



ALVAREZ & MARSAL

Third Party Fiduciary Agent

Guam Department of Education

In partial fulfillment of Contract: 011-2010

Monthly Project Status Report

Report 19

April 15, 2012



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Overview of Accomplishments and Activities, April 15, 2012

A&M officially started performance on the Third Party Fiduciary Agent (TPFA) contract on September 15, 2010 based upon final signatures (the Notice to Proceed was issued on September 13, 2010). Initiation of progress tracking is based upon initial mobilization and official kick-off with the U.S. Department of Education (USDOE) on September 20, 2010.

The highlights for the month ending April 15, 2012 include the following:

- The General Ledger, general accounting, accounts payable functions and procurement have been turned on in the FMIS system and the same functions in the old financial system are no longer being updated. The going live went relatively smooth with one issue that was identified quickly and resolved. Accounts payable have been processed and requisitions converted to purchase orders.
- A twice monthly meeting with the various programs managed by Curriculum and Instruction Improvement were started in conjunction with the Federal Programs Division. These meetings have been well received and productive.
- A coordination meeting was started between the Business Office and the Third Party Fiduciary Agent to coordinate transfer of information and facilitate joint efforts such as the A-133 Single Audit. These meetings will continue until further notice on an every other week schedule.
- A coordination meeting was called by the Superintendent and the Third Party to meet every two weeks to discuss concrete actions being taken to comply with the corrective actions detailed in the Comprehensive Corrective Action Plan (CCAP)
- Several schedules have been prepared and submitted to the Deputy Superintendent for Finances and Administrative Service to support the A-133 Single Audit for FY 2011.
- The Board of Education selected Jon Fernandez to be the next Superintendent. No start date has been released but it is anticipated that Mr. Fernandez will start around the first of July 2012.
- Continued to work on the standard operating procedure (SOP) with the Federal Programs Division to document the processes that apply to sub-grantees and sub-receptant relationships.
- GDOE has hired a second attorney who will improve the ability for procurement procedures to be completed more timely. This attorney starts April 16, 2012.
- Currently developing the necessary schedules and supporting information for submission of proposed indirect cost rates for FY 2010 and FY2011. The process includes the documenting of a final rate calculation for FY 2008 and FY2009 which supports a roll forward of any adjustments into the rate for the new year rather than recalculate and adjust previous



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reimbursements to GDOE. The Indirect Cost Rates are submitted to the U.S. Department of Interior with a secondary calculation for U.S. Department of Education.

- Started using an electronic depository for TPFA deliverables. A review is underway to insure that items previously delivered are appropriately included.

Grant Status Highlights and Activity Data

All current grants are available for obligation and payments.

	March 2012	2 nd Quarter to Date	Total for FY12 to date
Requisitions Created	76	215	556
Purchase Orders Issued	130	241	305
Funds drawn for Payments	\$4,758,203	\$11,540,929	\$30,091,383
Receipt of Fixed Assets	65	123	688

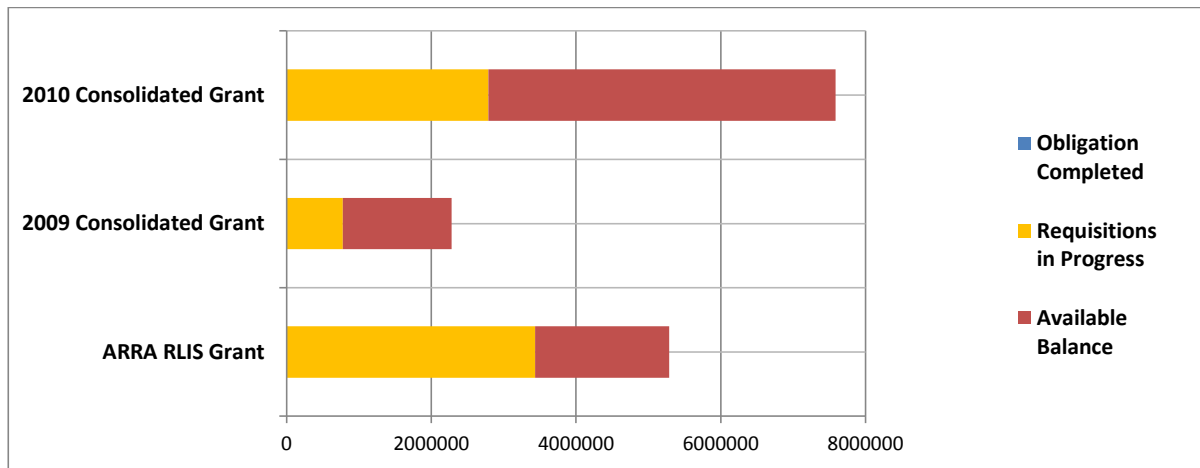


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Tracking Procurement for Grants expiring for obligation September 30, 2012.

Between April 15 and September 15, 2012 GDOE has \$15 million to obligate. In meetings with the Superintendent a number of steps have been taken to expedite these procurement activities. Among these planned steps are (1) the employment of a second attorney by GDOE to assist with procurement processes, (2) the assignment of additional GDOE personnel to the procurement function and (3) A&M providing additional personnel to assist with procurement. At this time the new attorney has started work and A&M has made an offer to a local recent college grad to assist with the procurement process. Other actions will be documented as they occur.

Each bar in the chart will turn green as obligations are finalized. The chart starts with the remaining balance as of April 15, 2012.





Performance Plan Evidence of Completion Achievement

After evaluating the requirements of GDOE and working with USDOE during the week of September 20, 2010, A&M proposed review of the performance management plan to re-prioritize efforts on standing up the FMIS as quickly as possible. This prioritization was based upon meetings with GDOE leadership, the Education Policy Board and the Guam Legislature which underscored the criticality of gaining USDOE's approval to drawdown funds and reimbursing local funds. The tracking reflects proposed changes, for GDOE's review and finalization.

Performance Area	Activities	Final Evidence of Completion	Schedule Based upon Updated Performance Plan	Accomplishments
Mobilization	Assemble team and begin operations on Guam	Staffing Roster	Oct 15, 2010 And continuing to monitor for effectiveness.	Complete.
	Establishing basic infrastructure for receipt and disbursement of grant funds	Standard Operating Procedures	Oct 15, 2010 1 st Draft Dec 31, 2010 2 nd Draft Issuing SOPs to GDOE as they are revised/completed	Complete.
	Evaluate backlog of completed grant funding eligible GDOE transactions and prepare drawdown requests to secure reimbursement.	Initial drawdown requests	X – Initial drawdown will occur immediately after USDOE approval is obtained	Complete.
Infrastructure Installation and Management	Stand up FMIS to accommodate 3 rd Party requirements	Release of system to production environment	Dec 15, 2010	Complete.
	Establish bank accounts	Bank accounts setup completions of test draws successfully arriving in bank account.	Oct 15, 2010	Complete.
	Build awareness of new	Training Program Materials	Jan 31, 2011	New training programs



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	internal controls and Policies and Procedures	and Training Session attendance rosters showing 90% coverage of target population	And continuing to monitor for effectiveness.	developed for procurement management.
	Transfer all necessary data from the 3 rd party FMIS to GDOE's FMIS, communicating information to GDOE's FMS contractor and providing feedback to GDOE and the USDOE on GDOE's implementation of the FMIS.	Reconciliation report confirming complete and accurate transfer of 3 rd party financial records to GDOE's FMIS	By 10 th of the month after the first drawdown transaction.	On-going. With the go-live of GDOE's FMIS, there is now focus on creating capability of sharing information from 3 rd party system. Details regarding what will be shared (detailed vs. summary data) and frequency of data transfer is being discussed.
Compliance Management	Develop a compliance roadmap equivalent to a Corrective Action Plan	Developed and Approved Corrective Action Plan	Jan 31, 2011 submission to GDOE Feb 15, 2011 submission to USDOE	CCAP Officially accepted by USDOE on Dec 15, 2011.
	Perform quarterly tracking of CAP	Documented tracking of progress against Plan and incorporation of any required changes based upon new process and/or compliance changes	Next quarterly report due effective May 31, 2012 with submission on June 8.	First Quarterly status report submitted on March 9, 2012. Second quarterly report is due on June 8, 2012. CCAP committee has been formed to routinely discuss activities related to CCAP progress.



Performance Area	Activities	Final Evidence of Completion	Schedule Based upon Updated Performance Plan	Accomplishments
	Support for external audits and facilitating information requests, etc	Responses to information requests and meetings set with external auditors	2011 A-133 audit support when scheduled with external auditors by the Deputy Superintendent	Ongoing meetings have occurred with the external auditor in advance of audit performance. TPFA is providing audit support for the FY2011 audit as requested as well as responding to follow-up requests re: prior year audit findings.
In -Kind Valuation Processes	Determine the basis for valuations related to cost sharing and matching funds for grant reporting	Maintenance of records sufficient to document the basis of in kind valuations through audit reviews	Jan 31, 2011 And continuing to monitor for effectiveness	On-going, as needed.
Transactional Support/Daily Operations	Perform inventory management	Inventory reconciliation reports Cycle Counts for 3 schools per month during open school sessions	Complete inventory of items purchased using grant funds after Oct 1, 2006 will be conducted after school starts in the fall of 2011.	USDOE Funded Assets - GDOE is developing preliminary plans for a summer 2012 physical inventory of USDOE funded assets and locally funded assets.
	Payroll	Clean drawdown request for payroll expenses	On-going	On-going. Reimbursements for payroll are occurring regularly. For the month of April (4/1/2012 thru 4/13/2012)



Performance Area	Activities	Final Evidence of Completion	Schedule Based upon Updated Performance Plan	Accomplishments
				reimbursements total approximately \$600k (Consolidated & Discretionary Grant)
	Payables	Daily transactions listing support each request for a draw of grant funds by the Business Office	Immediately after release of funds by the USDOE And continuing to monitor for effectiveness.	On-going.
	Procurement	Monthly summary of completed purchases and procurement actions	Feb 5, 2011 And continuing to monitor for effectiveness.	On-going.
	Records management	EDGAR compliant transaction document files	Dec 29, 2010	On-going
	Cash management	Compliant daily bank balance reports	Dec 29, 2010	On-going.
Payroll systems	Detailed specification of internal control standards and process improvement actions required by CAP	Checklist of payroll procedure changes to be implemented	Jan 31, 2011 And continuing to monitor for effectiveness	SOPs are continuing to be reviewed and refined by key GDOE personnel.
	Implement compliant payroll processes and system setup	Bi-weekly report of payroll exceptions	Dec 15, 2010 And continuing to monitor for effectiveness	Activities to improve GDOE payroll and personnel processes are currently underway. Special Education has reduced their payroll reimbursement rate consistently to 0%. Federal Programs and Program Manager staff for the Consolidated and



Performance Area	Activities	Final Evidence of Completion	Schedule Based upon Updated Performance Plan	Accomplishments
				<p>Discretionary Grants has reduced the payroll reimbursement errors to 4%. Program Manager meetings with A&M to discuss payroll reimbursement processes are regular. A&M will continue to focus on the general ledger/labor cost analysis and creation of inter-department communication/efficiency.</p>
	<p>Document and maintain records appropriately</p>	<p>Publication and external auditor verification of compliance with SOPs</p>	<p>Jan 31, 2011 And continuing to monitor for effectiveness</p>	<p>A&M uses a three way match to reimburse payroll costs. GDOE is improving their match error rate as a result of the error report reconciliations and emphasis on payroll system improvements at the school and division levels. Federal Roster and TDR processing is continuing to be the focus on payroll reimbursement processes.</p>
<p>Cash Management</p>	<p>Implement a system of cash management that provides for cash – neutral or limited use of general funds for federal programs.</p>	<p>Daily bank balance reports and completion of test draws arriving in appropriate bank account.</p>	<p>Complete. Monitoring is on-going.</p>	<p>Monthly bank reconciliations are provided to GDOE.</p>



Performance Area	Activities	Final Evidence of Completion	Schedule Based upon Updated Performance Plan	Accomplishments
	Confirm that reimbursement requests are supported by appropriate documentation and documentation is maintained for an appropriate period of time.	Monthly report showing grant status by organization, school or program	Complete.	On-going.
	Confirm that account balances are monitored to prevent the failure to timely obligate and liquidate funds and prevent the lapsing of funds.	Grant award status report and monthly reporting	Jan 10, 2011 And continuing to monitor for effectiveness	On-going.
Procurement operations and systems	Detailed specification of internal control standards and process improvement actions required by CAP	Checklist of procurement procedure changes to be implemented	Jan 31, 2011 And continuing to monitor for effectiveness	On-going.
	Establish contacts and working relationships with prospective vendors that can provide goods and services that GDOE needs under the grants. Enter into contracts with vendors on behalf of GDOE, and, in doing so, must comply with the provisions for procurement.	Review of an authorized vendors list and monthly tracking o procurement actions	Nov 15, 2010 And continuing to monitor for effectiveness	Have established numerous relationships with technology and other key vendors based upon planned procurements in grants including- FMIS, FMIS PM, Construction, etc. Participate in vendor management activities as appropriate.
	Establish procurement processes and system functions	Publication and external auditor verification of compliance with SOPs	Jan 31, 2011	Complete



Performance Area	Activities	Final Evidence of Completion	Schedule Based upon Updated Performance Plan	Accomplishments
Fixed Assets /Inventory systems	Detailed specification of internal control standards and process improvement actions required by CAP	Checklist of fixed assets procedure changes to be implemented (Note given the lack of power to support computers at the warehouse receiving will continue with paper copies of receiving information until FMIS automated receiving is implemented.;)	Jan 31, 2011	On-going. We are now developing an understanding of the BMI Scanners and as the first steps in assisting GDOE in automating receipt of fixed assets, inventory tagging and physical inventory recording.
	Through active oversight of the warehouse, procurement and inventory, oversee the management of all tangible personal property procured under the grants by the GDOE in accordance with the requirements	Fixed assets inventory reconciliation report	Apr 30, 2011 Revised to October 31, 2011. Priority is after the task of procurement. Procurement process is continuing to be extensive and absorbing most time of staff.	USDOE Funded Assets – A total of 1704 fixed assets have now been loaded into the MUNIS Fixed asset Module. Included in this total are 820 assets that have been received under A&M Purchase Orders’.
	Awareness building and training of personnel on all management processes	Publication and external auditor verification of compliance with SOPs	Jan 31, 2011	Introducing a scanning system for receiving and in taking physical inventories. System is on order and is part of the implementation of the FMIS system. Procedures will be introduced for effective use of this system as part of FMIS implementation. Initial SOP Draft for AssetTrak/TransTrak has been completed.

Commented [I1]: Is this continuing?



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Records Management	Detailed specification of internal control standards and process improvement actions required by CAP	Checklist of records management procedure changes to be implemented	Jan 31, 2011 And continuing to monitor for effectiveness	Ongoing population of TPFA deliverables repository. Materials are updated as standard operating procedures, training documents and other materials are implemented or revised.
	Appropriate records management in compliance with EDGAR requirements and that supporting documentation is maintained for an appropriate period of time. This includes the entry of electronic copies of all supporting documentation into the integrated software system so that it is readily available for audit and or inquiry by various parties including GDOE executive and program offices.	Compliant financial transaction files	Dec 31, 2010, as inclusion in the training materials for GDOE MUNIS users And continuing to monitor for effectiveness	Electronic record storage will be implemented as part of the FMIS system.
Reporting	Conduct reconciliations on a monthly and quarterly basis	Reconciliation Reports Monthly and Quarterly	Complete	On-going.
	Define other custom reports as necessary to support operations	Special reports and analyses	Sep 15, 2011 And continuing to monitor for effectiveness	On-going.
	Program management reporting - Standard monthly reporting will track status of performance results as well as operating information on draw	Issue memos or emails; monthly program management reports	Monthly	Updated status report is submitted to GDOE this period for review.



Performance Area	Activities	Final Evidence of Completion	Schedule Based upon Updated Performance Plan	Accomplishments
	downs, procurement status and other pre-defined status indicators. Reporting will also identify any performance risks and issues. Informal, timely information exchange will also occur to share information, resolve issues and address operational concerns			
Performance Improvements	Identified opportunities to streamline processes and increase operational efficiency	Presentation to GDOE with implementation plans	Sept 15, 2011 And continuing to monitor for effectiveness	Specific performance improvement activities have focused on Procurement through development of training and a procurement improvement plan working in concert with Marc Pido (Supply Chain Administrator).
Procurement Support as an added function	Draft procurement document templates that comply with ARRA and other federal requirements	Accepted by GDOE Office of Supply Management		Complete. Providing additional procurement support and template-updating as necessary.
	Conduct procurement training for GDOE Supply Management staff consistent with federal compliance requirements	Final procurement documents accepted by AG		Conducted procurement training for 69 GDOE professionals – project managers, program coordinators, and school administrators.



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Immediate Areas Requiring GDOE/A&M Attention

The following **critical activities and actions** require attention from the Guam Board of Education, GDOE and A&M:

- Procurement is inadequately staffed and cannot handle the volume of procurement that needs to take place to obligate all funds due to expire on 9/30/12. The three consolidated grants that expire September 30, 2012 have a total non-payroll available balance in excess of \$15 million. As of April 15, 2012 the department had only issued purchase orders totaling \$3 million during the first 6 ½ months of the year. We are concerned that the procurement pace is not adequate to fully obligate the remaining funds prior to expiration.
- Completion of the A-133 Audit requires continued support from both GDOE and A&M.
- Continued installation of the FMIS system requires a focus upon the next steps of Payroll and Personnel modules so that the Go Live date of July 13 is met. The most pressing immediate step is to load an accurate employee master file with a target completion date of April 24.
- GDOE indicated the desire to have a physical inventory and reconciliation during the late summer or early fall. Procedures for that physical inventory need to be developed with coordination between the GDOE fixed asset records and the TPFA fixed asset records. The new BMI scanners will be used to facilitate this inventory.
- Continued to focus on the Indirect Cost Rate proposals to insure that they are filed with the Department of the Interior and that a procedure for future calculations is provided to GDOE.
- Continue to focus upon coordination meetings expanding the current meeting schedule to include other programs including Special Education, Highly Qualified Teachers and Gateway to Technology.