

# Finance Committee

April 1, 2026 | 3:00 pm – 4:30 pm



## Onsite:

Greater Portland Transit District  
114 Valley Street, Conference Room A | Portland, ME 04102

## Remote:

Please click the link below to join the webinar:

<https://us02web.zoom.us/j/83746486913?pwd=WWplCvksYLOkbafCTmn5gImQQlyHpP.1>

Passcode: 190105 | Webinar ID: 837 4648 6913

Phone: (646) 931-3860 | Telephone participants: \*9 to raise hand, \*6 to unmute

## MEETING AGENDA

AGENDA ITEM	PRESENTER	ACTION or INFORMATION
<b>1. Call Meeting to Order (3:00)</b>	Josh Remy, Committee Chair	N/A
<b>2. Public Comment (3:00-3:05)</b> The Finance Committee welcomes public comment. For items NOT listed on this agenda, the chair will recognize speakers at this point on the agenda. For items on the agenda, the chair will recognize public comment following the staff presentation. There is a 3-minute time limit per speaker.	Josh Remy, Committee Chair	Information
<b>3. Approval of Meeting Minutes (3:00-3:05)</b> The committee will be asked to approve minutes from the February 4, 2026 meeting of the Finance Committee.	Josh Remy, Committee Chair	<b>ACTION</b>
<b>4. Financial Management Best Practices (3:05 – 3:25)</b> Staff will present a draft of Financial Management Best Practices to support the Finance Committee’s Strategic Plan goal of Planning for Long Term Financial Sustainability.	Shelly Brooks, Chief Financial Officer	Information
<b>5. Fare Policy Analysis (3:25 – 3:45)</b> Staff will present the preliminary recommendations for adjustment to the regional fare policy, including estimated impacts on ridership and revenue.	Mike Tremblay, Director of Transit Development	Information
<b>6. Facility Funding Strategy (3:45 – 4:05)</b> Staff will detail the strategies being considered to acquire federal funds and the required local match, as well as property acquisition funding.	Megan Hannan, Director of Government Affairs &	Information

	Community Engagement	
<b>7. Future Agenda Items Timeline (4:05 – 4:20)</b> Staff will present a timeline for future agenda items.	Shelly Brooks, Chief Financial Officer	Information
<b>8. Future Agenda Items (4:20 – 4:25)</b> Committee members may request future agenda items. <ul style="list-style-type: none"> <li>• Fare Increase Analysis- May</li> <li>• 2025 Financial Audit- May</li> <li>• PACTS Transit Funding Formula- May</li> <li>• Scarborough Pilot Service Budget Approval- May</li> <li>• Long Range Financial Forecasting- August</li> <li>• Funding Strategy for CIP- August</li> <li>• Fleet Replacement Schedule- August</li> <li>• 2026 FTA Triennial Review- October/November</li> <li>• Review Financial Policies- October/November</li> <li>• Facility Funding Strategy Followup- TBD</li> </ul>	Josh Reny, Committee Chair	Information
<b>9. Upcoming Meetings (4:25 – 4:30)</b> <ul style="list-style-type: none"> <li>• Mkt/Coms Committee – April 8, 2026 at 3:30 pm</li> <li>• Plan/Ops Committee – April 15, 2026 at 10:30 am</li> <li>• Advocacy Committee – April 16, 2026 at 3:00 pm</li> <li>• Executive Committee – April 22, 2026 at 3:30 pm</li> </ul>	Josh Reny, Committee Chair	Information
<b>10. Adjournment (4:30)</b>	Josh Reny, Committee Chair	<b>ACTION</b>

*As of November 9, 2022 Greater Portland METRO is holding meetings of the Board of Directors (and its committees) in hybrid format, both in person at METRO's offices and via webinar. The remote portions of all meetings are conducted in accordance with the requirements of [METRO's Remote Participation Policy](#) (adopted August 25, 2022) as well as LD 1772, PL 2022 Ch. 666, and 1 MRSA Chapter 13, Subchapter 1.*



**Greater Portland Metro Finance Committee**  
**Wednesday, February 4, 2026 at 3:00 pm**  
**DRAFT Meeting Minutes:**

Member:	Municipality:	Role:	Status:
Josh Reny	South Portland	Chair	Present
Paul Bradbury	Portland	Vice Chair	Present
Merrill Barter	Falmouth	Member	Present
Tom Poirier	Gorham	Member	Absent
Ed Suslovic	Portland	Non-voting Attendee	Present
Wes Pelletier	Portland	Non-voting Attendee	Present

Staff Present	Identified Members of the Public
Shelly Brooks – Chief Financial Officer Glenn Fenton – Executive Director Chad Heid – Chief Transportation Officer	None

- I. **With a Quorum in place, this meeting was called to Order By:** Josh Reny at: 3:00 pm
- II. **Public Comment:**  
No members of public were present.
- III. **Approval of October 15, 2025 Draft Meeting Minutes:**  
Paul Bradbury motioned, seconded by Merrill Barter to approve the October 15, 2025 meeting minutes. After a roll call vote, the motion passed unanimously of those present.
- IV. **2026 Final Operating Budget**
- V. **2026-2030 Capital Improvement Program**  
The committee decided to review both items IV and V together and vote on both following the review. Shelly Brooks presented an overview of the revisions to the 2026 Operating and Capital Budget.

Shelly presented revisions to the 2026 Operating budget, totaling \$54,124, bringing the final 2026 Operating budget to \$20,206,630. An increase of 4.96% over 2025.

Expenditure revisions were made in Wages and Benefits, Services and Fees, Fuel, Fluids and Tires, Supplies and Equipment, Utilities and Insurance. The major drivers of expenditure changes are related to increases in health insurance premiums and anticipated rising cost of CNG fuel. These increases were offset by reductions in wages related to turnover, services and fees and lower liability insurance premiums than estimated.

Revenue revisions were made in State Operating funding and ARPA Service Improvement Funding. State Operating funding includes a small amount of discretionary awarded funding related to fare analysis and tap to pay implementation marking, which was overstated in the October approved 2026 Operating Budget by about \$17,000. ARPA Service Improvement funding was increased by a little over \$65,000 due to 2025 estimated expenditures coming in slightly lower, leaving more funding available to carry forward into 2026.

Shelly presented revisions to the 2026-2030 Capital Improvement Program. The Replacement Facility Planning project federal funding for 2026 was increased related to an application to the PACTS Discretionary Funding Program.

Project 510- Administrative Copier Replacement was added for approval with this revision. Additionally, there was a local match transfer from 202- Security Project to cover the local match requirement of this added project.

Questions:

- Ed questioned that the changes to the Capital Improvement Program did not change the local match assessment to the member communities. Shelly confirmed that there is no change to member capital assessments with the CIP revisions.
- Paul asks about capital costs associated with tap to pay implementation. Glenn explained that Metro was awarded discretionary funding from Maine DOT to purchase the hardware needed for implementation. Glenn also explained that there will be some impact to operating costs associated with this implementation, and that is not included in the 2026 budget, due to unknown implementation timeline. Glenn stated that the increase in revenue related to the tap to pay implementation is estimated to cover the increased costs.

After a roll call vote, motioned by Paul Bradbury and seconded by Merrill Barter, the budget and capital improvement program modifications was unanimously approved to present to the full board February 26, 2026.

**VI. Future Agenda Items:**

The committee discussed future agenda items they would like added to the list, along with revisions to some items. Electric Bus KPIs should be revised to Fleet Replacement Schedule. The committee requested the addition of Projected Fare Increase Analysis. Josh Reny requested that staff bring a future agenda timeline for the committee to consider at their next meeting.

- Workplan Development (Strategic Plan)- Ongoing
- Review Financial Policies (Fund Balance/Procurement)- TBD
- Long Range Financial Forecasting- Ongoing
- Fare Increase Analysis- TBD
- Funding Strategy for Capital Improvement Program- TBD
- Facility Funding Strategy- TBD
- Fleet Replacement Schedule- TBD
- 2025 Financial Audit- May/June
- Federal and State Funding Outlook- Ongoing
- 2026 FTA Triennial Review- July/August

**VII. Upcoming Meetings:**

- Advocacy Committee – February 19, 2026 at 3:00 pm
- Executive Committee – February 23, 2026 at 3:30 pm
- Board of Directors – February 26, 2026 at 4:00 pm
- Finance Committee – March 4, 2026 at 3:00 pm
- Mkt/Coms Committee – March 11, 2026 at 3:30 pm
- Planning/Ops Committee – March 18, 2026 at 10:30 am
- Facility Planning Committee- TBD

**VIII. Adjournment:** Paul Bradbury motioned, Merrill Barter seconded. Josh Reny adjourned the meeting at 3:40 pm.

## FINANCE COMMITTEE

## AGENDA ITEM 4

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### DATE

April 1, 2026

### SUBJECT

Financial Management Best Practices

### PURPOSE

To review Financial Management Best Practices drafted in support of the Finance Committee's strategic plan goal of long-term financial sustainability.

### BACKGROUND/ANALYSIS

In June 2025, Metro's Board of Directors approved a revised strategic plan which established goals for each Board Committee. The Finance Committee's goals are outlined below:

#### FINANCE COMMITTEE

##### **Plan for Long Term Financial Sustainability**

- Achieving the industry benchmark by increasing fare recovery to 25%
- Develop, maintain and monitor long-term financial forecast
- Maintain clean audit reports with no material weaknesses
- Develop long-term plan to achieve targeted Fund Balance
- Carefully evaluate service expansion for fiscal sustainability

##### **Diversify Revenue Sources**

- Identify new funding sources
- State operational support advocacy
- Identify new opportunities for Pass Programs
- Evaluate revenue caps, minimum revenue guarantees, and annual contributions for route support
- Increase non-fare miscellaneous revenue

##### **Asset Management**

- Ensure assets are replaced on a coordinated, properly funded schedule
- Plan for major capital expenses and budget accordingly

As part of advancing these goals, the Finance Committee requested that staff develop a set financial management best practices to assist with the goal of planning for long term financial sustainability.

Staff are providing the draft of Financial Management Best Practices document as attachment A for the Committee's review and feedback.

**FISCAL IMPACT**

None

**PRIOR COMMITTEE REVIEW**

None

**RECOMMENDATION**

This item is for committee discussion and consideration.

**CONTACT**

Shelly Brooks, Chief Financial Officer  
207-221-8710 [sbrooks@gpmetro.org](mailto:sbrooks@gpmetro.org)

**ATTACHMENTS:** Attachment A – Financial Management Best Practices

# AGENCY POLICIES AND PROCEDURES



Policy Title:		Financial Management Best Practices	
Policy Series:	Finance 300	Policy #:	FN-300-006
Creation Date:	March 19, 2026		
Revision Date(s)			
Related Document(s)			
Lead Department:	Finance- Administration		
Department Head Approval:		Date:	
Executive Director Approval:		Date:	
Board Approval (if needed)		Date:	

**1. POLICY PURPOSE**

This policy establishes financial management best practices that support Greater Portland Transit District’s (GP Metro) goal of maintaining clean audit reports and fiscal transparency. It is intended to guide oversight, continuous improvement and assist with the creation of supporting policies and procedure manuals to implement these best practices.

**2. POLICY GOALS**

This policy establishes financial management standards and internal controls that promote:

- Clean audit opinions with no material weaknesses or significant deficiencies
- Fiscal transparency and accountability
- Compliance with all applicable federal, state and local requirements
- Sound stewardship of public funds entrusted to GP Metro

**3. POLICY STATEMENT(S) AND/OR STANDARD OPERATING PROCEDURES**

Greater Portland Transit District is committed to maintaining strong financial governance, effective internal controls, and transparent financial reporting. Management shall administer financial operations in accordance with this policy, and in coordination with other supporting policies, to support accurate financial reporting, audit readiness, and long-term financial sustainability.

**A. Roles and Responsibilities**

- i. *The Board of Directors/Finance Committee*  
 The Board of Directors and Finance Committee shall provide financial oversight and policy direction to ensure the long-term financial stability and integrity of the organization. Responsibilities include:

- a. Adopting the annual operating and capital budgets.
- b. Reviewing periodic financial reports to monitor financial performance, budget compliance, and financial risks.
- c. Approving financial policies and significant financial decisions consistent with the organization's long-term goals and financial sustainability.
- d. Ensuring appropriate stewardship of public funds through financial oversight and accountability.
- e. Reviewing annual audit results and monitoring corrective actions, if necessary.

ii. *Executive Director*

The Executive Director is responsible for the overall financial management of the organization and ensuring adherence to adopted financial policies. Responsibilities include:

- a. Implementing financial policies adopted by the Board of Directors.
- b. Ensuring adequate resources and organizational support exist to maintain strong financial management practices.
- c. Authorizing expenditures consistent with the approved budget and procurement policies.
- d. Promoting a culture of fiscal responsibility and accountability across the organization.
- e. Reviewing financial performance and taking corrective action when necessary.

iii. *Finance Department*

The Finance Department shall serve as the primary steward of the organization's financial management systems, internal controls, and financial reporting.

Responsibilities include:

- a. Maintain financial records in accordance with applicable accounting standards, grant requirements, and federal, state, and local regulatory requirements.
- b. Support compliance with this policy by providing guidance, procedures, and periodic training to departments and staff responsible for implementation and adherence to policy requirements.
- c. Promoting a culture of fiscal responsibility and accountability across the organization.
- d. Establish and maintain internal controls designed to safeguard assets, ensure accuracy of financial reporting, and promote operational efficiency.
- e. Monitor financial activities for compliance with adopted policies, approved budgets, and funding requirements.
- f. Prepare timely, accurate, and transparent financial reports to support management and Board oversight.
- g. Coordinate the annual independent audit and serve as the primary liaison with external auditors and regulatory agencies.
- h. Oversee grant financial management to ensure compliance with funding requirements.
- i. Maintain financial record retention in accordance with legal requirements and organizational policy.
- j. Support budget development and long-range financial planning.
- k. Identify opportunities to improve financial processes and strengthen internal controls.

iv. *Department Directors and Managers*

Department leadership shares responsibility for financial stewardship and policy compliance.

Responsibilities include:

- a. Managing department budgets within approved appropriations.
- b. Promoting a culture of fiscal responsibility and accountability across the organization.
- c. Ensuring expenditures are necessary, reasonable, and aligned with organizational

- objectives.
  - d. Complying with procurement, financial, and internal control policies.
  - e. Providing accurate operational and financial information needed for budgeting and reporting.
  - f. Participating in financial training as required.
  - g. Promptly identifying and communicating financial risks or irregularities.
- v. *All Employees*  
All employees share responsibility for protecting organizational resources.  
Responsibilities include:
- a. Complying with all financial policies and internal control procedures.
  - b. Ensuring proper use of organizational resources.
  - c. Reporting suspected fraud, waste, or abuse.
  - d. Completing required financial or compliance training.

#### **B. Internal Controls & Risk Management**

- vi. GP Metro shall maintain a documented system of internal controls consistent with recognized frameworks.
  - a. Appropriate segregation of duties where practical.
  - b. Documented financial procedures supporting this policy.
  - c. Proper authorization and approval of financial transactions.
  - d. Regular reconciliation of financial accounts.
  - e. Physical security of cash and other financial assets.
  - f. Management review of financial activity and variances.
  - g. Periodic evaluation of financial risks and control effectiveness.
- vii. Segregation of duties shall be implemented for key financial processes, including:
  - a. Cash handling and reconciliation
  - b. Cash receipts and bank account reconciliation
  - c. Payroll Processing
  - d. Accounts payable and vendor maintenance
  - e. Journal entry preparation and approval
- viii. Financial risks shall be periodically assessed, and mitigating controls shall be implemented.
- ix. Audit findings shall be promptly addressed, documented, and monitored until resolved.

#### **C. Budgeting & Financial Planning**

- i. GP Metro shall adopt a preliminary annual operating and capital budget approved by the Board by November 1st each year.
- ii. Budget development shall align with strategic objectives, service plans, labor agreements, and capital funding requirements.
- iii. The final annual operating and capital budget shall be presented to the Finance Committee and Board for approval by March 1st of the following year.
- iv. Multi-year financial forecasting shall be utilized to assess long-term fiscal impacts.

#### **D. Cash, Revenue & Expenditure Management**

- i. GP Metro shall establish written procedures for cash handling, fare revenue, and other receipts.
- ii. Bank accounts shall be reconciled timely and independently reviewed.
- iii. Disbursements shall be supported by proper authorization and documentation.
- iv. Payroll, overtime, and benefit costs shall be monitored to ensure accuracy, compliance, and fiscal control.
- v. Public funds shall be safeguarded against misuse, loss, or fraud.

#### **E. Grant & Compliance Management**

- i. Grant revenues and expenditures shall be tracked separately and reconciled to the general ledger.
- ii. Costs charged to grants shall be allowable, allocable, and properly documented.
- iii. Grant reporting and reimbursement requests shall be submitted timely and approved by authorized staff.
- iv. GP Metro shall comply with Single Audit and all applicable grant compliance requirements.

#### **F. Financial Reporting & Audit Readiness**

- i. Financial statements shall be prepared in accordance with GAAP and applicable GASB standards.
- ii. GP Metro shall perform timely monthly and year-end closes with documented reconciliations.
- iii. External audits shall be supported through organized records, schedules, and management responses.
- iv. Management shall review audit results with the Finance Committee and Board and implement corrective actions as needed.

#### **G. Transparency & Public Accountability**

- i. GP Metro shall make budgets, audited financial statements, and other required financial information available to the public.
- ii. Financial information shall be presented clearly and accurately to promote understanding and trust.
- iii. GP Metro shall comply with open meetings, public records, and transparency laws.

#### **H. Continuous Improvement & Training**

- i. Finance staff shall receive ongoing training related to accounting standards, compliance, and internal controls.
- ii. Financial policies and procedures shall be periodically reviewed and updated.
- iii. Management shall pursue process improvements and best practices to strengthen financial operations.

### **4. IMPLEMENTATION GUIDANCE**

This policy shall be reviewed periodically by management and the Finance Committee and updated as necessary to reflect regulatory changes, audit recommendations, or operational needs.

In the course of implementation of these policies & procedures, staff are advised to consult the supporting policies and procedures in 300- Finance series, 400- FTA series and 500- Procurement series.

*Effective policies and procedures are designed to help employees manage the most common circumstances. They cannot provide answers to all circumstances employees may face. When facing circumstances not expressly contemplated by this policy, your decisions and actions should be based on the policy purpose, policy goals, your best judgment, and the broader public interest.*



## Finance Committee

## AGENDA ITEM 6

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### **DATE**

April 1, 2026

### **SUBJECT**

Facility Funding Considerations

### **PURPOSE**

To review strategies being considered to acquire federal funds and the required local match, as well as property acquisition funding.

### **BACKGROUND/ANALYSIS**

Metro has continued to expand bus service to meet the needs of the growing Greater Portland communities and will need to upgrade its present facility or build a new facility to meet the needs of the community in the next 40 years.

Metro contracted LaBella Associates to conduct a Facility Alternative Assessment in 2025-26 to develop a solution to this growth driven problem. The object of the assessment was to determine if the current facility could be retrofitted to meet the growing needs; if a neighboring property, for which Metro holds the lease, could be adapted to become the new facility; to combine them; or to find another location to buy or build. LaBella presented its findings to Metro leadership staff February 3, 2026.

The estimated cost for the new facility is \$75M, which would be more or less depending on retrofitting the current building/s, selling the present building and buying new land for new construction, or another suitable building to retrofit.

Metro's strategy to fund the planning and construction of the new facility is to layer, or stack funding from as many areas as possible - Federal, State, and local. Other similar transit projects have included a capital campaign, tapping into the community even further.

### **Federal Funding**

Staff are actively seeking notices of federal funding opportunities. These funding sources include:

Federal Funding Source	Match
<p><b>Bus and Bus Facility Grant Program</b> (Section 5339) are available to construct bus-related facilities, including technological changes or innovations to modify low or no emission vehicles or facilities. Funding is provided through formula allocations and competitive grants.</p>	<p>80% non-Federal match required Although, depending on the area chosen, the match may be as low as 0%</p>
<p><b>Low or No Emission (Low-No) Grant Program</b> (Section 5339-c) is still an option, even if it is less likely during the administration. Depending on the timing, a new administration may make this another viable option.</p>	<p>Match as above</p>
<p><b>BUILD Grants</b> are awarded for planning or constructing surface transportation infrastructure projects that will improve safety; environmental sustainability; quality of life; mobility and community connectivity; economic competitiveness and opportunity including tourism; state of good repair; partnership and collaboration; and innovation. Awards are up to \$25M.</p>	<p>Match as above</p>
<p><b>Capital Investment Grants-</b> "New Starts" &amp; "Small Starts" may be applicable due to the relationship with the BRT development, and are up to \$400M</p>	<p>Match as above</p>

In February of this year, Metro submitted a BUILD (Better Utilizing Investments to Leverage Development) grant to the US DOT / FTA to fund the planning phase, from preliminary to final engineering, which will result in a shovel-ready project with a Federal NEPA decision document. Following the planning stages, Metro will need to fund the new facility itself.

Staff will follow the Federal NOFO (Notice of Funding Opportunity) process for new openings and will write a proposal for each as they come on line, which is every year at different times of the year.

State Funding

At the state level, Metro has already begun a conversation with MaineDOT about contributing to assist Metro with property acquisition for the new facility. That request for support began in 2021 when MaineDOT agreed to support the leasing of 151 St John St with an option to buy. More recently MaineDOT agreed to a request for a state match to fulfill the BUILD grant. Metro staff will continue to pursue a formal commitment from MaineDOT for assistance with acquiring the necessary real estate to build Metro’s new facility.

### Local Funding

Metro will likely need to provide some level of local match for construction of the new facility. Bonding of this investment will likely be the best option to protect Metro member communities from the project increasing assessments significantly.

Metro staff have a plan for discussions with the member communities staff and elected officials, as well as the local state legislators, to show the economic impact the Metro already has and the potential that will be realized with a new facility and the subsequent service improvements it allows. Studies show that for every dollar invested in quality transit, \$5 is returned to the communities. The “pitch” to the member communities will include data showing this effect in Southern Maine and similar communities in New England. The investment in the new Metro facility will be the infrastructure imperative to continue the economic growth Greater Portland is now seeing and hopes to continue for the next 30 - 50 years.

### **FISCAL IMPACT**

Undetermined at this time.

### **RECOMMENDATION**

Information only.

### **CONTACT**

Megan Hannan  
Director of Government Affairs  
207-221-8709  
[mhannan@gpmetro.org](mailto:mhannan@gpmetro.org)



## FINANCE COMMITTEE

## AGENDA ITEM 7

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### DATE

April 1, 2026

### SUBJECT

Future Agenda Items Timeline

### PURPOSE

To review the Finance Committee's work plan and future agenda items for the 2026 meeting schedule.

### BACKGROUND/ANALYSIS

At the February 4, 2026 meeting, Finance Committee Chair Josh Reny requested that staff draft a future agenda timeline and committee workplan for Committee's consideration as part of the 2026 meeting schedule.

Staff have prepared the proposed workplan, included as attachment A. This schedule reflects anticipated timelines for recurring business items such as the annual audit, budget development, and tax anticipation note (TAN) financing. It also incorporated topics requested by the Committee, scheduled throughout the year based on staff capacity and available agenda space.

Some items are currently listed with "to be determined" dates as staff continue to evaluate when sufficient information will be available for meaningful updates. Additionally, there may be a need throughout the year to add time-sensitive items and adjust the timing of other topics to later meetings as appropriate.

### FISCAL IMPACT

None

### PRIOR COMMITTEE REVIEW

None

### RECOMMENDATION

This item is for committee discussion and consideration.

### CONTACT

Shelly Brooks, Chief Financial Officer  
207-221-8710 [sbrooks@gpmetro.org](mailto:sbrooks@gpmetro.org)

**ATTACHMENTS:** Attachment A – Finance Committee Future Agenda Timeline

## Finance Committee Future Agenda Items:

May	<ul style="list-style-type: none"><li>• Fare Increase Analysis</li><li>• 2025 Financial Audit</li><li>• PACTS Transit Formula Funding</li><li>• Scarborough Pilot Service Budget Approval</li></ul>
June	<ul style="list-style-type: none"><li>• Board of Directors Meeting (No Committee Meetings)</li></ul>
July	<ul style="list-style-type: none"><li>• Summer Break (No Board or Committee Meetings)</li></ul>
August	<ul style="list-style-type: none"><li>• Long Range Financial Forecasting</li><li>• Funding Strategy for CIP</li><li>• 2027 Budget Kick-off</li></ul>
September	<ul style="list-style-type: none"><li>• 2027 Budget Review</li></ul>
October x2	<ul style="list-style-type: none"><li>• 2027 Budget Review</li><li>• 2027 Budget Approval</li></ul>
November	<ul style="list-style-type: none"><li>• 2027 TAN Financing Approval</li><li>• 2026 FTA Triennial Review Results</li><li>• Procurement Policy Revisions</li></ul>
December	<ul style="list-style-type: none"><li>• Board of Directors Meeting (No Committee Meetings)</li></ul>

