is the type of object. The second (2nd) two digits are for the type of expense. www.lonestar.edu/7231

Official function – An event at which expenses such as food require justification to the funding agency to verify their necessity in achieving the public purpose.

OMB Circulars – Office of Management and Budget – Circulars A-21, A-87, A-110, A-122, A-133 are governing documents associated with grants. www.whitehouse.gov/omb/circulars_default

Outreach – Programs and efforts which contribute to eliminating artificial barriers to the use of educational resources by finding new ways to serve.

P-Card – Purchase Card; an LSCS-issued credit card to staff for approved purchases and travel. www.lonestar.edu/115609.doc

PAR – Personnel Action Request – A LSCS document required to request **c**hanges to the employment status of an existing employee. Such changes include, but may not be limited to: Transfers, Promotions, Leaves of Absence, Disability, Worker's Compensation due to an injury on the job, Budget Codes, Salary Placement, New Fiscal Year (for grants only), Salary, Length of Assignment, Address, Phone, Name, Social Security Number Corrections, Termination, Resignation, Retirement, Reduction in Force, Contract non-renewal, Discharges, Death. **Please note – Transfers between departments involve the completion of two (2) PARs:** (1) to 'terminate from' a department and (2) to 'hire into' another department. http://www.lonestar.edu/7235/

PMG – Project Manager's Guide or the "Guide" – a start-to-finish handbook for completing grant projects, also acts as a quick reference.

Programmatic report – Furnishes information regarding the progress accomplished on fulfilling grant objectives, producing deliverables, and achieving milestones.

Project Director – Responsible for the overall success of the grant project; Deans, Assistant Deans or Vice Presidents often fill this role since they typically understand the roles, responsibilities and relationships of others in the System, resource allocation processes and where to locate information.

Project Manager – Serves as the point of contact regarding the project and its progress.

Proposal – An application submitted to a funding agency seeking approval and funding.

Public Law – Means of classifying statutes passed by Congress.

RDA – Resource Development & Administration - Provides technical support and guidance for both pre-award and post-award grant activities. Grant development staff, grant accountants, and compliance staff are available to assist throughout all phases of the life cycle of a grant.
http://www.lonestar.edu/3369/

RFP – Request for Proposals – Specifies the goal, objectives, deliverables, timeline and other requirements; the first place to identify project specifications.

Shadow budget – Budget and cash flow planning and tracking tool created to ensure that funds are allocated and accounted for in compliance with funder's requirements and District policy, procedure and systems.

Supplanting – Use of grant funds to pay for ongoing activities already budgeted or for the usual activities assigned to a position; typically prohibited by funding agencies.

Texas Administrative Code (TAC) – A compilation of all State agency rules in Texas.
www.sos.state.tx.us/tac/index.shtml

Texas Uniform Grant Management Standards (UGMS) – Standards to which State agencies are required to adhere when administering grants and other financial assistance agreements with cities, counties and other political subdivisions of the State. http://www.governor.state.tx.us/grants/what/

Time & Effort Report – Records maintained that describe the duties and pay of each grant-funded position; required of all full-time, split-funded staff members. http://www.lonestar.edu/3185/

Title – A major section of a piece of legislation, e.g., Title I Higher Education Act, 1965.

Unsolicited proposals – Applications submitted to a funding agency, not in response to an announced Request for Proposals and which may or may not match the priorities of agencies to which they are submitted.

Worksheets and Checklists

- Worksheet: Grant Management Plan
- Worksheet: Initial Grant Team Meeting Agenda & Record
- Worksheet: Initial Grant Team Meeting Agenda & Record Sample
- Worksheet: Kickoff Meeting Agenda & Record
- Worksheet: Kickoff Meeting Agenda & Record Sample
- Worksheet: Project Close-Out Checklist
- Worksheet: Project Files Checklist
- Worksheet: Record Documentation and Retention Schedule – Resource Development Administration
- Worksheet: Record Retention Form for Storage – Project Manager
- Worksheet: Report Template
- Worksheet: Shadow Budget
- Worksheet: Shadow Budget Sample

Worksheet
Grant Management Plan

Section 1: Grant Summary Information

<table>
<tr><td colspan="3">Funding Agency</td><td>Funding Agency Grant Number</td></tr>
<tr><td>Date of Award</td><td colspan="2">Start Date</td><td>Close Out Date</td></tr>
<tr><td colspan="2">Total Amount of Award $</td><td colspan="2">Funding Gap Between Application & Award $</td></tr>
<tr><td colspan="4">Potential Impact of Gap on Project Outcomes</td></tr>
<tr><td colspan="4">Options for Closing Gap</td></tr>
<tr><td colspan="4">Project Objectives & Evaluation Criteria</td></tr>
<tr><td>Separate Contract ___
Application Contract ___</td><td colspan="3">Deliverables
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<tr><td colspan="3">Activities
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•</td><td>Timeline</td></tr>
<tr><td colspan="4">Timeline Differences Between Application & Award</td></tr>
<tr><td colspan="4">Potential Impact of Differences on Project</td></tr>
<tr><td colspan="4">Options for Resolving Timeline Differences</td></tr>
</table>

Governing Documents Involved • OMB Circular A-21 • OMB Circular A-87 • OMB Circular A-110 • OMB Circular A-122 • OMB Circular A-133		
Texas Administrative Code Section		
Texas Uniform Grant Management Standards		
Funding Agency		
LSCS		
	Allowed	**Disallowed**
Activities		
Consultants		
Costs		
Equipment Purchase & Ownership		
Differing Definitions to Be Clarified		
Technical Jargon to Be Defined Before Proceeding		

Provisions & Agreements

Section 2: Financial Management

Budget

_ ___ Reasonable, practical and necessary

_ ___ Grouped into sub-categories

_ ___ Contains direct and indirect costs

_ ___ Funding agency negotiated budget follows

_ ___ Budget matched to objectives

_ ___ Operational budget arranged by LSCS object code follows

_ ___ Process for revising budget (describe):

_ ___ Process for amending budget (describe):

_ ___ Matching funds, if applicable:

___ Matching funds required from LSCS

___ Sources of matching funds

___ Documentation of matching funds required

_ ___ Cost sharing arrangements, if applicable

_ ___ Payroll arrangements (describe):

Section 3: Human Resources

Departments and/or colleges that will be involved:

Personnel authorized by the grant and their responsibilities:

Position	**Name**	**Responsibilities**

Existing staff, including pay arrangements for those members not funded by the grant:

Position	**Name**	**Pay Arrangements**

______ Job descriptions, PARS, MOAAs, job summaries follow

Section 4: Outside Organizations Involved

Names of all outside organizations involved, if appropriate:

Agreements negotiated or to be negotiated, and any implications on the grant:

Clarification needed, if any, regarding agreements:

Plan for notifying outside organizations of the grant award:

Intergovernmental agreements or other kinds of contracts or sub-contracts needed:

Section 5: List of Contacts

Role	Name	Contact Information
Compliance Manager		
Funder's Program Officer		
Grant Accountant		
Grants Director		
Project Director		
Project Manager		
Proposal Writer		
Others		

Section 6: Purchasing

Products & Services to Be Purchased	Applicable Policies & Procedures	Documents Needed

Section 7: Records Management

Source	Record	Retention Period
Grantor		
LSCS		

Section 8: Reports

Source of Requirement	Name & Description of Report*	Submission Format	Preparation Date	Due Date

*Programmatic (P); Financial (F)

Section 9: Amendments

The rules and process for amending grants will often be spelled out in the RFP. Internally, all amendments are processed through the compliance staff.

Prior Approvals Needed for Post-Award Changes	Process for Obtaining Approvals

Section 10: Close Out

Source of Specification	Requirement	Completion Date

Initial Grant Team Meeting Agenda & Record

GRANT AWARD:	**FUNDING AGENCY:**	**TOTAL AMOUNT:**
DATE/TIME:	**PROJECT MANAGER:**	**PROJECT DIRECTOR:**

OBJECTIVE(S): ● Ensure shared understanding of the project goal, objectives, deliverables, timeline ● Surface any concerns about the project ● Reach consensus on a plan to accomplish the work ● Define roles and responsibilities ● Decide on the way we will communicate as a team ● Update grant management plan	**NOTES:**

TIME	TOPIC & PRESENTER	EXPECTED OUTCOME					ACTUAL OUTCOME
		information	Discussion	Input to Principal Decision	Decision-Consensus	Other (describe)	

TIME	TOPIC & PRESENTER	EXPECTED OUTCOME					ACTUAL OUTCOME
		information	Discussion	Input to Principal Decision	Decision-Consensus	Other (describe)	

Initial Grant Team Meeting Agenda & Record

MEETING ATTENDEES:

x		**x**	
x		x	
x		x	
x		x	
x		x	
x		x	
x		x	

ACTION ITEM(S):

PERSON	DATE	TASK

Initial Grant Team Meeting Agenda & Record Sample

GRANT AWARD: Advanced Simulation Development for Classroom Use	**FUNDING AGENCY:** U.S. Department of Education	**TOTAL AMOUNT:** $350,000.00
DATE/TIME: May 1, 2009; 9:00 a.m.	**PROJECT MANAGER:** Tim Harmon	**PROJECT DIRECTOR:** **Donnella Jameson**

OBJECTIVE(S): ● Ensure shared understanding of the project goal, objectives, deliverables, timeline ● Surface any concerns about the project ● Reach consensus on a plan to accomplish the work ● Define roles and responsibilities ● Decide on the way we will communicate as a team	**NOTES:**

TIME	TOPIC & PRESENTER	EXPECTED OUTCOME					ACTUAL OUTCOME
		information	Discussion	Input to Principal Decision	Decision-Consensus	Other (describe)	
9:00	Tim - Highlight project goal, objectives, deliverables, timeline; Q&A		X				Team members completely understand the project
9:20	All – Build a list of benefits and concerns about the project	X					Members see several benefits and some concerns regarding timing given hiring taking process underway now to fill two staff vacancies and academic schedule
9:35	Tim – Lead group problem solving process to resolve as many concerns as possible; capture others as action items			X			Several viable solutions proposed; pluses and minuses of each identified
10:15	Break					X Clear Head!	Tim sketched plan of work, including his view of best options at this point
10:30	Tim – Present draft plan to the group for examination				X		

TIME	TOPIC & PRESENTER	EXPECTED OUTCOME					ACTUAL OUTCOME
		information	Discussion	Input to Principal Decision	Decision-Consensus	Other (describe)	
10:55	Tim – Lead consensus voting				X		A lively discussion ensued; dialogue surrounding implications of plan on workload and schedule; consensus reached
11:20	Pairs – Flipchart roles and responsibilities on t-charts			X			Roles clarified and agreed upon
11:45	Tim – Lead discussion of how members prefer to communicate				X		Team members agreed that they preferred to communicate by email with Subject Line including Who, What, Action Needed, Priority
11:50	Sarah – Highlight decisions, action items, next steps and meeting date					X	Reiterate to ensure accuracy
11:55	Tim – Quick review of meeting effectiveness				X		Pluses and deltas identified for next time; agreed pre-work is a must and members should attend prepared to participate

Initial Grant Team Meeting Agenda & Record Sample

MEETING ATTENDEES:

x	Tim Harmon, Project Manager	**x**	Kristin Carpenter, Compliance Manager
x	Monica Cantor, Project Director	x	Donnella Jameson
x	David Johnson	x	Sarah O'Neal
x	Cathy Victor	x	
x	Roberto Gonzalez	x	
x	Pete Savage	x	
x	Jose Menendez	x	

ACTION ITEM(S):

PERSON	DATE	TASK
Sarah	5/4/09	Send completed meeting record to all members
Tim	5/7/09	Clarify two questions with Deans of Mathematics and English and report back to the group
David	5/7/09	Check with IT staff regarding briefing on equipment capabilities

Kickoff Meeting Agenda and Record

GRANT AWARD:	FUNDING AGENCY:	TOTAL AMOUNT:
DATE/TIME:	PROJECT MANAGER:	PROJECT DIRECTOR:

OBJECTIVE(S):	NOTES:
• Create awareness of project award • Reach consensus on impact of award on operations and resources • Develop plan for managing any and all differences between the application submitted and the grant award, if needed	

TIME	TOPIC	EXPECTED OUTCOME: information	Discussion	Input to Principal Decision	Decision-Consensus	Other (describe)	ACTUAL OUTCOME

TIME	TOPIC	EXPECTED OUTCOME					ACTUAL OUTCOME
		information	Discussion	Input to Principal Decision	Decision- Consensus	Other (describe)	

Kickoff Meeting Agenda & Record

MEETING ATTENDEES:

x		x	
x		x	
x		x	
x		x	
x		x	
x		x	
x		x	

ACTION ITEM(S):

PERSON	DATE	TASK

Kickoff Meeting Agenda & Record Sample

GRANT AWARD: Advanced Simulation Development for Classroom Use	**FUNDING AGENCY:** U.S. Department of Education	**TOTAL AMOUNT:** $350,000.00
DATE/TIME: May 1, 2009; 9:00 a.m.	**PROJECT MANAGER:** Tim Harmon	**PROJECT DIRECTOR: Donnella Jameson**

OBJECTIVE(S):	**NOTES:**
• Ensure shared understanding of the project goal, objectives, deliverables, timeline • Surface any concerns about the project • Reach consensus on a plan to accomplish the work • Define roles and responsibilities • Decide on the way we will communicate as a team	

		EXPECTED OUTCOME					**ACTUAL OUTCOME**
TIME	**TOPIC & PRESENTER**	**information**	**Discussion**	**Input to Principal Decision**	**Decision-Consensus**	**Other** (describe)	
9:00	Tim - Highlight project goal, objectives, deliverables, timeline; Q&A		X				Team members completely understand the project
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10:15	Break					X Clear Head!	Tim sketched plan of work, including his view of best options at this point
10:30	Tim – Present draft plan to the group for examination				X		

TIME	TOPIC & PRESENTER	EXPECTED OUTCOME					ACTUAL OUTCOME
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Kickoff Meeting Agenda & Record Sample

MEETING ATTENDEES:

x	Tim Harmon, Project Manager	**x**	Kristin Carpenter, Compliance Manager
x	Monica Cantor, Project Director	x	Donnella Jameson
x	David Johnson	x	Sarah O'Neal
x	Cathy Victor	x	
x	Roberto Gonzalez	x	
x	Pete Savage	x	
x	Jose Menendez	x	

ACTION ITEM(S):

PERSON	**DATE**	**TASK**
Sarah	5/4/09	Send completed meeting record to all members
Tim	5/7/09	Clarify two questions with Deans of Mathematics and English and report back to the group
David	5/7/09	Check with IT staff regarding briefing on equipment capabilities

Worksheet
Project Close-Out Checklist – Project Managers

✓	Task	Notes
	Encumbrances – All encumbrances have cleared	
	• Purchases and invoices received and suppliers paid	
	• P-cards, long distance phone bills, supply orders, cell phone bills, mileage reimbursements have been entered into the accounting system and paid	
	• Purchase orders have been cleared from the grant budget	
	• All purchase order documentation is properly filed	
	• All procurement records and files contain backup documentation to substantiate each purchase, e.g., three quotes, formal bids	
	• All procurement records and files for purchases in which a higher bidder or quote was selected complies with OMB Circular A-110, containing a) the basis for the contractor selection; b) justification for lack of competition when competitive bids or offers are not obtained, and c) basis for award cost or price	
	Equipment Inventory	
	• All equipment purchases have been accurately tracked and documented on the Equipment Inventory Log and forwarded to the compliance manager	
	Human Resources	
	• All employee files have job descriptions	
	• All employee files have employee time & effort records or time sheets	
	• All employee files have PARs	
	• All vacation accrual expenses have been incurred on full-time employees and accounted for	
	Internal Audits	
	• Copies of all internal audits of the project are maintained and a copy sent together with findings and/or actions taken to the compliance manager	
	Negative Line Items	
	• All negative line items have been adjusted (benefits adjusted by the grant accountant	
	Reports	
	• Final program narrative prepared, if required by award and sent to compliance manager at least three days prior to funding agency’s due date	

Worksheet
Project Files Checklist

Instructions: Place a checkmark next to each file you have complete and up to date; note items that are incomplete or missing and any actions you need to take to bring them up to date.

Program Files	
File Name	**Notes & Date**
☐ Application – copy of final negotiated version	
☐ Award letter, signed contract – copy	
☐ Correspondence	
☐ Program amendments	
☐ Documentation of activities and outcomes (e.g., screenshot of a website)	
☐ Report forms and report copies	
☐ Initial registration form enrolling participants in the project with updates on address, phone numbers, emergency contacts, etc.	
☐ Any documentation of eligibility for program (income records, eligible course enrollment, etc.), depending on the specific eligibility criteria for the project	
☐ Documentation of Consent to Release Information, if appropriate	
☐ Indication and results of testing at intake	

☐ Records of participation, as required:	
○ Printouts of course enrollment (registration) and schedules	
○ Progress reports	
○ Copies of records on provision of support services, such as book purchases, childcare or other support services vouchers	
○ Attendance or sign-in sheets	
○ Tutoring participation	
○ Counseling or case notes from individual sessions with the participant, including record of individual goals or objectives established with participant	
○ Copies of evaluations either conducted with the participant to evaluate progress or by the participant to evaluate program	
○ Copies of other sources of aid provided to the participant, such as financial aid	
○ Vouchers or system for identifying payments made	
○ Verification of formal in-person meetings, meetings of career guidance, academic counseling, activities to promote career options in high skill, high wage jobs, activities to increase student success in meeting academic standards, providing mentoring or support services	
○ Notes and participant referrals to job finding resources and the results	
○ Any correspondence with the participant	
Financial Files	
Budget	

☐ Funding agency approved negotiated budget	
☐ Shadow and working budget tracking; budget printouts	
☐ Amendments to budget	
☐ Budget revisions	
☐ Budget report forms and report copies	
People	
☐ Personnel files of all grant staff members containing:	
☐ PARS	
☐ Leave forms	
☐ MOAAS:	
☐ Stipends	
☐ Time & effort reports – all salaried positions that use split funding must maintain a monthly time and effort record.	
Procurement	
☐ Requisitions and requisitions electronic log with date created, supplier, purpose, requisition number, amount, and purchase order number requisitions	
☐ Purchase orders	
☐ Invoices	
☐ P-card purchases	

☐ Receipts	
☐ Contracts, whether Professional Services, Special Services, or Requests for Personnel Services	
☐ Sub-contracts	
☐ Reports	
☐ Invoices	
☐ Disclosure of Substantial Interest documentation	
Travel	
☐ Travel requests	
☐ Travel expense reports	

Worksheet
Record Documentation & Retention Schedule – Resource Development Administration

Grant Title	Department or College	Total Boxes	Box Code	Date Sent to Storage	Sent By

Worksheet
Record Retention Form for Storage – Project Managers

Department	Description of Contents	Retention Date	Status	Authority

Worksheet
Report Template

Section 1: Programmatic Information

<table>
<tr><td colspan="3">**Funding Agency**</td><td>**Grant Number**</td></tr>
<tr><td>**Date of Award**</td><td colspan="2">**Start Date**</td><td>**Close Out Date**</td></tr>
<tr><td colspan="2">**Total Amount of Award $**</td><td colspan="2">**Funding Gap Between Application & Award $**</td></tr>
<tr><td colspan="4">**Project Objectives & Evaluation Criteria**</td></tr>
<tr><td>**Separate Contract** ___
Application Contract ___</td><td colspan="3">**Deliverables**
•
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•
•</td></tr>
<tr><td colspan="3">**Activities**
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•
•</td><td>**Timeline**</td></tr>
<tr><td colspan="4">**Activity**</td></tr>
<tr><td colspan="4">**Progress, Notes, including any unanticipated challenges and solutions, & Date**</td></tr>
<tr><td colspan="4">**Activity**</td></tr>
</table>

Progress, Notes, including any unanticipated challenges and solutions, & Date
Activity
Progress, Notes, including any unanticipated challenges and solutions, & Date
Activity
Progress, Notes, including any unanticipated challenges and solutions, & Date
Activity
Progress, Notes, including any unanticipated challenges and solutions, & Date
Discoveries and Lessons Learned

Section 2: Financial Information

Budget

_ ___ Report available

_ ___ Grouped into sub-categories

_ ___ Contains direct and indirect costs

_ ___ Budget matched to objectives

_ ___ Operational budget arranged by LSCS object code follows

Narrative of percentage of budget spent relative to deliverables, activities and timelines
Notes Regarding Discrepancies
Next Steps

Worksheet
Shadow Budget

Grant Name:

Grant Number:

Shadow Budget FY 20__-20__

F/T Admin Support
10-00-4-300402-6310

Beginning Balance:
Encumbrances:
Balance:

P/T Admin Support
10-00-4-300402-6311

Beginning Balance:
Encumbrances:
Balance:

Expense Allowance
10-00-4-300402-6554

Beginning Balance:
Encumbrances:
Balance:

Consulting 10-00-4-300402-7120	Beginning Balance: Encumbrances: Balance:	
Contracted Services 10-00-4-300402-7121	Beginning Balance: Encumbrances: Balance:	
Temporary Staffing 10-00-4-300402-7172	Beginning Balance: Encumbrances: Balance:	
In-Disrtict Travel 10-00-4-300402-7202	Beginning Balance: Encumbrances: Balance:	
Prof. Dev. OD Air 10-00-4-300402-7212	Beginning Balance: Encumbrances: Balance:	

Prof. Dev. OD Other	Beginning Balance:
10-00-4-300402-7213	Encumbrances:
	Balance:

Prof. Dev. In District	Beginning Balance:
10-00-4-300402-7214	Encumbrances:
	Balance:

Inst. Rep. I	Beginning Balance:
10-00-4-300402-7218	Encumbrances:
	Balance:

Supplies	Beginning Balance:
10-00-4-300402-7301	Encumbrances:
	Balance:

Official Functions	Beginning Balance:
10-00-4-300402-7401	Encumbrances:
	Balance:

Postage/Shipping	Beginning Balance:
10-00-4-300402-7410	Encumbrances:
	Balance:

Copying & Printing	Beginning Balance:
10-00-4-300402-7411	Encumbrances:
	Balance:

Telephone/Pagers	Beginning Balance:
10-00-4-300402-7505	Encumbrances:
	Balance:

Dues & Fees	Beginning Balance:
10-00-4-300402-7601	Encumbrances:
	Balance:

Institutional Memberships	Beginning Balance:
10-00-4-300402-7602	Encumbrances:
	Balance:

Computer Equipment	Beginning Balance:
10-00-4-300402-7822	Encumbrances:
	Balance:

Shadow Budget FY 2008-2009 Sample

F/T Admin Support	Beginning Balance:	$351,283.00	
10-00-4-300402-6310	Encumbrances:	$4,000.00	(transferred to *7172- Temporary Staffing to cover Liz) 9.25.08
		$4,000.00	(transferred to *7172- Temporary Staffing to cover Liz) 11.6.08
		$4,500.00	(transferred to *7120 to cover contracted person who will work on special project(s) 11.6.08
		$4,000.00	(transferred to *7172- Temporary Staffing to cover Liz) 11.24.08
	Balance	$265,089.12	(as of 11.24.08)

P/T Admin Support	Beginning Balance:	$5,000.00	
10-00-4-300402-6311	Encumbrances:		

Expense Allowance	Beginning Balance:	$77.00	
10-00-4-300402-6554	Encumbrances:		

Consulting	Beginning Balance:	$500.00	
10-00-4-300402-7120	Transfer	$4,500.00	(from FT Admin/Support to cover contracted person who will work on special project(S) 11.6.08
	Encumbrances:	$4,500.00	(to pay for contracted person who will work on special project(s)
	New Balance:	$500.00	

Contracted Services	Beginning Balance:	$800.00	
10-00-4-300402-7121	Encumbrances:	$41.00	September storage fee
		$41.00	October storage fee
		$45.00	November storage fee
	Revised Balance:	$673.00	

Temporary Staffing	Beginning Balance:	$2,000.00	
10-00-4-300402-7172	Transfer:	$4,000.00	(from F/T Admin. Support- to cover temp staffing) 9.25.08
	Transfer:	$4,000.00	(from F/T Admin. Support- to cover temp staffing) 11.6.08
	Transfer:	$4,000.00	(from F/T Admin. Support- to cover temp staffing) 11.24.08
	Revised Balance:	$14,000.00	
	Encumbrances:	$896	Liz Oakley 9/7/08
		$1,092	Liz Oakley 10/5/08
		$854.00	Liz Oakley 9/14/08
		$1,106.00	Liz Oakley 9/28/08
		$1,106.00	Liz Oakley 10/19/08
		$1,120.00	Liz Oakley 10/26/08
		$1,120.00	Liz Oakley 11/2/08
		$994.00	Liz Oakley 11/9/08
		$1,106.00	Liz Oakley 11/16/08
	New Balance:	$4,606.00	

In-Disrtict Travel	Beginning Balance:	$500.00	
10-00-4-300402-7202	Encumbrances:	$81.32	(Amy's travel to Tomball)
	Balance:	$418.68	

Prof. Dev. OD Air	Beginning Balance:	$2,000.00	
10-00-4-300402-7212	Encumbrances:	$314.50	(Kristin's travel to D.C.)
	Balance:	$1,685.50	

Prof. Dev. OD Other	Beginning Balance:	$2,000.00	
10-00-4-300402-7213	Encumbrances:	$1,763.87	(Kristin's travel to D.C. 11/5/08-11/8/08)
	New balance:	$236.13	

Prof. Dev. In District	Beginning Balance:	$2,000.00
10-00-4-300402-7214	Encumbrances:	

Inst. Rep. I	Beginning Balance:	$500.00	
10-00-4-300402-7218	Encumbrances:	$85.41	(September Mileage Reimbursement)
		$42.71	(October Mileage Reimbursement)
		$10.00	(Lunch reimbursement)
	Balance:	$361.88	

Supplies	Beginning Balance:	$3,000.00
10-00-4-300402-7301	Addition to our acct. from ?	$320.00
	Revised Beginning Balance:	$3,320.00
	Encumbrances:	$16.42
		$294.43
		$102.11
		$97.48
	Balance:	$2,809.56

Official Functions	Beginning Balance:	$500.00
10-00-4-300402-7401	Encumbrances:	

Postage/Shipping	Beginning Balance:	$500.00
10-00-4-300402-7410	Encumbrances:	$116.13
		$44.27
		$31.02
		$66.60
		$36.98
		$29.28
		$46.30
		$129.42

Copying & Printing	Beginning Balance:	$1,000.00
10-00-4-300402-7411	Encumbrances:	$207.97
	Balance:	$792.03

Telephone/Pagers	Beginning Balance:	$200.00
10-00-4-300402-7505	Encumbrances:	$1.24
		$0.76
		$5.11
		$0.28
		$0.09
	Balance:	$192.52

Dues & Fees	Beginning Balance:	$700.00
10-00-4-300402-7601	Transfer:	$770.00
	Revised Balance:	$1,470.00

Institutional Memberships	Beginning Balance:	$2,000.00	
10-00-4-300402-7602	Encumbrances:	$30.00	(for TACTE Membership renewal)
		$125.00	(for TASBO Membership activation)
		$770.00	(moved to *7601 to cover CRD Membership Renewal)
	Balance:	$1,075.00	

Computer Equipment	Beginning Balance:	$900.00
10-00-4-300402-7822	Encumbrances:	

Policies and Procedures

Federal

- OMB Circulars, including A-21, A-87, A-110, A122, A-133 and other are available at www.whitehouse.gov/omb/circulars_default/

State

- Texas Administrative Code (TAC): http://sos.state.tx.us/tac/index.shtml/
- Texas Uniform Grant Management Standards (GMS): http://www.governor.state.tx.us/grants/what/

Lone Star College System

- Adjunct Faculty Handbook: http://www.lonestar.edu/6819/
- Business Operations Manual: http://www.lonestar.edu/7214/
- Finance: http://www.lonestar.edu/7214/
- Full-time Faculty Handbook: http://www.lonestar.edu/6820/
- Hiring Roadmap: http://www.lonestar.edu/59308/
- Human Resources: http://www.lonestar.edu/3609/
- Manager/Supervisor Page: whttp://www.lonestar.edu/59291/
- Monthly Time & Effort Form for Full Time Staff Split Funded Staff (fill in name of grant): http://www.lonestar.edu/20318/
- Monthly Time & Effort Form for Full Time Staff Split Funded Staff (Federal and State TEA Grants): http://www.lonestar.edu/20325/
- Object Code: http://www.lonestar.edu/7231/
- Performance Management: http://www.lonestar.edu/59310/
- Personnel Action Request: http://www.lonestar.edu/7235/
- Policy Manual: http://www.lonestar.edu/8431/
- Purchasing: http://www.lonestar.edu/7234/
- Staff Handbook: http://www.lonestar.edu/6821/
- Supervisor Handbook: http://www.lonestar.edu/6111/
- Supervisor Resources: http://www.lonestar.edu/59311/
- Tax Exempt Certificate: http://www.lonestar.edu/146062/
- Time & Effort Report: http://www.lonestar.edu/3185/
- Travel: www.lonestar.edu/7214/

Frequently Asked Questions

GRANT-PAID EMPLOYEES: BENEFITS, PARS, TRACKING & TRAINING

May I pay for training employees with grant funds?
Yes. The cost for training employee development is allowable.

PAYROLL & PERSONNEL QUESTIONS

I have hired the people I want to help me run the grant, now what do I do?
Now that you have hired the people to help you with the grant, you will need to complete a PAR (Personnel Action Request form). This is available online at http://www.lonestar.edu/7235/.

You will need to complete the form, including the appropriate percentage of time to be charged to the grant. Once the form is completed, keep a copy of the PAR in the employee's file, along with the job description and time and effort form for that employee. Send the original PAR to the System's Human Resource Department. NOTE: Payroll occurs every two weeks via direct deposit. Part-time employees are paid two weeks behind full-time employees. (Pay day takes place the 15th and final day of each month.).

May a LSCS employee, who is considered a contract employee, be allowed to be split funded?
Contracted employees may be split funded as long as it is below 50%. Contracted employees cannot be paid 100% by a grant.

What is the calendar for payroll?

Event	Timing
PAR	Immediately upon hire
Time sheets for hourly & part-time staff	Prior to the beginning of the accrual period
Supervisor distributes time sheets	Prior to the beginning of the pay period
Work week for accruing hourly time	Work week ends every Sunday
Time sheets completed; turned in	10 working days prior to pay day (by 5 pm)
Last day for PARs due at District HR	10 working days (by 9 am) prior to pay day
Substitute pay forms cut-off date	10 working days (by 5 pm) prior to pay day
Time sheets checked by supervisor/given to Business Office	9 working days (by noon) prior to pay day
Sub-pay forms and letters of assignments/stipends for faculty	9 working days (by noon) prior to pay day
All PARs & stipends changes due to District Payroll	8 working days (by 9 am) prior to pay day
Last day to enter payroll changes	7 working days prior to pay day

All accurate time sheets entered	6 and 5 working days prior to pay day
Make edits to payroll after preliminary run	4 working days prior to pay day
Run payroll after preliminary run	4 working days prior to pay day
Run payroll, print checks and advises	3 working days prior to pay day
Transmit information for direct deposits	2 working days prior to pay day
Pay day	15th and last day of each month

How much in benefits should we allocate for full-time employees?
28%, plus vacation accrual (2%) = 30%

How much in benefits should we allocate for part-time employees?
5% (no vacation accrual)

When a grant-funded employee is hired, what do we do?
Prepare a Personnel Action Request (PAR) form found in electronic form in "Pubic Folders" of the MS Outlook (email) site. Complete the form, which includes, but is not limited to, providing the beginning and ending date, the account code(s) to be charged, the percentage of time the employee will work on the grant, and much more. Once the PAR is completed and signed by the employee and the supervisor, make a copy of the PAR and place in that employee's grant file folder, along with the job description. Send the PAR through your normal route, and ultimately to System's Human Resources Department.

When and why are PARs needed?

- Full time employees
- Part time employees
- PARS are sent to YOUR COLLEGE RD CONTACT
- PARS are sent to your business office and they are kept by DSTC HR
- PARS are completed when an employee changes functions/grants/account codes, percentage of time, leaves, and at the beginning of new grant year

Please remember to keep copies of ALL PARs in each employee's file folder. Please note: All changes to distribution codes require changes to both position records and individual employee records. Transfers between departments, and between grants, require the completion of new PARs.

Do we have to track the time a grant-paid employee works on a grant?
Yes. Each granting agency differs in how it wants you to track the time spent on a grant, which results in the way the employee is paid by the grant. Consult your grant's rules and regulations

Do we maintain files on grant-paid employees, and if we do, what goes in each file?
Yes. Each grant-paid employee has his/her own file. Each file should contain:

- A copy of the current PAR
- The employee's current job description
- A copy of the employee's time and effort, or time sheet signed by the employee and supervisor.

Are grant employees allowed sick time, compensatory time & other leaves of absence?
Grant employees are to be treated as District non-grant funded employees. Application for vacation and sick time, as well as other forms of leaves of absence, need to be coordinated with the employee's supervisor. Vacation and sick leave forms are to be completed at the time of the absence, or are due

immediately upon return of the employee to work. The vacation and sick leave form(s) are to be forwarded to District Human Resources, with a copy being placed in the employee's file.

A leave of absence is completed when a full-time employee requests professional leave time, i.e., to attend a professional development workshop or seminar. A copy is made for the employee's file and the original sent to District Human Resources.

Each month the supervisor receives an employee leave summary report, which is broken down by employee by sick time and by vacation time.

Sometimes, the employee runs out of paid sick and vacation time, in which case the supervisor initiates a leave without pay form. The supervisor must immediately contact the College business office if this occurs after the payroll cutoff date.

Non-exempt employees are allowed to accrue comp time which is documented and placed on the books. Exempt employees may work with their supervisor to account for any comp time taken; however, exempt employees normally are not "entitled" to comp time.

VACATIONS

Do we pay for vacations for employees from grant funds?
Yes. LSCS grants sick leave to most employees and allows an employee to accumulate unused sick leave to a maximum of 520 hours (65 days). Further, the district grants vacation to full-time 12-month employees, with the ability to accumulate up to two years' worth of accruals. If an employee terminates employment with the district, any earned but unused sick leave is forfeited with no further obligation on the part of the district. However, any earned but unused vacation is paid to the employee on the basis of their salary calculated on a daily rate. If the employee's salary is paid from a grant fund, the cost of that employee's benefits, including vacation and thus, termination vacation pay, is charged to the grant fund proportionate to that employee's salary assignment to that fund.

Are grant-paid employees required to take vacation during the life of the grant, or is there some flexibility?
Yes, there is flexibility. Grant-paid employees (soft funds) are not to be treated differently from non-grant paid employees (hard funds). Vacation is now "portable" between funds. Further, grant managers should be apprised of this change, and instructed that grant-funded employees should be allowed to schedule vacations, in accordance with the needs of the college, with the same flexibility as locally-funded employees.

How do we budget for vacation accrual?
For budgeting purposes for full- time employees, allow 2% for vacation accrual, AND 28% for other benefits. The 2% is subject to change. Take 30% of the salary to account for benefits and vacation accrual.

What if a full-time employee, is split funded – not working the entire time on the grant?
You will still accrue vacation for that employee based upon the percentage of time the employee is working/paid by the grant.

What fund do we use to pay vacation accrual from when an employee terminates for any reason?
The accrued vacation benefits paid to employees upon termination are paid from a fund 100 liability account, irrespective of the employee's funding source for salary.

How is vacation accrual determined?
The vacation accrual is based on a download from the Human Resources System, which captures the number of days, by employee, of accrued vacation leave time, multiplied by the employee's daily rate. HR leave records are consistently adjusted for leave that is taken during the month, and consequently so is the vacation accrual. There is no settlement issue in that the grant is responsible for any benefit earned during the period of employment, regardless of when paid. In other words, the vacation accrual is portable.

I have been awarded the grant, now what do I do?
As soon as you have been awarded your grant, and you have received either a Notice of Grant Award (NOGA) letter, an email message (the latter is fine), or a signed contract, contact RDA.

The appropriate grant accountant will assist you with your budget set up, while grants compliance will go over the rules and regulations of your grant, LSCS grant management policy, reporting procedures, and much more.

I want to start spending right away, when may I do that?
The policy of the Grants Administration Department is that you can start spending once you receive a NOGA (email or paper) or contract from the granting agency, as long as you have a budget set up. The budget set up process has several steps:

1. You will complete the Budget Set Up/Revision form by selecting the object code that matches each line item in your approved budget. If you are unsure of what object code to use, contact your grant accountant for assistance.
2. The appropriate grant accountant will assign you a Fund number which is 3xx or 4xx for State/Local, and 5xx for federal funds and even pass-through funds from state agencies. The accountant will also assign you a unit code, which is based upon the purpose/narrative of the grant.
3. Once the accountant assigns the fund and unit codes to your partially completed Budget Set Up/Revision form, the accountant will send it back to the grant manager (the originator) for approval by the grant manager/project director (the originator).
4. You will obtain the signatures required by your college.
5. Once all the signatures are obtained, please email (if possible) the Budget Set Up/Revision form to the appropriate grant accountant for review and final processing.
6. The grant accountant obtains approval for the budget set up from the Director of RDA or her designee. A copy of the Budget Set Up is made for the grant accountant's official grant file, and it is given to the Director of Business Services and the Business Services Department Assistant work jointly on establishing new accounts.
7. The grant accountant and/or compliance manager will notify the grant manager/project director (originator) when the budget is established and funded.

SETTING UP & MANAGING THE GRANT

I know LSCS will receive the grant funds, may I start spending funds?
No and Yes: It depends on your granting agency. Once a written confirmation of the pending award is received from the awarding agency, you may be able to start spending grant funds up to 90 days prior to the grant's start date. For example, the Coordinating Board's Perkins Basic Annual allows purchases up to 90 days out from the official begin date of September 1, 2xxx. You will also want to make sure that the vendor is on the approved vendor list and that the items you plan to purchase were written into your grant budget.

What basics do I need to know in managing my grant?
You will want to set up your files:

- **Personnel** – One file per employee that contains the job description, PAR and tracking mechanism for time and effort spent on the grant. The time and effort form will be provided for each grant, either by the agency or by grant accountant.
- **Inventory Log** – Each time you purchase an item with a life expectancy of 1 year or more, and at least $1,000 or more ($5,000 or more per unit is considered a capital expense), you will want to place it on the Inventory Log and track it. For items that are $1,000 or more you will need to tag the equipment with a label containing the date purchased, grant name and account number. A Bar Code obtained from DSTC will also be needed. IMPORTANT NOTE: (Software - > $1,000 – goes on inventory log and uses Fixed Asset Account Code – 7351).
- **Program expenses** – Some grants require that you maintain a separate spreadsheet that details what has been ordered/encumbered, as well as expensed. This does not take the place of the Colleague report, which is the official financial reporting document that is sent to the granting agency.

When I set up my grant, are there things I should remember to do?
Yes. Don't forget to allocate funds for:

- Mailing/Postage
- Walk-Up copying
- Printing
- Long-Distance telephone calls (if applicable)

PAYING FOR LONG DISTANCE & POSTAGE

Are there specific steps to take to pay for postage and freight?
Yes. There are two options for postage:

1. Postage metered by someone in the department using the department's postage code – in this case, postage usage reports are run periodically and journal entries (JE) are prepared to charge back each department.

2. Postage affixed by the Mailroom – in this case, mail must have department name or General Ledger (GL) account indicated on envelope.

When you are using Federal Express:

- Make sure that the GL Account number is noted in the REFERENCE section of the FedEx waybill.
- Accounts Payable receives Federal Express billing and vouchers the payment, charging each GL Account for its portion of the bill.

When you are ordering printing, is there a certain method that we use for payment?
There are two ways printing can be paid:

1. Using outside vendor (for example, Kinko's) – payment will be made via a Check Request/Voucher, charging the appropriate GL Account. Depending on the cost of the printing, three quotes or bids may be needed. Each project manager on the grant is responsible for obtaining the quotes or bids and ensuring that the funds are available in the account. Each project manager is also responsible for ensuring that the expense is within acceptable limits of the grant.

2. Using the Print Shop – Print jobs sent electronically to the Print Shop should include the appropriate account code in the e-mail request. The e-mail with the amount charged to the grant serves as the backup documentation. Jobs that are sent as hard copies will include the Duplication/Printing Request form, which requires inclusion of the GL Account to charge. The Print Shop prepares monthly reports, which are then processed as JE's against the appropriate GL Accounts.

When you have walk-up copying, what do you do?
Each department is assigned a copy code that you will input into the copier before a copying job can begin. Monthly charges are reported and charged to appropriate GL Account via JE's.

PURCHASING EQUIPMENT & SUPPLIES FOR THE GRANT

Now, that I can purchase, what rules do I follow?
You will look to your grant contract for what processes to follow. In most instances, the LSCS purchase policy follows that of the Federal OMB Circulars A-21 and A-110

Here are the vital rules:

- Ensure that the purpose is approved in the grant
- You can go to www.tbpc.state.tx.us and click on the DIR or CISV selection on the right column to quickly obtain both vendor information and quotes from a list of approved vendors that we can contact directly and secure quotes from rapidly.
- Use existing contracts when possible:
- Contact the help desk to determine the vendor for computers, while Boise Cascade is the supplier for office supplies/ some furniture at this time. Vendors are subject to change, so contact the Purchasing Department at District to determine the contractor or alternately contact Grants Administration Compliance.
- UNDER $2,500: Shopping for best value is encouraged
- $2,500 - $9,999: Obtain at least three written quotes. The document used to obtain quotes contains vendor name, address, phone number, current date and space for the vendor representative's signature.
- $10,000 - $24,999 - This includes per unit items and those ordered in the aggregate for the District for a 12 month period. It could also include graphic company items. Several options are available.
  1. Written Specs – Documentation to Purchasing Department and on to the CFO for approval
  2. Three (3) Written Price Quotes
  3. Request for proposals
  4. Catalogue purchase
  5. Interlocal agreement
- $25,000 OR MORE (as of 2-2-2004) – VERY RARE: Per unit or in the aggregate for the LSCS for 12 months. This entails a competitive bidding process, including sealed proposals. A Public Notice of the purchase must be submitted to the Board of Visitors for approval:
  - Request for proposals
  - Formal bids or
  - If contract exceeds 1 year and the purchase was not included in the original grant contract

I have decided what to buy, and I have selected the vendor – I want to buy. Now what?
First, ensure there are funds in the account that will be used; run a Colleague report to determine that adequate funds budgeted remain in the account. You will encumber the funds by:

- Creating a purchase order – either electronic or paper

- Requesting a check requisition

When in doubt, call your grant accountant and/or Grants Administration compliance for help.

Second, you will also want to verify that: 1) the vendor is on the approved vendor list; and 2) the items you plan to purchase were written into your grant budget. If the vendor is not on the approved vendor list, please get with your College business office to get the vendor approved.

What if what I want to buy from a vendor that is not necessarily the lowest price, but does offer better services?
You will need to document your reason as to why you want to buy from a certain vendor. For example, a book publisher may be selling the book at a higher price, but offers real-time assistance or on-site assistance, where a bookstore does not.

Is there such a thing as a sole source?
There can be, but not always. If you select a vendor and consider that vendor to be sole source, be sure to use the District's Sole Source Affidavit form.

What about sole source on software?
Yvonne Mobley, Director of Purchasing says that most software can be found or is sold by others. Remember that software purchases exceeding $1,000 are to be recorded on the inventory log using Fixed Asset Account Code – 7351.

What do I do if a vendor requires payment prior to shipment?
Prepaid purchase orders may be used, but must be pre-approved by the Purchasing Department, and all purchasing guidelines must be followed.

Can you use petty cash on a grant?
You will follow LSCS guidelines on this. Cash "out of pocket" purchases of up to $75 can be reimbursed directly from the petty cash fund administered by each college Business Office.

Where do I buy office supplies?
Office supplies are purchased off a pre-approved District-wide contract.

How do I purchase computers?
First, ensure your contract allows you to purchase the computers:

- It is written into your contract
- If prior-approval is required, that prior approval is obtained.
- Request computer purchasing information from the Help Desk, and use the District's pre-approved contract with an approved vendor. This will ensure IT support, and ensure that you are following District and grant purchasing guidelines.

What if I set up a budget line item, get ready to buy the item, place the account code on the purchase order, but then change my mind about what account number to use for the purchase?
If an item has not been purchased, you may complete a purchase order change order form and submit it to Accounts Payable. You can change the account code on a purchase order, as long the vendor has not been paid.

What if I change my mind about a purchase, and the vendor has been paid?
If you change your mind about purchasing/keeping a product, get with your college's business office for the procedures to follow.

How long will it take for a vendor to be paid?
The length of time a purchase order (PO) or check requisition takes to get through the system depends partly on:

- Signature requirements at the college level
- If the required signatory is available
- If the required documentation for a purchase order is received and matched up in Accounts Payable without any problems (i.e., no information is lacking)

Accounts Payable checks are issued continuously.

Can the voucher be entered at the College?
Yes. Get with your College business office to complete this task. When grant funds are involved, be sure to enter the name of the appropriate grant manager on the vouchering approval process.

Does the College District pay tax?
No. The College District is exempt from paying Federal, State and City taxes on purchases. An exemption certificate can be furnished to any supplier upon request. For example, if you are going to use Wal-Mart or Office Depot for an emergency purchase, please obtain a tax-exempt certificate from your college business office.

The College and employees on official business are exempt from Texas State Hotel Taxes only if they hotel bill is paid by college check or credit card. The employee must provide a tax-exempt certificate to the hotel.

RECEIVING YOUR EQUIPMENT & SUPPLIES

I have ordered my product, now what do I do?
Your vendor should have sent you an invoice. All original invoices should be submitted directly to the District's Accounts Payable office. You will want to instruct the vendor to ensure the invoice is complete with purchase order number and other required information and to mail the invoice directly to District's Accounts Payable office even though the merchandise is being delivered elsewhere. This will speed up the payment process. The District's Accounts Payable office will match the original invoice to the purchase order for payment.

NOTE: Grant managers need to keep copies of their original invoices in case they are lost or misplaced in transit to District. You will also want to follow up on outstanding encumbrances/invoices at least within 30 days if the encumbrance is not cleared.

If you are using a blanket purchase order, instruct the vendor to include the PO number on the invoice. When the number is not known, the PO number will need to be looked up and written on the invoice before it can be processed; this can hold up payment, so please be sure to know what account number to use on the invoice.

Once in Accounts Payable, the A/P Clerk verifies:

- All back up documentation is accounted for and correct
- Appropriate taxes have been eliminated from the invoice
- Amounts and extensions are correct and in agreement with the PO

If you have ordered equipment, do not forget to get with your receiving personnel to ensure a bar code tag and a grant code tag is assigned to equipment and/or furniture priced at $1,000 or more per, and ensure the Grant Inventory Log is completed (current and reflects all purchases). Please send a copy of your current Grant Inventory Log to Grants Administration Compliance.

TRAVEL

When can I be reimbursed for a meal while on college or District business?
The cost of meals is allowed only if the trip requires an overnight stay and is away from the employee's tax home. The maximum allowable cost of meals per employee per day is $35. In instances when you are paying a Per Diem rate or at cost, which most federal grants allow, be sure to obtain a detailed receipt on each meal.

Are tips reimbursable?
While LSCS-paid costs (15%) allow for gratuity payments, grants do not allow for gratuity, i.e., tips.

What if I eat out at a restaurant – do I pay taxes, then?
While traveling, all services, parking, meals, fax, telephones and any other charges are taxable unless they are directly billed to the College, under the College name, i.e., charging the expense to the hotel room. (Vending machines, snack bar, candy and soft drink sales are taxable). To qualify for meal expenses, you must travel outside of your tax area AND require an overnight stay. The maximum allowable cost of meals per employee currently is $35 per day. You may pay for meals by check, College credit card or by reimbursement with original receipts. When traveling with other employees for the same purpose, you may put more than one employee's meal on a meal receipt.

What if I rent a car to drive, will I have to pay taxes on it?
Rental cars are only tax exempt when rented by the College, in the College name. The billing for the rental must be directly to the College. The employee name cannot be listed as the renter on the contract, except for insurance purposes. A credit card with the employee name or cash cannot be used. All personal property taxes must be paid at the time of the rental. When traveling with other employees for the same purpose, the cost per mile will be paid for only the one driving.

If I have to park and fly, will the cost of parking my car be reimbursable?
Yes. You will need to attach a copy of the original receipt to the Travel Reimbursement form upon return to work. Please note: Use the most economical but safe parking facilities for long-term parking.

Can I claim mileage when I travel from my college to another System college? And, what if I start from my home – do I claim from home to the college?
Yes, you can claim mileage from your college to another college. Click on **provide link to most recent mileage reimbursement chart.** You can only claim the District's official miles from one in-district location to another. If you start your travel from home, you may not claim mileage from your home to your destination; you must use the mileage from your college (or business office) to your destination. You will complete a College District Personal Car Mileage form each month to turn into your supervisor for re-imbursement at your grant's rate, or the rate paid by the District. When traveling with other employees for the same purpose, the cost per mile will be paid for only the one driving.

NOTE: Be sure to check your grant contract to determine allowed grant mileage; for example, TEA grants allow 35 cents per mile, while most federal grants follow allow for LSCS a specific mileage rate.

What if I have to pay a toll or pay for parking?
You will be reimbursed for parking or toll road expenses based upon the receipt(s) you turn in. If the expense is under $75, you may be reimbursed using petty cash, assigning the correct grant account code to the form. If petty cash is not an option, you may use a Travel Expense Voucher.

How do I pay for registration fees if I attend a seminar or workshop?
You can pay for registration fees or workshop fees in several ways:

- Advance check requisition
- By p-card upon arrival
- By purchase order

How do I pay for hotel costs when I travel?
You can pay for hotel costs in advance by initiating a check request, by p-card credit card or by reimbursement. Remember to inform hotel staff that you are traveling on a grant, especially if it is a federal grant as you may be able to receive the federal rate for the room. Also, if you are traveling in Texas, you will not be subject to the State sales tax on hotel rooms.

Can I receive cash up front from the District for my travel?
Cash advances can be given for hotel charges when a credit card is not available to pay for meals up to a maximum of $35 per day and taxi and/or shuttle services. When an employee requests an advance for travel, the Request and Authorization for Leave of Absence must be completed and submitted to the college's business office. All advances will have to be accounted for upon the employee's return on a Travel Reimbursement form – NOTE: original receipts must be attached.

When I call into the office, is that reimbursable?
Yes. All actual telephone expenses related to System business are allowed.

Will the college reimburse me on my cell phone bill for College business?
No. The System will pay a stipend to you for use of your cell phone if the cell phone is used for System business. **Provide link to cell phone policy.**

What items are not reimbursed while on a trip?

- Alcoholic beverages (never allowed)
- Personal calls (local and long distance)
- Cleaning or other grooming if trip lasts less than 10 days
- Gym fees or workout room fees
- Room movie rentals
- Movies
- Flight insurance

CELL PHONES

The grant allows for communication expenses, including paying for a cell phone. How do I set up an account for a pager? How do I set up an account for a cell phone?

For a cell phone, the LSCS policy and procedure must be followed. Some grants do not allow for stipends, so an alternative account will need to be established.
The policy for cell phone payment:

- Cellular phones are not to be purchased by, licensed or directly billed to LSCS entities
- Approved business usage of cellular phones will be compensated by the addition of a payroll stipend. According to the Internal Revenue Service, this stipend is considered a non-accountable form of compensation, and is therefore taxable income.
- The Division or College DOM must approve the cellular phone stipend

- Employee requesting stipend should complete cellular stipend form and submit to supervisor for review (Note: Supervisor may request substantiation of sustained business usage; i.e., copies of previous billings)
- If approved, supervisor should submit cellular stipend form to LEO for approval
- If approved, DOM should submit cellular stipend form to LSCS Finance
- Approved stipends will be added to the employee's paycheck on a semi-monthly basis. Taxes will be withheld at the same rate as stated on employee's W-4 on file.

Reimbursement Rates:
The IRS classifies the stipend method of reimbursement as a "non-accountable" plan. This means that the employee is not required to submit any substantiation of business usage of the cellular phone to the District once a stipend has been approved for the employee. Accordingly, the rate plans are designed to cover the *business usage* of the cellular phone, and not necessarily the total cost of the phone and its usage.

The following recommended reimbursement rates are approved after taking into consideration the above rates, personal use of the phone, and tax consequences of the stipend:

$25 Stipend: This stipend is for the employee who has light to moderate usage of the cellular phone for business purposes, *or* may have heavy usage, but primarily in the local calling area.

$50 Stipend: This stipend is for the employee who has moderate to heavy usage of the cellular phone for business purposes, *or* may have light usage, but frequently travels out of the local/regional area.

$75 Stipend: This stipend is for the employee who has very heavy local usage of the cellular phone for business purposes, *or* may have moderate to heavy usage, but frequently travels out of the local/regional area.

ADVERTISING COSTS

I want to purchase promotional items; can I do that with grant funds?
No. You may purchase items that promote the grant activity, but not the college.
Advertising media include magazines, newspapers, radio and television, direct mail, exhibits, electronic or computer transmittals, and the like. You can advertise:

- Employees for the grant
- Participants for the grant
- Procurement of goods for the grants

The following public relations are disallowed:

- Costs of meetings, conventions, convocations, or other events related to other activities of the institution, including:
  - Costs of displays, demonstrations, and exhibits
  - Costs of meeting rooms, hospitality suites, and other special facilities used in conjunction with shows and other special events
  - Salaries and wages of employees engaged in setting up and displaying exhibits, making demonstrations, and providing briefings
- Costs of promotional items and memorabilia, including models, gifts, and souvenirs
- Costs of advertising and public relations designed solely to promote the institution

May I pay for printing with grant funds?
Yes. There are some limitations, such as following purchasing guidelines. However, the following is allowable:

- Publication costs include the costs of printing (including the processes of composition, plate-making, press work, binding, and the end products produced by such processes), distribution, promotion, mailing, and general handling. Publication costs also include page charges in professional publications.
- If these costs are not identifiable with a particular cost objective, they should be allocated as indirect costs to all benefiting activities of the institution
- Page charges for professional journal publications are allowable as a necessary part of research costs where
  - The research papers report work supported by the Federal Government: and
  - The charges are levied impartially on all research papers published by the journal, whether or not by federally sponsored authors.

Can I pay for entertainment costs?
No. Costs of entertainment, including amusement, diversion, and social activities and any costs directly associated with such costs (such as tickets to shows or sports events, meals, lodging, rentals, transportation, and gratuities) are unallowable.

I want to join an organization that will enhance the grant: May I pay for the membership with grant funds?
Yes and No. Use the requirements below in reaching a decision:

- Costs of the institution's membership in business, technical, and professional organizations are allowable
- Costs of the institution's subscriptions to business, professional, and technical periodicals are allowable
- Costs of membership in any civic or community organization are unallowable
- Costs of membership in any country club or social or dining club or organization are unallowable

We do not have the facilities to host or house some of the grant activities. May we use grant funds to rent a room or facility space?
Yes. Rental costs are allowable to the extent that the rates are reasonable in light of such factors as: rental costs of comparable property, if any; market conditions in the area; alternatives available; and, the type, life expectancy, condition, and value of the property leased. Rental arrangements should be reviewed periodically to determine if circumstances have changed and other options are available.

STUDENT ACTIVITIES

Can I pay for student tuition?
Yes and No. Yes: If the scope, or purpose, of the grant is to pay for student tuition, then you may pay for student tuition and scholarships.

May I pay for student activities, such as sports, convocations, etc.?
No and Maybe. Costs incurred for intramural activities, student publications, student clubs, and other student activities, are unallowable, unless specifically provided for in the sponsored agreements. Convocations, such as graduation activities, are also not allowed. However, some grants do allow for such expenses, if the focus of the grant was such.