

## Work Session

Monday, March 21, 2022 Immediately following the 7:00 PM Special Meeting  
Waconia High School - Room C107, 1650 Community Drive, Waconia, MN 55387

### 1. Superintendent Updates

**Presenter:** Pat  
Devine,  
Superintendent

#### 1.A. Enrollment Projection

#### 1.B. Staffing for 2022-2023

##### 1.B.1. General Ed

##### 1.B.2. Mandated (due to case load expectations)

#### 1.C. ESSER Funding Allocation

##### 1.C.1. Dean of Students

##### 1.C.2. EL Personnel

#### 1.D. Administrator Hiring Process

##### 1.D.1. Human Resources Director

##### 1.D.2. Finance Director

##### 1.D.3. Teaching & Learning Director

##### 1.D.4. Buildings & Grounds Director

#### 1.E. Other

#### 1.F. 21-22 Revised Budget

**INDEPENDENT SCHOOL DISTRICT #110**  
**Preliminary General Fund Budget - Operating Fund**  
**Revenues and Expenditures by Object - Excluding Operating Capital and LTFM**  
**2021-2022 with Comparative Information for years 2019-2020 through 2020-2021**

	2019-2020	2020-2021	2020-2021	2021-2022	2021-2022
	Audited Actuals	Revised Budget	Audited Actuals	Preliminary Budget	Revised Budget
<b>Revenues and Other Sources:</b>					
Local Property Tax Levies	\$ 5,838,912	\$ 6,190,346	\$ 6,186,305	\$ 7,874,696	\$ 7,874,697
Other Local and County Revenues	1,047,003	823,182	1,052,046	1,119,367	1,373,032
State Sources	36,976,245	38,227,273	38,105,731	38,983,409	39,145,039
Federal Sources	865,974	2,174,026	2,073,894	418,801	1,625,476
Sales and Other Financing Sources	4,958	17,255	9,456	7,800	364,730
<b>Total Revenues and Other Sources</b>	<b>\$ 44,733,092</b>	<b>\$ 47,432,082</b>	<b>\$ 47,427,432</b>	<b>\$ 48,404,073</b>	<b>\$ 50,382,974</b>
<b>Expenditures and Other Uses:</b>					
Salaries and Wages	\$ 27,350,460	\$ 27,689,307	\$ 27,514,505	\$ 27,992,265	\$ 29,242,171
Employee Benefits	10,004,564	10,542,945	10,682,092	10,724,586	10,943,191
Purchased Services	5,527,036	5,726,405	5,704,431	5,744,170	6,356,592
Supplies and Materials	1,183,367	2,148,417	1,820,029	1,722,815	2,324,836
Capital Expenditures	6,067	118,946	103,091	119,962	169,962
Debt Service	181,602	80,000	124,158	80,000	55,000
Other Expenditures and Financing Uses	261,808	290,071	253,749	277,789	298,189
<b>TOTAL EXPENDITURES</b>	<b>\$ 44,514,904</b>	<b>\$ 46,596,091</b>	<b>\$ 46,202,055</b>	<b>\$ 46,661,587</b>	<b>\$ 49,389,941</b>
Surplus or (Deficit) of Revenues and Other Sources Over (Under) Expenditures and Other Uses	<b>\$ 218,188</b>	<b>\$ 835,991</b>	<b>\$ 1,225,377</b>	<b>\$ 1,742,486</b>	<b>\$ 993,033</b>

<b>Fund Balance at the Beginning of the Year</b>	<b>\$ (6,412,536)</b>	<b>\$ (6,194,343)</b>	<b>\$ (6,194,343)</b>	<b>\$ (5,358,352)</b>	<b>\$ (4,968,968)</b>
<b>Nonspendable</b>	40,035	50,000	142,221	50,000	50,000
<b>Restricted/Reserved</b>					
Staff Development	-	-	-	-	-
Area Learning Center	-	-	2,728	-	-
Third Party Billing - Medical Assistance	8,583	13,500	63,767	15,500	15,500
Gifted and Talented	-	-	-	-	-
Safe Schools	15,664	15,664	16,468	6,613	6,613
Other Purposes	-	-	13,318	-	-
<b>Unassigned</b>	<b>(6,258,625)</b>	<b>(5,437,516)</b>	<b>(5,207,470)</b>	<b>(3,687,979)</b>	<b>(4,214,437)</b>
<b>Fund Balance at the End of the Year</b>	<b>\$ (6,194,343)</b>	<b>\$ (5,358,352)</b>	<b>\$ (4,968,968)</b>	<b>\$ (3,615,866)</b>	<b>\$ (4,142,324)</b>

**INDEPENDENT SCHOOL DISTRICT #110**  
**Preliminary General Fund Budget - Operating Fund**  
**Revenues by Object and Expenditures by Finance Code - LTFM Program Only**  
**2021-2022 with Comparative Information for years 2019-2020 through 2020-2021**

	2019-2020	2020-2021	2020-2021	2021-2022	2021-2022
	Audited Actuals	Revised Budget	Audited Actuals	Preliminary Budget	Revised Budget
<b>Revenues and Other Sources:</b>					
Local Property Tax Levies	\$ 406,450	\$ 203,028	\$ 179,176	\$ 334,719	\$ 334,719
Other Local and County Revenues	102,286	134,247	122,647	134,247	134,247
State Sources					
Federal Sources					
Sales and Other Financing Sources					
<b>Total Revenues and Other Sources</b>	<b>\$ 508,736</b>	<b>\$ 337,275</b>	<b>\$ 301,823</b>	<b>\$ 468,966</b>	<b>\$ 468,966</b>
<b>Expenditures and Other Uses:</b>					
Physical Hazards	\$ 48,620	\$ 51,250	\$ 24,431	\$ 51,199	\$ 51,199
Other Hazardous Materials	10,128	13,500	3,470	13,500	9,000
Environmental Health & Safety Management	85,334	88,525	72,687	88,422	88,422
Asbestos Removal	19,460	-	3,339	-	4,500
Fire Safety	28,992	35,000	24,221	35,000	35,000
Indoor Air Quality	2,977	1,000	518	1,000	1,000
Accessibility	204	-	56	-	-
Building Envelope (Excluding Roofs)	4,350	43,000	42,990	115,000	98,100
Building Hardware & Equipment	10,350	-	1,623	30,000	30,000
Interior Surfaces	14,217	20,010	19,277	20,000	40,000
Mechanical Systems	18,465	29,950	37,963	35,000	35,000
Roofing Systems	33,885	-	-	40,000	20,000
Site Projects	231,930	47,075	46,717	35,000	51,900
<b>TOTAL EXPENDITURES</b>	<b>\$ 508,912</b>	<b>\$ 329,310</b>	<b>\$ 277,292</b>	<b>\$ 464,121</b>	<b>\$ 464,121</b>
Surplus or (Deficit) of Revenues and Other Sources Over (Under) Expenditures and Other Uses	<b>\$ (176)</b>	<b>\$ 7,965</b>	<b>\$ 24,531</b>	<b>\$ 4,845</b>	<b>\$ 4,845</b>
<b>Fund Balance at the Beginning of the Year</b>	<b>\$ 3,157</b>	<b>\$ 2,981</b>	<b>\$ 2,981</b>	<b>\$ 10,946</b>	<b>\$ 27,512</b>
Reserved for LTFM & Health & Safety Programs	2,981	10,946	27,512	15,791	32,357
<b>Fund Balance at the End of the Year</b>	<b>\$ 2,981</b>	<b>\$ 10,946</b>	<b>\$ 27,512</b>	<b>\$ 15,791</b>	<b>\$ 32,357</b>

**INDEPENDENT SCHOOL DISTRICT #110**  
**Preliminary General Fund Budget - Operating Fund**  
**Revenues and Expenditures by Object - Operating Capital Program Only**  
**2021-2022 with Comparative Information for years 2019-2020 through 2020-2021**

	2019-2020	2020-2021	2020-2021	2021-2022	2021-2022
	Audited Actuals	Revised Budget	Audited Actuals	Preliminary Budget	Revised Budget
<b>Revenues and Other Sources:</b>					
Local Property Tax Levies	\$ 536,456	\$ 683,152	\$ 658,767	\$ 795,909	\$ 795,909
Other Local and County Revenues	112,374	63,700	65,712	20,000	24,000
State Sources	679,297	661,479	638,974	624,139	624,139
Federal Sources	-	-	-	-	-
Sales and Other Financing Sources	-	-	-	-	-
<b>Total Revenues and Other Sources</b>	<b>\$ 1,328,127</b>	<b>\$ 1,408,331</b>	<b>\$ 1,363,453</b>	<b>\$ 1,440,048</b>	<b>\$ 1,444,048</b>
<b>Expenditures and Other Uses:</b>					
Salaries and Wages	\$ -	\$ -	\$ -	\$ -	\$ -
Employee Benefits	-	-	-	-	-
Purchased Services	137,849	133,750	76,809	121,778	121,778
Supplies and Materials	223,987	212,713	144,150	262,713	262,713
Capital Expenditures	629,950	1,046,407	979,010	867,987	872,987
Debt Service	81,287	81,287	81,287	81,287	81,287
Other Expenditures and Financing Uses	68,267	78,200	79,004	74,912	94,912
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,141,340</b>	<b>\$ 1,552,357</b>	<b>\$ 1,360,260</b>	<b>\$ 1,408,677</b>	<b>\$ 1,433,677</b>
Surplus or (Deficit) of Revenues and Other Sources Over (Under) Expenditures and Other Uses	\$ 186,787	\$ (144,026)	\$ 3,193	\$ 31,371	\$ 10,371
<b>Fund Balance at the Beginning of the Year</b>	<b>\$ 430</b>	<b>\$ 187,217</b>	<b>\$ 187,217</b>	<b>\$ 43,191</b>	<b>\$ 190,410</b>
Reserved for Operating Capital	187,217	43,191	190,410	74,562	200,781
<b>Fund Balance at the End of the Year</b>	<b>\$ 187,217</b>	<b>\$ 43,191</b>	<b>\$ 190,410</b>	<b>\$ 74,562</b>	<b>\$ 200,781</b>

**INDEPENDENT SCHOOL DISTRICT #110**  
**Preliminary General Fund Budget - Operating Fund**  
**Revenues and Expenditures by Object - All Programs**  
**2021-2022 with Comparative Information for years 2019-2020 through 2020-2021**

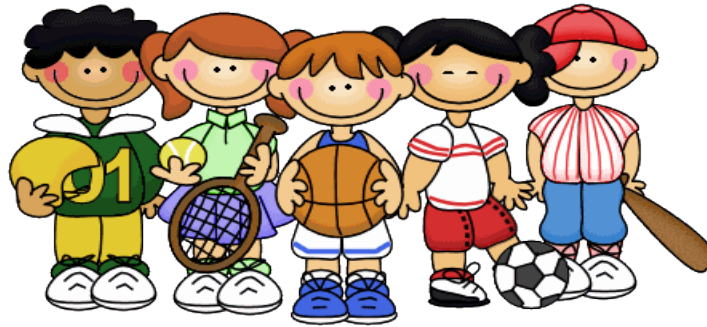
	2019-2020	2020-2021	2020-2021	2021-2022	2021-2022
	Audited Actuals	Revised Budget	Audited Actuals	Preliminary Budget	Revised Budget
<b>Revenues and Other Sources:</b>					
Local Property Tax Levies	\$ 6,781,818	\$ 7,076,526	\$ 7,024,248	\$ 9,005,324	\$ 9,005,325
Other Local and County Revenues	1,261,663	1,021,129	1,240,405	1,273,614	1,531,279
State Sources	37,655,542	38,888,752	38,744,705	39,607,548	39,769,178
Federal Sources	865,974	2,174,026	2,073,894	418,801	1,625,476
Sales and Other Financing Sources	4,958	17,255	9,456	7,800	364,730
<b>Total Revenues and Other Sources</b>	<b>\$ 46,569,955</b>	<b>\$ 49,177,688</b>	<b>\$ 49,092,708</b>	<b>\$ 50,313,087</b>	<b>\$ 52,295,988</b>
<b>Expenditures and Other Uses:</b>					
Salaries and Wages	\$ 27,402,735	\$ 27,744,668	\$ 27,567,826	\$ 28,047,677	\$ 29,221,760
Employee Benefits	10,012,564	10,551,259	10,690,251	10,732,746	10,953,140
Purchased Services	5,802,884	5,979,615	5,875,417	5,994,548	6,421,008
Supplies and Materials	1,430,677	2,387,630	1,975,170	2,012,028	2,922,392
Capital Expenditures	922,652	1,284,403	1,192,150	1,233,398	1,308,398
Debt Service	262,889	161,287	205,445	161,287	136,287
Other Expenditures and Financing Uses	330,755	368,896	333,347	352,701	373,786
<b>TOTAL EXPENDITURES</b>	<b>\$ 46,165,156</b>	<b>\$ 48,477,758</b>	<b>\$ 47,839,606</b>	<b>\$ 48,534,385</b>	<b>\$ 51,336,771</b>
Surplus or (Deficit) of Revenues and Other Sources					
Over (Under) Expenditures and Other Uses	<b>\$ 404,799</b>	<b>\$ 699,930</b>	<b>\$ 1,253,102</b>	<b>\$ 1,778,702</b>	<b>\$ 959,217</b>

**INDEPENDENT SCHOOL DISTRICT #110**  
**Food Service Fund Preliminary Budget**  
**2021-2022 with Comparative Information for years 2019-2020 through 2020-2021**



	2019-2020	2020-2021	2020-2021	2021-2022	2021-2022
	Audited Actuals	Revised Budget	Audited Actuals	Preliminary Budget	Revised Budget
<b>FUND BALANCE, JUNE 30</b>	\$ 775,274	\$ 585,054	\$ 585,054	\$ 1,171,157	\$ 1,520,909
<b>REVENUES:</b>					
Local Sources	\$ 11,880	\$ 10,500	\$ 778	\$ 10,000	\$ 1,000
State Sources	91,702	60,000	64,322	-	32,500
Federal Sources	783,281	2,927,450	2,919,172	3,318,750	3,009,000
Local Sales and Reimbursements	1,241,240	5,000	146,969	155,000	190,000
<b>TOTAL REVENUES</b>	\$ 2,128,103	\$ 3,002,950	\$ 3,131,241	\$ 3,483,750	\$ 3,232,500
<b>EXPENDITURES:</b>					
Salaries and Wages	\$ 864,298	\$ 809,964	\$ 771,120	\$ 889,267	\$ 836,271
Employee Benefits	429,565	444,608	433,541	440,353	440,353
Purchased Services	131,202	118,525	88,581	117,500	117,500
Supplies and Materials	859,561	923,250	788,903	1,155,500	1,265,500
Capital Expenditures	26,657	120,000	112,940	487,500	532,500
Other Expenditures	7,040	500	301	2,500	2,500
<b>TOTAL EXPENDITURES</b>	\$ 2,318,323	\$ 2,416,847	\$ 2,195,386	\$ 3,092,620	\$ 3,194,624
<b>SURPLUS OR (DEFICIT)</b>	\$ (190,220)	\$ 586,103	\$ 935,855	\$ 391,130	\$ 37,876
<b>FUND BALANCE, JUNE 30</b>	\$ 585,054	\$ 1,171,157	\$ 1,520,909	\$ 1,562,287	\$ 1,558,785

**INDEPENDENT SCHOOL DISTRICT #110**  
**Community Education Fund Preliminary Budget**  
**2021-2022 with Comparative Information for years 2019-2020 through 2020-2021**



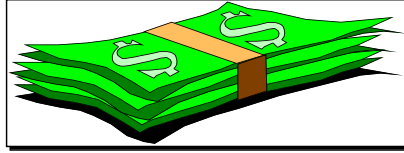
	2019-2020	2020-2021	2020-2021	2021-2022	2021-2022
	Audited Actuals	Revised Budget	Audited Actuals	Preliminary Budget	Revised Budget
<b>TOTAL FUND BALANCE, JUNE 30</b>	\$ 602,832	\$ 394,769	\$ 394,769	\$ 302,341	\$ 395,717
<b>REVENUES:</b>					
Local Sources	\$ 2,265,793	\$ 2,127,779	\$ 2,176,919	\$ 2,652,369	\$ 2,647,369
State Sources	406,078	406,163	433,146	430,958	430,958
Federal Sources	-	85,230	85,230	-	-
Local Sales and Reimbursements	-	-	-	-	-
Other Financing Sources	62,578	62,000	62,353	62,000	62,000
<b>TOTAL REVENUES</b>	\$ 2,734,449	\$ 2,681,172	\$ 2,757,648	\$ 3,145,327	\$ 3,140,327
<b>EXPENDITURES:</b>					
Salaries and Wages	\$ 1,735,695	\$ 1,660,991	\$ 1,639,172	\$ 1,676,458	\$ 1,684,858
Employee Benefits	570,467	572,126	536,868	567,219	550,219
Purchased Services	452,753	375,500	412,419	419,625	432,125
Supplies and Materials	176,781	149,183	145,407	214,373	224,373
Capital Expenditures	3,672	11,500	19,339	11,000	40,690
Other Expenditures	3,144	4,300	3,495	4,300	4,300
<b>TOTAL EXPENDITURES</b>	\$ 2,942,512	\$ 2,773,600	\$ 2,756,700	\$2,892,975	\$2,936,565
<b>SURPLUS OR (DEFICIT)</b>	\$ (208,063)	\$ (92,428)	\$ 948	252,352	203,762
<b>FUND BALANCE, JUNE 30</b>	\$ 394,769	\$ 302,341	\$ 395,717	\$ 554,693	\$ 599,479

**INDEPENDENT SCHOOL DISTRICT #110**  
**Construction Fund Preliminary Budget**  
**2021-2022 with Comparative Information for years 2019-2020 through 2020-2021**



	2019-2020	2020-2021	2020-2021	2021-2022	2021-2022
	Audited Actuals	Revised Budget	Audited Actuals	Preliminary Budget	Revised Budget
<b>FUND BALANCE, JUNE 30</b>	\$ 896,037	\$ (24,032)	\$ (24,032)	\$ -	\$ -
<b>REVENUES:</b>					
Local Sources	\$ 189,101	\$ -	\$ -	\$ -	\$ -
State Sources	-	-	-	-	-
Federal Sources	-	-	-	-	-
Other Sources	-	24,032	24,032	-	-
<b>TOTAL REVENUES</b>	\$ 189,101	\$ 24,032	\$ 24,032	\$ -	\$ -
<b>EXPENDITURES:</b>					
Construction Expenditures	1,109,170	-	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ 1,109,170	\$ -	\$ -	\$ -	\$ -
<b>SURPLUS OR (DEFICIT)</b>	\$ (920,069)	\$ 24,032	\$ 24,032	\$ -	\$ -
<b>FUND BALANCE, JUNE 30</b>	\$ (24,032)	\$ -	\$ -	\$ -	\$ -

**INDEPENDENT SCHOOL DISTRICT #110**  
**Debt Service Fund Preliminary Budget**  
**2021-2022 with Comparative Information for years 2019-2020 through 2020-2021**



	2019-2020	2020-2021	2020-2021	2021-2022	2021-2022
	Audited Actuals	Revised Budget	Audited Actuals	Preliminary Budget	Revised Budget
<b>FUND BALANCE, JUNE 30</b>	\$ 1,477,124	\$ 1,182,969	\$ 1,182,969	\$ 1,454,664	\$ 1,492,366
<b>REVENUES:</b>					
Local Sources	\$ 8,341,311	\$ 8,701,850	\$ 8,665,597	\$ 9,133,582	\$ 9,133,582
State Sources	626,057	724,601	724,600	437,265	437,265
Sale of Bonds	-	-	-	-	-
Other Financing Sources	(48)	-	73,956	-	-
<b>TOTAL REVENUES</b>	\$ 8,967,320	\$ 9,426,451	\$ 9,464,153	\$ 9,570,847	\$ 9,570,847
<b>EXPENDITURES:</b>					
Debt Service Expenditures	\$ 9,261,475	\$ 9,154,756	\$ 9,154,756	\$ 9,404,619	\$ 9,404,619
Other Financing Uses	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ 9,261,475	\$ 9,154,756	\$ 9,154,756	\$ 9,404,619	\$ 9,404,619
<b>SURPLUS OR (DEFICIT)</b>	\$ (294,155)	\$ 271,695	\$ 309,397	\$ 166,228	\$ 166,228
<b>FUND BALANCE, JUNE 30</b>	\$ 1,182,969	\$ 1,454,664	\$ 1,492,366	\$ 1,620,892	\$ 1,658,594

1.G. 22-23 LTFM Budget

**Independent School District #110**  
**Long Term Facilities Maintenance Programs**  
**2022 - 2023 School Year**

<b>Estimated Beginning Reserved Fund Balances, July 1, 2022</b>		<b>\$ 27,512</b>
<b>Projected Revenue net of Debt Service Payments:</b>		<b>\$ 523,769</b>
<b>Projected Non-Debt Service LTFM Expenditures:</b>		
Health and Safety Projects		<b>\$ 189,121</b>
 <b>Building and Site Projects Expenditures -</b>		
<b>Bayview -</b>		
Replace Carpeting in classrooms - \$4,500 each	31,500	
<b>Laketown -</b>		
Other	-	
<b>Southview -</b>		
Replace Carpeting in classrooms - \$4,500 each	18,000	
<b>Middle School -</b>		
Stage Floor Refinishing	40,000	
Stairwell Treads Replacement	20,000	
Bleachers Repair - Replace Drive Wheels	15,000	
York Rooftop Chiller Major Repairs	5,000	
Reroof Garages	10,000	
Install Carpet/Turf under the wrestling mat	10,000	
<b>High School -</b>		
Repair of Boiler	75,000	
School District share of Safari Lap Pool Filter System Replacement	35,000	
Lower C House A/C Condensor Replacement	15,000	
<b>District Wide -</b>		
Professional Turf and Renovation - Annual Field Maintenance	30,000	
Restripe parking lots	10,000	
Contingency Reserve	20,000	
 <b>Total Building and Site Project Expenditures</b>	<b>334,500</b>	<b>\$ 334,500</b>
 <b>Estimated Ending Fund Balance, June 30, 2023</b>		<b>\$ 27,660</b>

1.H. 22-23 Capital Budget

**Independent School District #110  
Capital Programs  
2022- 2023 School Year**

**Estimated Beginning Reserved Fund Balances, July 1, 2022** **\$ 200,782**

**Projected Revenue:**

Capital Facilities Aid	\$ 621,044
Capital and Lease Levy Adjustments	-
Lease Levy - (Annual Maximum - \$940,905)	627,587
Capital Facilities Levy	201,675
Facility and Equipment Bonds Adjustment	-
Scoreboard Ad Revenue	20,000

**Total Revenue** **\$ 1,470,306**

**Projected Capital Facilities Expenditures:**

**Lease Levy Expenses** 632,478

**Building Improvements -**

**Bayview -**

**Southview -**

**Middle School -**

**High School -**

Scoreboard Payment	81,287
Doorway between High School and Safari Island	7,500

**District Wide -**

City Street Assessments	74,912
Maintenance and Custodial Equipment and Contingency	50,000

**Total Projected Capital Facilities Expenditures** **\$ 846,177**

**Projected Capital Equipment Expenditures:**

Copy and Postage Machine Leases	55,000
Project Lead the Way and Curriculum Development Allocation	250,000
Technology Allocation	200,000
School Equipment Allocation	125,000

**Total Projected Capital Equipment Expenditures:** **\$ 630,000**

**Total Capital Programs:** **\$ 1,476,177**

**Estimated Total Ending Fund Balance - June 30, 2023** **\$ 194,911**

2. **School Board Updates**

2.A. Superintendent Hiring Process

2.B. Other

2.B.1. WEA - TA

Waconia Public Schools  
Where We Are At - WEA Negotiations  
January 27, 2022 Session - Tentative Agreement

		1% Cost Factor	265,741	276,666
Issue	Short Description	Tentative Agreement	Year 1 Cost	Year 2 Cost
12	Payment for unused sick and personal leave days at retirement	Replace current sick leave reimbursement language in Article 12, Section 2, Subd.3 with agreed upon sick leave reimbursement language to fund an MSRS HCSP at retirement at \$75 per day.	-	-
17	Salary Schedule – Steps	One Step Increase in Each Year of the Agreement	466,417 1.76	464,396 1.68
18	Salary Schedule – Lanes	Lane advancement in both years of the CBA	185,002 0.70	185,002 0.67
19	Salary Schedule – Schedule Improvement	Salary Schedule Increase of 2.00% in Year 1 and 2.00% in Year 2	438,582 1.65	459,779 1.66
20	Basic Compensation – Career Increment	Increase Step from 4.00% to 4.25% in Year 2 of the agreement	-	14,369 0.05
21a	403(b) Matching Funds Maximum	Increase maximum to \$50,000 in Year 1 and \$55,000 in year 2	2,613 0.01	11,300 0.04
26	ECFE – Steps	Steps in Year 1 and 2	-	-
26	ECFE – Lanes	Lanes in Year 1 and 2	-	-
27	ECFE – Schedule Improvement	Salary Schedule Increase of 2.00% in Year 1 and 2.00% in Year 2	-	-
<b>Total Dollars</b>			<b>1,092,614</b>	<b>1,134,846</b>
<b>Total Percentage</b>			<b>4.11%</b>	<b>4.10%</b>

Notes:

The short descriptions above will not align perfectly with the actual proposals and are meant to be used as a quick reference only.

TRA and FICA costs of 15.15% are included in all proposed costs above..

The 1% Cost Factor for Year 2 will change slightly based on whatever is agreed upon in year 1 so should be looked at as an estimate only.

3. Policies with Committee/Advisory Language