

UNIVERSITY OF
THE DISTRICT OF COLUMBIA

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BOARD OF TRUSTEES

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BUDGET AND FINANCE COMMITTEE MEETING

+ + + + +

Wednesday,
January 15, 2014

The meeting convened at 6:30 p.m.,
Reginald Felton, Chair, presiding.

BOARD OF TRUSTEES MEMBERS PRESENT:

REGINALD FELTON, Chair
ERROL SCHWARTZ
ALEJANDRA CASTILLO

JAMES LYONS, PhD., Interim President, UDC

ALSO PRESENT:

BEVERLY FRANKLIN, Executive Secretary
JEROME SHELTON, UDC Trustee
DONALD RICKFORD, Acting CFO

DAVID FRANKLIN, Budget Director

T-A-B-L-E O-F C-O-N-T-E-N-T-S

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P-R-O-C-E-E-D-I-N-G-S

6:35 p.m. CHAIR FELTON: Okay. I'm going to call this Budget and Finance Committee meeting to order.

Ms. Franklin, could you do roll call?

MS. FRANKLIN: Mr. Felton?

CHAIR FELTON: Here.

MS. FRANKLIN: Mr. Vradenburg?

(No audible response.)

MS. FRANKLIN: General Schwartz?

TRUSTEE SCHWARTZ: Here.

MS. FRANKLIN: Ms. Castillo?

TRUSTEE CASTILLO: Here.

MS. FRANKLIN: Mr. Isaacs?

(No audible response.)

MS. FRANKLIN: Dr. Lyons?

DR. LYONS: Here.

MS. FRANKLIN: Mr. Shelton?

TRUSTEE SHELTON: Here.

MS. FRANKLIN: Mr. Chair, you have a quorum.

1 CHAIR FELTON: Thank you very
2 much, Ms. Franklin.

3 I want a motion to approve the
4 agenda but I am asking that the motion delete
5 number two and that item seven because of the
6 implications will be addressed in closed
7 sessions.

8 TRUSTEE SHELTON: So moved.

9 CHAIR FELTON: Is there a second?

10 TRUSTEE CASTILLO: Second.

11 CHAIR FELTON: Ayes?

12 (A CHORUS OF AYES.)

13 CHAIR FELTON: Opposed.

14 (No audible response.)

15 CHAIR FELTON: Okay. The ayes
16 have it.

17 Okay. This evening, we have
18 several items to discuss, and we're pleased to
19 have with us the staff to address these
20 issues. We're going to start with the FY 13
21 actuals.

22 MR. RICKFORD: This is unaudited

1 information that I have been trying to get
2 with. We are in the middle of the audit. We
3 expect to finish the audit very early next
4 week, possibly Tuesday. And I do not have as
5 yet from the audit of any recommendations for
6 adjustments. We have preliminary numbers.

7 And I wanted to make sure that I
8 presented it at this meeting because I know we
9 do not have another meeting until March, I
10 believe, for the next Board meeting. So I
11 wanted to make sure that the -- no, no, the
12 Board meets in January, not the committee.

13 CHAIR FELTON: No, the Board --
14 oh, you mean the committee.

15 MR. RICKFORD: We wanted to make
16 sure that the representatives all do a good
17 job on our end.

18 CHAIR FELTON: All right.

19 MR. RICKFORD: From operations, we
20 had a total of right near \$56 million on the
21 page. Two of the documents -- the second page
22 of the document -- for 2013, \$56,423,000. And

1 we had operating expenses of \$141 million
2 which left us with a loss in net operating
3 expenses of more than operating revenues.
4 Keep in mind that the District's appropriation
5 and some other very large items -- the Pell
6 Grant -- cannot be listed as operating revenue
7 since it's below the line.

8 When we count that additional
9 revenue of \$88 million that we got \$75 million
10 from the city, \$2.7 million in investment
11 income and \$10.68 million in other income
12 which is primarily the Pell Grant. And we
13 have a total of \$88 million -- \$88.8 million
14 in nonoperating revenues that gave us an
15 increase in net assets before Capital
16 Appropriation of \$3.9 million. Effectively,
17 that is what is adding to on unrestricted net
18 position.

19 If we go down to the condensed
20 statement on page one of assets and
21 liabilities, you will see that addition of
22 \$3.9 million plus additions from Capital

1 Relief fund balance. We would have an
2 unrestricted net position of \$17 million --
3 \$17.19 million. But it's important to note
4 that of that \$17.19 million, it includes money
5 that we owe to the Early Childhood Program.
6 That is the \$850,000 every year that we get in
7 additional appropriations for that program.
8 That is non-lapsing. Over the years, most of
9 that money was not spent. So we still have a
10 balance for them of \$1.7 million.

11 In addition, we have a net
12 position of this relief of the capital
13 projects still in there. So that \$3.7
14 million, if you take that from there, the true
15 unrestricted balance at this time is
16 approximately \$13 million.

17 DR. LYONS: May I interrupt?

18 CHAIR FELTON: Of course.

19 DR. LYONS: But if you look from
20 an operational standpoint, it doesn't mean
21 that of that \$13 million that we do not have
22 some things there that we know we must do

1 operationally. So I don't want to give the
2 impression that there's no thought that has
3 gone into this.

4 And one of the items in there
5 would be a subject for an Executive Session.

6 CHAIR FELTON: And so, for the
7 Board, if there are such things that need to
8 be committed, when would you be aware of them?

9 MR. RICKFORD: Some of them I'm
10 already aware of. But we don't have a firm
11 number on those things. Some of them are
12 related to some legal issues we have out
13 there. And also some of the items that we've
14 looked at and we've included in the strategic
15 plan, we may want to look at using some fund
16 balance for some of those things. But no
17 decisions, as far as I know, have been made.

18 CHAIR FELTON: Dr. Lyons, when
19 would you expect that there would be some
20 recommendations on that for the Board?

21 DR. LYONS: In some instances,
22 very soon. There's a couple of items that are

1 ongoing. There are a couple of items where
2 we're trying to tally those processes and
3 totals. I would hope that within the next
4 month, we'd have a much better picture.

5 But as I said --

6 CHAIR FELTON: You're not
7 optimistic that we would have that by our full
8 Board meeting on January 28?

9 DR. LYONS: No, I'm not
10 optimistic.

11 And like I said, I'll have more to
12 say about that in Executive Session because
13 some of this is legal and some is personnel.

14 CHAIR FELTON: Understood.

15 TRUSTEE CASTILLO: Could you just
16 clarify for me some of these entries so that
17 I have a better understanding?

18 MR. RICKFORD: Sure.

19 TRUSTEE CASTILLO: Going to assets
20 -- others -- there was a significant increase
21 from 2011 to 2013. What is that other? What
22 does that include?

1 We're looking at \$2.2 million.

2 And that's page one of that.

3 MR. RICKFORD: We have in there
4 accrued interest receivable and some
5 receivables from audit components we missed.

6 TRUSTEE CASTILLO: What's an
7 example of that -- other receivables within
8 the --

9 MR. RICKFORD: Just any
10 transactions we have from the audit components
11 we missed from within the District that we
12 have not collected on as yet.

13 TRUSTEE CASTILLO: Do you have any
14 grants?

15 MR. RICKFORD: Yes. We have
16 grants in there.

17 Yes, some are nongrant, what we
18 would call fee-for-service transactions --

19 TRUSTEE CASTILLO: Okay.

20 MR. RICKFORD: -- maybe as a
21 profit margin included in it. The grants we
22 record separately.

1 TRUSTEE CASTILLO: Okay. And
2 could you go to the net position --
3 nonexpendable restricted net position?

4 MR. RICKFORD: Yes.

5 TRUSTEE CASTILLO: What is that?

6 And I'm sorry. I'm trying to
7 understand plain English here.

8 MR. RICKFORD: Sure. Yes.
9 There's been a change because of I think
10 GASBY, statement number 63. The way this
11 information is presented -- I always say as an
12 old timer, we used to use fund balances. They
13 changed that up and they're now using net
14 position. And they've broken it out.

15 And for example, I mentioned
16 earlier that although you see the net position
17 here unrestricted as \$17 million, if you break
18 it out more it would have an expendable
19 restricted portion which is why I mentioned
20 just now that part of that is for the Early
21 Childhood Program and part of it is related to
22 capital.

1 But effectively, that is the net
2 value of what the University assets -- the net
3 position. If you take your assets and you
4 minus all of the liabilities, that's what we
5 are worth.

6 TRUSTEE CASTILLO: So the non-
7 extendable, what does that include?

8 MR. RICKFORD: The non-extendable?
9 One second. I'll give you the breakdown on
10 that.

11 That would include amounts that
12 are owed to the District. That's mostly money
13 that we owe to the District government.

14 CHAIR FELTON: For services?

15 MR. RICKFORD: Well, they pay
16 things on our behalf.

17 CHAIR FELTON: Okay.

18 MR. RICKFORD: And we end up --
19 the portion, for example, when we get an
20 appropriation from them -- the local money --
21 we do not own what is left over. That's why,
22 for example, when we got the \$9.8 million last

1 year, that was really a residue -- a fund
2 balance that was left over from 2008. We
3 couldn't just spend that money because
4 technically it belongs to the District
5 government. And we do hold it as part of our
6 fund balance restricted. And in at least two
7 cases, I know we went to them and asked them
8 to get us that debt. And that's how we're
9 allowed to spend it.

10 TRUSTEE CASTILLO: So the last
11 question I have is expendable restricted net
12 position. There was a significant drop from
13 2011 to 2012. What is that based on? It's
14 right underneath the non-expendable.

15 MR. RICKFORD: One second. The
16 expendable, the one we have -- grants and
17 contracts -- basically that \$187,000 are
18 basically grants and contracts. That's what
19 you're talking about -- the \$187,000?

20 CHAIR FELTON: She was asking why
21 the difference. You see how much we had in
22 '11, '12 and '13.

1 MR. RICKFORD: Just as a normal
2 process of the transactions we have every
3 year. That's just the balance that is left in
4 there.

5 TRUSTEE CASTILLO: It's the
6 balance that was left.

7 MR. RICKFORD: Left.

8 TRUSTEE CASTILLO: But does that
9 explain why the drop?

10 MR. RICKFORD: Well, the drop --
11 well, so you have transactions occurring
12 during the year.

13 TRUSTEE CASTILLO: Yes.

14 MR. RICKFORD: We had a balance
15 last year. In effect, we would have used more
16 than we brought in for those three restricted
17 ones -- the funds that would normally flow
18 through the year. So we had less revenue than
19 we expended. So we had to reduce that fund
20 balance at the end of the year.

21 There are things that are set
22 aside for specifically, but I can't tell you

1 off the top of my head what they were -- that
2 we expended during the year.

3 CHAIR FELTON: So it has to do
4 with the volume of transactions?

5 MR. RICKFORD: Yes. The
6 transactions --

7 CHAIR FELTON: The cost is
8 unspecified.

9 MR. RICKFORD: Effectively last
10 year, we had \$1.7 million left. But there
11 were things -- obligations -- that we had to
12 meet during the year that required us to use
13 that money.

14 Remember, it was restricted for
15 specific purposes. So when we -- yes, when
16 those purposes came up, we had to spend the
17 money for that. That's why we label it
18 restricted. It's that it is not our money but
19 it's available to spend for specific reasons.

20 TRUSTEE CASTILLO: So one last
21 question. Is this the report that you get,
22 Dr. Lyons, in terms of balancing the budget?

1 DR. LYONS: We get more. I have
2 more information. We talked in greater detail
3 than this.

4 TRUSTEE CASTILLO: I understand --

5 MR. RICKFORD: This is something
6 that we generally prepare once at the end of
7 the year. But we have monthly reports that we
8 prepare and quarterly reports that would give
9 you more in terms of the budget and
10 expenditures as opposed to what our net
11 position for the year -- how we ended up the
12 year financially.

13 TRUSTEE CASTILLO: And I only ask
14 the question only because obviously the
15 management tool for your purposes, Dr. Lyons,
16 I'm sure you can appreciate how the things
17 change -

18 DR. LYONS: Oh, I agree. And Don
19 and I have talked about this issue. And we
20 have to from the management side receive more
21 frequent information. We ought to be able to
22 provide your committee and the audit committee

1 more frequent information. And Don has
2 committed to making it happen because we can't
3 run our business in an end-of-the year kind of
4 reports. And we're committed to doing that.

5 CHAIR FELTON: Yes. This is a
6 discussion that we continue to have.

7 So you understand there are things
8 that impact the ability to do that. But
9 nonetheless, it's frustrating for the Board.

10 Can you talk about this and some
11 of the things that impact the identity of the
12 staff?

13 MR. RICKFORD: The two significant
14 things that are impacting our ability to
15 present information in a timely manner -- the
16 system -- the management system -- that was
17 implemented I believe in 2011. There are a
18 number of issues that we have to get through.
19 All of the functionality is not being used for
20 the system. And it's created some problems
21 for us. But most important is the lack of
22 staff. We've had a reduction of since last

1 spring, I believe ten positions. We have no
2 controller, no deputy controller. Right now,
3 I don't have a manager of accounting. Ms.
4 Seena (phonetic) has been in place for a total
5 of 40 hours. I sign her time sheets today so
6 I know. And I think we have two vacant
7 accounting positions.

8 So basically, we're running a
9 control operation without staff. There are
10 three accountants whom I don't think anyone
11 would classify any of the three of them as
12 super accountants. One is good.

13 TRUSTEE CASTILLO: We don't need
14 to go into the details.

15 MR. RICKFORD: So those are the
16 things that affect us.

17 And we have a significant issue
18 with that because we have the management from
19 the central controller's office and the CFO's
20 office.

21 TRUSTEE CASTILLO: So my last
22 question, if I may -- and I apologize to my

1 colleagues -- I know that the issue of the
2 system was something that we tackled last
3 year. It created some problems. Is there any
4 way that we're reconciling this system? Or
5 are we still just in kind of limbo from where
6 we were last year?

7 MR. RICKFORD: I wouldn't describe
8 it as being in limbo. We are reconciling the
9 system. The problem is that functionally
10 processing transactions and for example,
11 billing for interagency grants is much more
12 difficult because the grant money was not
13 fully functional. So we're working on that
14 now to make those things fully functional.

15 And the receiving functions for
16 goods and services, we don't have that
17 functionality. So all of that is done
18 manually. It slows up the processes
19 significantly. There's a lot more manual
20 intervention than we should have.

21 TRUSTEE CASTILLO: Not to mention
22 prone to error.

1 MR. RICKFORD: Yes. Absolutely.

2 CHAIR FELTON: I guess, I don't
3 understand. Okay. The system issue hopefully
4 at some point will be resolved. The personnel
5 issues, if people are placed by the District,
6 what is it that we could do so they understand
7 the urgency? It's one thing to have two
8 positions vacant. But it seems to me this is
9 a very extreme situation.

10 MR. RICKFORD: Yes. And there are
11 efforts right now. So for those positions, I
12 believe we just got certifications this week.
13 And there will be interview teams that will be
14 meeting the candidates next week for a number
15 of those positions.

16 But there wasn't much help for me
17 during this whole process that we don't have
18 a controller or deputy in place.

19 CHAIR FELTON: But I do remember
20 one year -- and you remember -- where we
21 actually had folks temporarily assigned.

22 TRUSTEE SHELTON: Yes, we did have

1 temporary positions. My question though is
2 you're making budget information available to
3 your boss on a regular basis.

4 MR. RICKFORD: Yes.

5 TRUSTEE SHELTON: And you're
6 having trouble making information available to
7 the Board because its format is in conflict
8 with the format for your boss.

9 MR. RICKFORD: Two completely
10 different formats actually.

11 TRUSTEE SHELTON: Right. But the
12 format that has priority in your world is the
13 format that you must give to the District
14 government.

15 MR. RICKFORD: I absolutely have
16 -- well, let me put it this way. I'm judged
17 more on that. I would be fired if I don't
18 provide it.

19 TRUSTEE SHELTON: And therefore,
20 you don't have the personnel to run two
21 separate information systems.

22 MR. RICKFORD: To produce two sets

1 of reports in the time frame.

2 CHAIR FELTON: That's correct.

3 MR. RICKFORD: Yes.

4 TRUSTEE SHELTON: And so, your
5 office is satisfied with the documentation
6 that's available as to the budget for a report
7 for the University basically. Yes? Right?

8 MR. RICKFORD: Yes.

9 TRUSTEE SHELTON: Whereas as the
10 Trustees are not comfortable with the way --
11 I'm not comfortable -- with the way we're
12 getting information from the District
13 government. Therefore, it seems imperative
14 that you proffer from your stature some
15 suggestions as to how we as a University can
16 get timely budget information. Because you
17 see, whatever commitment -- whatever that
18 really means, they have to produce for us what
19 you produce for your boss so that your boss
20 can do business, so that we must have someone
21 so that we can do business. Is that something
22 you're prepared to recommend to the Board?

1 MR. RICKFORD: Yes, I am. And we
2 will produce those reports for you.

3 CHAIR FELTON: But I think the
4 question is what else might we be able to do
5 either -- or a simple question would be if you
6 have a system that works for one body, why
7 can't you at least do an echo of that work or
8 us? It has to work practically. If that
9 gives the Board the kind of confidence that
10 we're moving because I don't think anyone here
11 -- at least this year -- is concerned that
12 we're running out of money. But we better
13 have enough but we're not running out. But on
14 the other hand, the system that we are forced
15 to use doesn't give us that confidence.

16 So I guess my question is is there
17 a way to interpret reports that you provide to
18 the District in a way that the Board feels
19 more confidence about what you're talking
20 about.

21 MR. RICKFORD: And the answer to
22 that is yes. Yes. And I meet quite

1 frequently with the President on that and I
2 guess we will have to schedule the process for
3 getting this information more frequently to
4 the Board as opposed to just when we meet
5 here. I can provide you with monthly reports.

6 CHAIR FELTON: It's an interim
7 measure, but it's better than where we're at.

8 DR. LYONS: Let me answer the
9 question for Don. You just asked him if he
10 was satisfied. No, he is not satisfied.

11 TRUSTEE SHELTON: But he --

12 DR. LYONS: Wait.

13 TRUSTEE SHELTON: Yes, sir. Yes,
14 sir.

15 DR. LYONS: I can tell you're not
16 satisfied because we've talked about it, and
17 he knows better. He knows what we need to
18 receive. He's working hard. He's worked at
19 the University of Connecticut. So he's knows.
20 And we've talked about that.

21 So to that extent, he's satisfied.
22 He said yes. You said yes. That's the wrong

1 answer because that's not what you're
2 communicating to me. We've talked about it.
3 And as you said, even on an interim measure,
4 if we can use the same reports that you have
5 to give to your folks, then we would have
6 something.

7 Then I think everybody knows that
8 it's unacceptable for us not to be able to get
9 any reports and have to keep begging and
10 pleading and so forth. But I have a
11 commitment and I have his word that it is
12 going to get better and we are going to have
13 reports more frequently of whichever kind.

14 But the staff thing though -- and
15 also, he has reported. We've discussed that.
16 And he has reported to his supervisor that the
17 staffing problem is a mess. And that it is
18 restricting us. We've talked about that as
19 well.

20 CHAIR FELTON: But as a Board, can
21 we do anything else to help move that
22 situation into the District in your view?

1 DR. LYONS: Well, once we decide
2 -- and then I guess here for me is the test.
3 If we say, Don, we need quarterly reports, and
4 you'd been saying this for a whole lot so you
5 don't have --

6 CHAIR FELTON: You read my mind.

7 DR. LYONS: I understand that.

8 But we're saying as we've talked
9 to Don, we need to have quarterly reports and
10 we determine when that is going forward, if we
11 don't get them, then yes, we need to talk to
12 his boss and others because we have to have
13 it.

14 CHAIR FELTON: But there was a
15 decision made at previous meetings.

16 DR. LYONS: Well, I don't know how
17 far back you go and so forth. But --

18 CHAIR FELTON: We want to help
19 you. This is not about blaming. This is
20 about --

21 DR. LYONS: And I'm not taking it
22 in that spirit. But I'm just saying if we

1 keep having this same conversation, then we've
2 got to go to somebody beyond Don to help him
3 deliver. I mean, that's all I'm saying.

4 I'll feel foolish if I keep coming
5 here saying the same thing myself. So we know
6 -- I'm reading the emails and all that. I
7 don't want to keep coming in having the
8 Trustees say to me, Mr. President, we can't
9 get any reports. So I mean, at some point,
10 the rubber has to meet the road. Either we
11 get the reports or then we have to have them
12 go --

13 CHAIR FELTON: I appreciate that.
14 It's just that we came to the same conclusions
15 several months ago.

16 DR. LYONS: Is that right?

17 CHAIR FELTON: Oh, yes. Since
18 you've been here.

19 DR. LYONS: Is that right?

20 CHAIR FELTON: Yes, sir.

21 DR. LYONS: So I can't plead that
22 I --

1 (LAUGHTER.)

2 CHAIR FELTON: No.

3 DR. LYONS: You cut me off at the
4 pass, didn't you?

5 TRUSTEE CASTILLO: And if I may,
6 it's not the intent -- at least from where I
7 stand -- to micromanage the financials but the
8 axiom is an institution is only as good as its
9 financial. And it's also telling because if
10 you look at the trend, it really begs a lot of
11 questions. For example, if the Pell Grant has
12 decreased, is that strictly because of the
13 attendance -- the student body -- or is there
14 something else that we should think about?

15 So when I look at these
16 financials, I'm also looking at what's the
17 story here, and what can we as the Board of
18 Trustees who serve on different committees try
19 to anticipate for the next two, three, five
20 years down the road so these financials can
21 actually be stronger and much more positive
22 for the University.

1 MR. RICKFORD: And I commit to you
2 that they will be stronger.

3 We are in the process now -- let
4 me just back up a bit. When I came here, I
5 was surprised to find out that we had
6 implemented a system and we did not procure
7 the reporting module that posted it. I have
8 never heard of an organization putting in a
9 new system and you had no way to pull the
10 details of the report.

11 We have since I've been here made
12 arrangements through the CFO's IT shop to
13 implement the reporting tool. We have done
14 one third of the process so far. We have done
15 the budget process which means we will be able
16 to give you the reports that you would like to
17 get.

18 Now we didn't have that
19 flexibility. Before that, you would have to
20 have someone with technical knowledge to write
21 programs to get a report. And unfortunately,
22 one of the persons that was laid off just

1 before I started was the only person that had
2 those skills in the Finance Office. So we are
3 without that person. We are without that
4 person and without a tool until recently.

5 The next steps of implementing
6 that process would be for the EP function and
7 also for the student -- the student accounting
8 function -- if you want to get that because
9 that's in the area from the revenue standpoint
10 that we need to do a lot of analysis that we
11 cannot do now because we have no tools to
12 massage the data.

13 TRUSTEE SHELTON: Excuse me. In
14 the system that you're using --

15 MR. RICKFORD: Yes.

16 TRUSTEE SHELTON: -- there are
17 modules or apps that we're learning to call
18 them that would make that process applicable.
19 Have there been any requests for these apps?
20 Can we as a university purchase those apps?

21 MR. RICKFORD: This is the
22 university system. This is not a solar

1 system.

2 TRUSTEE SHELTON: But the system,
3 you're saying to me, is incomplete in its
4 reporting modules.

5 DR. LYONS: Was.

6 MR. RICKFORD: Was.

7 TRUSTEE SHELTON: And you've
8 gotten some support from --

9 MR. RICKFORD: From the central
10 CFO. They're allowing us to use their in
11 effect software.

12 TRUSTEE SHELTON: Which is
13 compatible with the system we have?

14 CHAIR FELTON: Yes. Absolutely.

15 TRUSTEE SHELTON: So how long has
16 that been accessible?

17 MR. RICKFORD: Three weeks.

18 CHAIR FELTON: Very recent.

19 TRUSTEE SHELTON: Because if you
20 have the system, we would anticipate the
21 information. But on three weeks --

22 MR. RICKFORD: And that is only

1 for addressing part of the reporting
2 requirements, mostly for budget-related
3 issues, budget and expenditures and so on.

4 But we have now applied that
5 towards the student accounting system so that
6 we can massage the other two and so forth.
7 And more in the controller's office, too.

8 CHAIR FELTON: Well, we appreciate
9 the update. But I think you understand how we
10 feel about it.

11 MR. RICKFORD: Absolutely.

12 CHAIR FELTON: Okay. If there are
13 no more questions, can we move to the next
14 item, please?

15 TRUSTEE CASTILLO: Yes.

16 CHAIR FELTON: FY 14 budgeting
17 actuals.

18 MR. RICKFORD: For FY 14, we just
19 started the year with somewhat of a concern
20 over the overestimation of the tuition
21 revenue. But based on steps that were taken
22 by the President and the management team, that

1 issue has been resolved. So at this point, I
2 do not have significant concerns that we have
3 any budget pressures. So I will report on the
4 various funds that we've received, we budgeted
5 and what we've spent to date.

6 For the appropriated funds, the
7 appropriation was \$66.7 million.
8 Approximately, we've spent and obligated so
9 far \$10 million of that. That leaves a
10 balance that as of December 31st of \$56.6
11 million.

12 For the --

13 CHAIR FELTON: Where is that?

14 MR. RICKFORD: On page one --

15 CHAIR FELTON: The \$56.6 million.

16 MR. RICKFORD: Down to the bottom.

17 We highlighted by green. Sorry. The green
18 column.

19 For the indirect costs, we've
20 budgeted \$1.269 million. To date, we've spent
21 none of that. So that balance is still fully
22 available.

1 The post-secondary education fund
2 was budgeted at \$7.7 million. And we've spent
3 \$842,000 of that. So we still have \$6.2
4 million available.

5 For the expendable endowment
6 income fund, it was budgeted at \$750,000.
7 We've spent \$347,000 with a balance of
8 \$402,000 remaining.

9 And for the tuition fund, it was
10 budgeted at \$30.8 million. We've spent \$9
11 million leaving a balance of \$21 million.

12 But just as we arrived, I
13 mentioned that we had overestimated the
14 tuition revenue. So that \$21 million if we
15 were to do a budget amendment, it would drop
16 it down to approximately \$17.8 million or so.
17 So \$4 million that the tuition revenue was
18 overestimated by. And those budgets were
19 allocated so we implemented reductions in
20 individual budgets for each functional area to
21 make sure they do not spend that money.

22 These are both in the PS area and

1 NPS, we implemented those reductions. In the
2 PS area by not filling positions that are
3 vacant until later in the year. And some, we
4 will not fill at all. In the NPS area, there
5 was an across-the-board cut of four percent.

6 CHAIR FELTON: So basically, you
7 put a cap on the expenditures --

8 MR. RICKFORD: Yes.

9 CHAIR FELTON: -- to try to make
10 the \$4 million overestimate.

11 MR. RICKFORD: Yes.

12 CHAIR FELTON: Sorry. Question?

13 TRUSTEE CASTILLO: May I?

14 CHAIR FELTON: Sure.

15 TRUSTEE CASTILLO: So how do you
16 assess the burn rate? How do you assess the
17 burn rate? Are some units burning through
18 their allocated funds quicker than others?
19 Are you assessing that at all?

20 MR. RICKFORD: Well, yes. I'll
21 put it this way. Some of the units are more
22 efficient in using their money. There is a

1 tendency of some other units to spend their
2 money very late in the school year.

3 TRUSTEE CASTILLO: And do you have
4 any explanation as to why we overestimated by
5 \$4 million the tuition?

6 MR. RICKFORD: My understanding is
7 that since the budget is done so much in
8 advance of the approval process, there were
9 projections based on the expectation that the
10 Board would have approved a tuition increase
11 last year. And my understanding is the Board
12 had rejected that increase. That's primarily
13 the reason for the overestimate.

14 TRUSTEE CASTILLO: And then my
15 last question, under the "agency financial
16 operations total," what is the accounting
17 operations? What does that entail at a total
18 of \$1.9?

19 MR. RICKFORD: You're on page two?

20 TRUSTEE CASTILLO: I'm on page
21 one.

22 On page one, you have "agency

1 financial," the second pink entry. What does
2 accounting operations include?

3 MR. RICKFORD: That is our office
4 -- the Finance Office.

5 TRUSTEE CASTILLO: Just for my
6 edification, I see that -- and I'm just
7 picking randomly -- the law school has a
8 revised budget of \$1.7 million. And the
9 accounting operations has a revised budget of
10 \$1.9 million.

11 MR. RICKFORD: This is by fund.
12 You have to look at all the different funds.

13 TRUSTEE CASTILLO: Okay.

14 MR. RICKFORD: This is just for
15 the appropriated funds.

16 TRUSTEE CASTILLO: Appropriated.

17 MR. RICKFORD: Yes. This does not
18 include the money that they get from tuition
19 and from fees and so on.

20 TRUSTEE CASTILLO: Then why is
21 accounting so high?

22 MR. RICKFORD: It's because we're

1 using city-appropriated dollars for our whole
2 operations. We generally don't use a lot of
3 -- any, I think -- I don't recall -- I don't
4 think we use much -- no, we don't use any of
5 the tuition money, right? We use all
6 appropriated dollars for the accounting
7 operations and finance operations.

8 TRUSTEE CASTILLO: Okay. Because
9 I'm curious since you said that there were so
10 many vacancies. You weren't fully staffed.
11 So I'm just wondering how does that money get
12 expended? Is it IT services that you pay for?
13 Is it --

14 MR. RICKFORD: No, no. If we are
15 not staffed, the money lapses into what you
16 would call the fund balance for that position.
17 Yes.

18 DR. LYONS: In other words, had
19 the position been filled, they wouldn't expect
20 much more money.

21 TRUSTEE CASTILLO: Okay.

22 TRUSTEE SHELTON: Under your

1 indirect costs recovered --

2 MR. RICKFORD: Yes?

3 TRUSTEE SHELTON: -- \$1.265

4 million?

5 MR. RICKFORD: Yes.

6 TRUSTEE SHELTON: And zero spent?

7 MR. RICKFORD: Yes.

8 TRUSTEE SHELTON: Did they submit
9 a plan of how they are planning to use this
10 money over the year?

11 MR. RICKFORD: No. I think that
12 is an issue. I think the deans have requested
13 that we meet with the Presidents on it. You
14 may remember seeing a copy of one of the
15 emails from the Dean of the School of Business
16 on that.

17 Basically in the past, the
18 University would allocate those funds
19 partially to back the schools to help
20 encourage research and so on. And some of it
21 was used for other administrative costs. And
22 a full determination has not been made as yet

1 as to how we will allocate -- how much we will
2 allocate back to the schools.

3 That was done in the past except
4 for last year. I believe it was funded for
5 use to meet the requirement for the community
6 college.

7 DR. LYONS: Exactly. And so, the
8 University had decided to do what it is the
9 deans want to do and that is use some of its
10 money to incentivize -- help people understand
11 that if you write grants to bring in indirect
12 costs, your school -- your department -- will
13 benefit from it. And money was distributed
14 but then it was cut out of the budget. And I
15 know the deans want to talk to me about how
16 we're going to handle this going forward.

17 TRUSTEE CASTILLO: Okay.

18 DR. LYONS: And they already know
19 that I strongly support having some of that
20 money go back to the departments.

21 TRUSTEE CASTILLO: May I ask one
22 more question?

1 So we're entering now the second
2 quarter. And some entries have zero monies
3 that have been spent.

4 MR. RICKFORD: Yes.

5 TRUSTEE CASTILLO: How do you
6 manage or monitor or encourage folks to use
7 this money in a kind of quarterly way? Your
8 statement at the beginning was that some
9 people are better than others.

10 MR. RICKFORD: Okay. Sure.

11 TRUSTEE CASTILLO: But if you're
12 entering the second quarter and a department
13 hasn't used anything, is it because you
14 haven't captured it or is it because they just
15 haven't used it?

16 MR. RICKFORD: Because they
17 haven't used it because keep in mind that what
18 -- over two thirds of our expenditures are
19 personnel-related. So in the case of NPS,
20 sometimes it's just strategic decisions of
21 when they want to acquire whatever it is they
22 plan to use that money for. So there's no

1 real formula how fast or how slow they'll use
2 it. But I would say that I have noticed that
3 some departments are much slower than others
4 expending their money.

5 TRUSTEE SHELTON: And you have
6 historic data on the performance of these
7 departments to know that they will spend it or
8 do you do a mid-cycle review and then re-
9 balance the budget?

10 MR. RICKFORD: Yes. I think
11 historically in the end, most of them would
12 spend their money. Last year was a bit
13 different in 2013 because I think people were
14 just I think cautious about spending because
15 of the financial pressures we had. And in the
16 end, some departments did not use all of their
17 allocations. But generally people
18 historically if you look back, in the end they
19 would spend their your money but at different
20 rates during the year.

21 TRUSTEE CASTILLO: May I follow up
22 on that?

1 CHAIR FELTON: Sure.

2 TRUSTEE CASTILLO: And again, when
3 I look in my agency, I'm suspicious when
4 people are not using their monies and spend it
5 at the end because they're spending the money
6 in order to make sure that it doesn't go back.
7 In our case, it goes back to Treasury.

8 So let me go back to the original
9 question that I asked. What mechanisms are
10 there to ensure that people are strategically
11 using their monies in a timely manner to avoid
12 the free-for-all spending -- and I don't mean
13 it in that term, but for a lack of a better
14 term -- just the quick spending at the last
15 quarter?

16 MR. RICKFORD: I cannot tell you
17 that we have any mechanisms in place to
18 prevent that, other than the normal
19 procurement process that if the procurement
20 office sees that people are over-ordering
21 things they may question it. Auditing? Of
22 course, they're auditing. But there's no

1 mechanism in place to monitor that.

2 CHAIR FELTON: Let me ask a
3 clarifying question. I've worked in
4 organizations where you have to project when
5 you expect to spend the money -- a plan. I'm
6 assuming we don't have that requirement.

7 MR. RICKFORD: Only broadly, we
8 usually have to give them projections.

9 CHAIR FELTON: The departments?

10 MR. RICKFORD: The departments,
11 no. There are no --

12 TRUSTEE SHELTON: For the record,
13 we've had a history of freezing the assets --
14 this is Jerome Shelton - freezing the assets
15 or making it subtly clear that you can't
16 anything because we were holding it for
17 whatever reasons as we tried to make sure that
18 we were not over budget. At the end of each
19 budget year, we would almost have a moratorium
20 on spending from the dean from the schools
21 whereas all of the executive spending would be
22 done from one office basically is what I

1 observed.

2 So the staff and the personnel
3 used to not having full access -- I think --
4 full access to their funds because at some
5 point someone will stop it or some emergency
6 will supersede the direction of the funding.

7 CHAIR FELTON: Another comment
8 before we move on?

9 DR. LYONS: Yes. There's -- and I
10 don't want to open this up -- but there's
11 another issue implicit in your question. And
12 that is if we can ever get ourselves on a true
13 budget process -- institutional budget process
14 cycle -- you can deal with that because if
15 you're not spending your money, you don't need
16 it the next time around.

17 CHAIR FELTON: Right.

18 DR. LYONS: And so, we have to
19 develop a budget process that will allow us to
20 sit down and talk about that so that I can
21 look you in the eye and say well, look, last
22 year you didn't send all that money or you

1 didn't spend it until August and you sat on it
2 until October.

3 But we don't have that kind of
4 process in place. And I know we're talking
5 about it and we've got to get there.

6 CHAIR FELTON: Any more comments
7 before we move on? I appreciate that
8 discussion. Can we move to the next item,
9 please?

10 MR. RICKFORD: The next item is
11 the raw numbers for the FY 15 budget
12 submission. And for the local funding, the
13 city has notified us that they're allocating
14 \$66.7 million. Tuition-estimated budget this
15 year is around \$28.7 million. And for post-
16 secondary education, there was a shifting of
17 some of those funds into tuition. So the
18 post-secondary is \$3.275 million this year.
19 The endowment fund is the same as it was last
20 year -- \$750,000. The indirect costs we're
21 budgeting at \$1.649 million for a total budget
22 for us of unrestricted budget of \$101.2

1 million.

2 TRUSTEE SHELTON: Would you
3 explain the deficit of \$3.778 million in post-
4 secondary?

5 MR. RICKFORD: Okay. That was
6 just the shifting of -- we record those funds.
7 Then we report them. You may recall that I
8 mentioned earlier that in 2014, the tuition
9 budget was overestimated by approximately \$4
10 million.

11 TRUSTEE SHELTON: Okay.

12 MR. RICKFORD: Effectively, we
13 have shifted some of the post-secondary
14 revenue into tuition -- tuition and fees.
15 There were fees that were previously recorded
16 as post-secondary. We put it in the tuition
17 and fees category.

18 So if you take the reduction of
19 the \$4 million that was overstated in '14 --
20 it was overestimated in '14 -- and we shift
21 over the difference from the post-secondary
22 fund and the additional amount that we reduced

1 that to come up with the tuition revenue that
2 we took into consideration a collection factor
3 that we do not collect 100 percent of what we
4 charge the students.

5 CHAIR FELTON: Other questions?

6 TRUSTEE CASTILLO: Just a quick
7 question. So a federal grant -- Pell Grant --
8 excluded/included, am I to interpret this as
9 a Pell Grant? Federal grants?

10 MR. RICKFORD: Yes. Okay. In '14
11 because of I would label it as misinformation
12 that was given to the Council, they removed
13 the Pell Grant budget -- the amount for Pell
14 Grants. And we now have to go back to get
15 that budget reinstated because according to
16 the rules that the governmental accountant
17 standards boards have, we have to record it as
18 a grant revenue and expense in the grant area
19 and allow provision for a Pell Grant. We
20 cannot record it as a pass-through as is done
21 in private universities. And under the GASBY
22 rules, we cannot use it. We're under the

1 GASBY rules, and there was a misinterpretation
2 during the budget approval process last year.
3 And as a result, the Council reduced the
4 budget by the amount of the Pell Grant.

5 CHAIR FELTON: And they should not
6 have.

7 MR. RICKFORD: They should not
8 have. Yes.

9 CHAIR FELTON: So it's an
10 accounting issue?

11 MR. RICKFORD: Yes.

12 CHAIR FELTON: Other questions?

13 (No audible response.)

14 CHAIR FELTON: I guess my comment,
15 of course, is again our local subsidy
16 continues at the \$66 million in spite of our
17 discussion.

18 Okay? Let's move forward.

19 Tuition and fees?

20 DR. LYONS: Yes. Mr. Chairman,
21 that general topic is related to the letter
22 that I sent to you.

1 One of the things that has caused
2 so many strategic plans to end up as shelf
3 documents -- well, there are two major reasons
4 -- one, the lack of an implementation plan
5 after we do all that good work, and second,
6 funds to support the plan. And so as we
7 developed and went through the strategic plan
8 process, we did build in some financials so
9 that we can really carry out the plan, take
10 those dollars and really invest it in the
11 plan.

12 And so, we are proposing -- and we
13 haven't settled on all of the specifics -- but
14 we just wanted to make it clear that we're
15 going to be coming back to you proposing that
16 the Board adhere to its own policy of tuition
17 increase and that you would consider this
18 policy -- implementing your tuition policy --
19 over the next five years -- 2015 to 2020.

20 And then there are some new fees
21 -- a new fee that we're proposing which would
22 support the expanded career and professional

1 development programming that we're going to
2 really ramp up, and in addition to fee
3 increases in the area of athletics and the
4 University Student Center fees.

5 Now, we realize that we're trying
6 to grow the enrollment. And so, we've got to
7 look at the total fees because clearly we
8 don't get anywhere if we increase the fees by
9 X dollars and we lose 300 students. So as we
10 put this plan together looking at in a given
11 year would it look like if we increased the
12 tuition based on the Board's model, increase
13 the athletic fee, Student Center fee, et
14 cetera, how will students recoup those
15 dollars, would we expect the Pell Grant to
16 pick up some of that, what do we discount in
17 terms of putting some of that money back into
18 student scholarships. We'll have to look at
19 the package because as I said we don't want to
20 drive students toward having to borrow more
21 money to stay here nor do we want to run
22 students away because we're putting more of a

1 burden on them than they can handle.

2 But I did want to say to you that
3 we are looking at all of these items as a part
4 of now implementing the strategic plan. And
5 there is a process for tuition increases in
6 conversation. We have to obviously interact
7 with our students and faculty and staff, et
8 cetera. So we just want you to know that
9 that's our thinking, that's what we're
10 planning. And we will be coming back to you
11 with specific dollar amounts and presenting
12 this.

13 CHAIR FELTON: Well, this is
14 certainly consistent with what the Board
15 approved.

16 Any comments?

17 (No audible response.)

18 CHAIR FELTON: Okay. Well, I
19 think you must continue to remind us of our
20 commitment.

21 DR. LYONS: But seriously though,
22 we want to.

1 If the reality is -- and we all
2 understand that -- that you can produce the
3 best looking document and the best worded
4 document and the most visionary document
5 that's ever been produced. So if you don't
6 have an implementation plan and strategy and
7 if you don't have the resources to put behind
8 it, it will go on the shelf with the others.

9 CHAIR FELTON: I think we do
10 understand that. As a Board, I think the
11 concern continues to be the local subsidy.

12 DR. LYONS: Right.

13 CHAIR FELTON: And politically, we
14 get this gee, you shouldn't raise tuition and
15 you shouldn't charge more fees. But these are
16 with the increases in subsidy. And that's
17 where we're in finances.

18 TRUSTEE SHELTON: I'm sorry. We
19 just have to be more dynamic in the areas that
20 we control. We're going to have to squeeze
21 more blood out of a turnip, if you will.
22 We're just going to have to look at where we

1 can make money and start making money in those
2 areas. That's why I consistently ask what is
3 the parking doing. I mean, eventually we'll
4 know.

5 But those kinds of revenue makers
6 -- we had an event at the gymnasium where it
7 was a boxing match. There is a lot of need
8 for large spaces that help generate outside
9 income.

10 I was in a discussion today is we
11 ought to start talking to Gold's Gym about
12 using the pool, negotiating co-habitation on
13 this hill. Those are things that get us
14 money. And we have to start looking that way
15 so that we begin to control our own destiny.

16 CHAIR FELTON: I guess the larger
17 question is is that the message that's going
18 out from your office.

19 DR. LYONS: Well, there are two --

20 CHAIR FELTON: Identifying
21 opportunities. That's not specific, in other
22 words.

1 DR. LYONS: Well, yes. I don't
2 know about the co-habitation.

3 (LAUGHTER.)

4 TRUSTEE SHELTON: I was talking
5 about using the same space.

6 DR. LYONS: Oh.

7 (LAUGHTER.)

8 DR. LYONS: I just wanted to be
9 sure.

10 TRUSTEE SHELTON: You all have
11 large vocabularies. Those of us with small
12 vocabularies have other definitions of co-
13 habitation.

14 DR. LYONS: I just wanted to be
15 sure we're on the same page.

16 But we are talking about -- and in
17 the strategic plan and before the strategic
18 plan, we have been talking about how we can
19 generate additional revenue. The reason that
20 Ms. Jumper and her staff and the principal
21 education people moved to have that boxing
22 match here was to get in the direction to move

1 into the notion and help people understand
2 that we have facilities, we can do great
3 events. We didn't make any money on that one
4 but we have invited them to come back.

5 Now, you can have issues with
6 boxing. But aside from that, the purpose was
7 to show that we can do some things and
8 generate revenue.

9 We have the new facility coming on
10 line. There are definite plans, and we talk
11 about those plans. So it is consistent. We
12 have to exercise more control over what we can
13 do. And we've got a big facility here
14 strategically located. We have a lot of
15 events here. And we're talking about stepping
16 up those events. We had a national pageant
17 here.

18 One of the challenges you have, of
19 course, is people don't want to pay. But
20 we'll have to work through that. And they
21 want to come in your facilities and don't want
22 to pay but so much. They don't want to pay

1 market rates. But I had a lady tell me well,
2 if I was going to pay that, I could go to the
3 Washington Hilton. Well, that's true. But we
4 can do some things for you. You can save
5 money and we can make money. But that is
6 definitely part of our strategy.

7 TRUSTEE CASTILLO: Dr. Lyons,
8 quick question. I would have responded to
9 that woman that said I can go to the Hilton,
10 she could, but it may not be available because
11 there's so much demand for space in this town.

12 Under whose portfolio would that
13 fall under -- the concept of looking at ways
14 to generate funds? Is it a facility? Is it
15 a committee? Is it something that comes out
16 of your office? Where does that live?

17 DR. LYONS: I think that it's
18 really institution-wide. There's no single
19 portfolio. Probably the facilities area --
20 that's Jumper's area -- talks about it more
21 than anyone else. But I think that's for
22 obvious reasons. It's over the space and is

1 involved in it.

2 But I think there's a general
3 understanding as again expressed in the
4 strategic plan and before the strategic plan
5 that we've got to do more to raise money.
6 That's why we're looking at expanding our
7 continuing education operation, for example --
8 getting into training and customized training
9 before we can generate revenue.

10 But it isn't housed in a single
11 unit or division specifically.

12 CHAIR FELTON: But I guess added
13 to that is where is the push coming from?

14 DR. LYONS: From all of us. I
15 mean, I think it's part of the culture.
16 Everybody knows that we need to do more. And
17 we talk about it all the time. And so, it
18 isn't any single person's -- well, let me back
19 up -- in university advancement. If you look
20 at a university organization, university
21 advancement would be the place where that's
22 driven. I misspoke. That's where you have

1 the university advancements. They're
2 responsible for fund raising, in many places
3 grants and contracts, alumni relations, et
4 cetera. So that would be the portfolio
5 person.

6 But again, we all talk about it.

7 CHAIR FELTON: Yes.

8 DR. LYONS: Housing, you've heard
9 our Vice President of Student Affairs stand up
10 talking about doing things in the residence
11 halls during the summer. You heard our Vice
12 President for Facilities. So everybody
13 understands that. But the person whose job
14 this is -- whose job is on the line in that
15 arena would be the Vice President for
16 University Advancement.

17 CHAIR FELTON: Along with that --
18 probably not tonight -- but we'd be interested
19 in what are some of the things that are going
20 on and what are some of the incentives that
21 are planned so that people not only are
22 personally committed but they see that their

1 program or their department could benefit
2 through some revenue sharing. I mean, I just
3 thought that wouldn't be that significant an
4 option.

5 DR. LYONS: Well, it is an option.
6 And again, we recognize that and accept that
7 for the main reason that Trustee Shelton
8 pointed out. I mean, it's been made very
9 clear to us that the local subsidy is not
10 going to change in the immediate future. I
11 mean, so you can't even ask for more of a
12 local subsidy if the budget process tells you
13 what your mark is for the next year. So we
14 recognize that and understand that.

15 And as I said, at least at the top
16 leadership level, everybody is talking about
17 that. And I think you'll see results.

18 CHAIR FELTON: Okay. Thank you.

19 Again, I want to express my
20 appreciation of the kind of discussion we've
21 had up until this point. We'll now entertain
22 a motion to move into Executive Session.

1 Okay. Can I have a motion of a
2 Committee member to move into Executive
3 Session?

4 TRUSTEE CASTILLO: Motion to move
5 into Executive Session.

6 CHAIR FELTON: Is there a second?
7 (No audible response.)

8 CHAIR FELTON: All right. I'll
9 second it.

10 Roll call, please. Well, let's
11 wait until the General returns. He's on a
12 phone call.

13 MS. FRANKLIN: Okay. Mr. Felton?

14 CHAIR FELTON: Yes.

15 MS. FRANKLIN: General Schwartz?

16 TRUSTEE SCHWARTZ: Here. Yes.

17 MS. FRANKLIN: Ms. Castillo?

18 TRUSTEE CASTILLO: Yes.

19 MS. FRANKLIN: Mr. Vradenburg?

20 (No audible response.)

21 MS. FRANKLIN: Dr. Lyons?

22 DR. LYONS: Yes.

1 MS. FRANKLIN: Mr. Isaacs?

2 (No audible response.)

3 MS. FRANKLIN: Mr. Shelton?

4 TRUSTEE SHELTON: Yes.

5 CHAIR FELTON: The Budget and
6 Finance Committee of the Board of Trustees has
7 voted to enter Executive Session in accordance
8 with Section 2-575(a)(b) of the D.C. Code for
9 the purpose of discussing the appointment,
10 employment, assignment, promotion, performance
11 evaluation, compensation, discipline,
12 demotion, removal or resignation of government
13 appointees, employees or officials.

14 The Committee will now begin the
15 Executive Session.

16 TRUSTEE CASTILLO: I have an 8:00
17 o'clock conference call.

18 CHAIR FELTON: We will not be
19 coming back.

20 (Whereupon, at 7:24 p.m., the
21 hearing was adjourned.)

22

A		ALEJANDRA		B
\$1.265 39:3	25:8 29:15	1:12	arena 59:15	based 13:13 32:21
\$1.269 33:20	absolutely 20:1	11:12	arrangements	36:9 51:12
\$1.649 46:21	21:15 31:14 32:11	allocate 39:18 40:1	29:12	basically 13:17,18
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\$10.68 6:11	accountants 18:10	allocations 42:17	asking 4:4 13:20	beginning 41:8
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In the matter of: Budget and Finance Committee

Before: UDC

Date: 011-15-14

Place: Washington, DC

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