



Third Party Fiduciary Agent

Guam Department of Education

In partial fulfillment of Contract: 011-2010

Monthly Project Status Report

Report 66

March 15, 2016



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Overview of Accomplishments and Activities, March 15, 2016

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 March 15, 2016 include the following:

- A&Mⁱ continues work on the transition plan for GDOE to support getting off high risk status.
 - GDOE is meeting on a weekly basis to track progress and distribute updates to the Co-Chairs. An executive summary has been developed by the Co-Chairs and A&M and is being distributed to the Superintendent. A reporting schedule has also been established to communicate a subset of the plan to both the GEB as well as to the Guam public.
 - The Superintendent, the Co-Chairs and A&M meet internally on a bi-weekly basis to discuss plan progress and potential road-blocks.
 - As part of the transition, the Superintendent has requested that A&M work with Chris Anderson and senior GDOE management to review the last approved and current functioning organization structure and provide benchmarks / and other comparable data that senior management can use to rethink the structure of the district / reporting lines. The organizational analysis was distributed to the Superintendent in late December for his review and discussed in February of 2016.
 - The GDOE has reviewed the comments provided by the USDOE's visit and has re-tooled the transition plan to address "high" priority issues. Further, the TPFA worked with the GDOE to finalize a new initiative that has been included in the transition plan and discusses work-streams currently being performed by the TPFA.
 - A&M performed additional Excel training for the GDOE during the week of 2/22/16. The classes were well attended and positive feedback was given by the attendees.
 - The spring 2016 inventory is 50% complete. TPFA is monitoring GDOE Property Management's handling of physical inventory activities and concerns regarding Property Management's internal structure.
 - A&M met with all key federal programs and grants program staff to review indirect costs definitions, context, and execution strategies.
 - Received clarification / confirmation from USDE Indirect Cost Office on relevant IDC rate / activity period matching.



- Updated templates to allow for most efficient inclusion of real time indirect cost true-ups.
- Commenced and made notable progress on SOPs to memorialize IDC-related actions.



Grant Status Highlights and Activity Data

Guam Department of Education

Grant Status Report Executive Summary

Grant Status Report as of 3/17/2016 3:28:19 AM

Grant	Grant Name	Budget	Encumbrances	Requisitions	Actual Expenditures	Available Budget	Available %	Obligated By
F1296	FY12 Project TFASEG	908,222.00	-	-	907,754.00	468.00	0.05%	9/30/2017
F1313	FY13 Striving Readers Compreh Lit.	212,346.00	-	-	208,443.10	3,902.90	1.84%	7/31/2016
F1396	FY13 Project TFASEG	948,262.00	-	-	932,543.27	15,718.73	1.66%	9/30/2017
F1413	FY14 STRIVING READERS	270,133.00	495.56	-	105,073.06	164,564.38	60.92%	7/31/2016
F1482	2014 Consolidated Grant - Title V	25,678,150.98	3,040,581.08	209,299.50	20,203,301.25	2,224,969.15	8.66%	9/30/2016
F1495	FY2014 SPED Part B	14,096,945.00	579,785.98	567.42	10,552,093.39	2,964,498.21	21.03%	9/30/2016
F1496	FY14 project TFASEG	963,140.00	280,418.65	79,934.35	297,400.25	305,386.75	31.71%	9/30/2016
F1513	FY15 Striving Readers	305,298.00	-	-	5,390.51	299,907.49	98.23%	7/31/2016
F1582	2015 Consolidated Grant - Title V	24,924,140.00	-	-	0.00	24,924,140.00	100.00%	9/30/2016
F1594	FY2014 Special Education Part C	1,462,924.00	349,250.39	21,806.00	705,003.22	386,864.39	26.44%	9/30/2016
F1595	FY2015 SPED Part B	14,096,945.00	-	102,481.22	0.00	13,994,463.78	99.27%	9/30/2016
F1596	FY15 PROJECT TFASEG	963,140.00	70,692.37	325,800.00	38,144.90	528,502.73	54.87%	9/30/2016
F1694	FY2015 Special Education Part C	1,487,272.00	-	-	0.00	1,487,272.00	100.00%	9/30/2016
		\$86,316,917.98	\$4,321,224.03	\$739,888.49	33,955,146.95	\$47,300,658.51	54.80%	

Statistics for Current Fiscal Year

	February	2nd Quarter to Date	Total for FY16 to date
Requisitions Created	21	32	92
Purchase Orders Issued	17	27	60
Funds drawn for Payments	\$ 2,249,976	\$ 3,706,763	\$ 14,649,135
Receipt of Fixed Assets	5	14	412



Performance Plan Evidence of Completion Achievement

2015-16 activities will continue to focus on building collaborative processes with GDOE, advancing the CCAP and controls supporting an overall objective of resolving high risk designation.

Performance Area	Activities	Final Evidence of Completion	Schedule Based upon Updated Performance Plan	Accomplishments To Date and Planned
Infrastructure Installation and Management	Transfer all necessary data from the 3 rd party FMIS to GDOE's FMIS, communicating information to GDOE's FMIS contractor and providing feedback to GDOE and the USDOE on GDOE's implementation of the FMIS.	<p>Reconciliation report confirming complete and accurate transfer of 3rd party financial records to GDOE's FMIS</p> <p>2014-15 Automated transfer of fixed asset data from 3rd party financial records to GDOE's FMIS</p>	<p>By 10th of the month after the first drawdown transaction.</p> <p>2014-15 Automated data transfers between TPFA and GDOE systems is limited to fixed asset data. Financial data is incorporated into GDOE's system manually by sharing TPFA month-end financial reports.</p>	
Compliance Management	Develop a compliance roadmap equivalent to a Comprehensive Corrective Action Plan	Developed and Approved Comprehensive Corrective Action Plan	<p>Continued quarterly submission of the CCAP</p> <p>2015-16 Update CCAP as necessary based upon changes to GDOE's administrative structure and/or due to audit or management findings related to the controls environments</p>	<p>CCAP officially accepted by USDOE on Dec 15, 2011.</p> <p>2015-16 submissions and reconciliation of comments provided by USDOE</p>



Performance Area	Activities	Final Evidence of Completion	Schedule Based upon Updated Performance Plan	Accomplishments To Date and Planned
	Perform quarterly tracking of CCAP	Documented tracking of progress against Plan and incorporation of any required changes based upon new process and/or compliance changes	2015-16 Continue to manage the coordination of tracking and preparation of the CCAP for review	2015-16 Support the submission of quarterly reports by GDOE.
External Audit Support	Support for external audits and facilitating information requests, etc.	<p>Provide responses to information requests and meetings set with external auditors.</p> <p>Assist with internal audit department with identification of risk areas.</p>	<p>2015-16 Single audit support when scheduled with external auditors by the Deputy Superintendent.</p> <p>2014-15 Reviewed standard operating procedures (SOPs) and department policies to assist in development of audit plan.</p> <p>Assisted with internal audit department with identification of risk areas.</p>	<p>TPFA provided audit support for all audits performed during our engagement with GDOE. TPFA also responds to follow-up requests re: prior year audit findings as requested.</p> <p>2015-16 TPFA will participate in audit meetings with GDOE, external auditors and Guam Office of Public Accountability to support completion of FY15 audit.</p>
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		On-going, as needed.



Performance Area	Activities	Final Evidence of Completion	Schedule Based upon Updated Performance Plan	Accomplishments To Date and Planned
Transactional Support/Daily Operations	Perform inventory management	Inventory reconciliation reports		2015-16 TPFA will provide updated guidance for physical inventory of locally and federally purchased assets.
	Payroll	Clean drawdown request for payroll expenses	On-going	For the period of February 16 th thru March 15th, TPFA reimbursed approximately \$192K for payroll for consolidated and discretionary grants and \$1.13M for SPED.
	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.



Performance Area	Activities	Final Evidence of Completion	Schedule Based upon Updated Performance Plan	Accomplishments To Date and Planned
Payroll systems	Detailed specification of internal control standards and process improvement actions required by CCAP	Checklist of payroll procedure changes to be implemented	Jan 31, 2011 And continuing to monitor for effectiveness	Updated SOPs reflecting updated processes and FMIS capabilities by GDOE personnel. 2015-16 SOPs will continue to be updated as needed to integrate with FMIS.
	Implement compliant payroll processes and system setup	Bi-weekly report of payroll exceptions	Dec 15, 2010 And continuing to monitor for effectiveness 2014-15 Improvements to the general ledger/labor cost analysis and creation of inter-department communication/efficiency.	Activities to improve GDOE payroll and personnel processes are currently underway.
	Document and maintain records appropriately	Publication and external auditor verification of compliance with SOPs	Jan 31, 2011 And continuing to monitor for effectiveness	TPFA 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



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				continuing to be the focus on payroll reimbursement processes.
Cash Management	Implement a system of cash management that provides for cash – neutral or limited use of general funds for federal programs.	Daily bank balance reports and completion of test draws arriving in appropriate bank account.	Complete. Monitoring is on-going.	Monthly bank reconciliations are provided to GDOE.
	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	Initial - 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 CCAP	Checklist of procurement procedure changes to be implemented	Initial - Jan 31, 2011 And continuing to monitor for effectiveness 2012-13 Worked collaboratively with GDOE Supply Management to improve procurement processes	On-going. 2015-16 Update internal control associated with CCAP and other policies and procedures.
	Establish contacts and	Review of an authorized	Initial - Nov 15, 2010	Have established



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	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.	vendors list and monthly tracking of procurement actions	Continuing to monitor for effectiveness 2012-13 Assisted GDOE in improving overall supplier management processes	numerous relationships with technology and other key vendors based upon planned procurements in grants. Participate in vendor management activities as appropriate. 2015-16 Identify and document improved practices related to supplier management.
	Establish procurement processes and system functions	Publication and external auditor verification of compliance with SOPs	Initial - Jan 31, 2011 2014-15 Supported enhancements in procurement activities through updates to SOPs based upon organizational, systems and potential compliance requirements.	Complete.
Fixed Assets /Inventory systems	Detailed specification of internal control standards and process improvement actions required by CCAP	Checklist of fixed assets procedure changes to be implemented.	Jan 31, 2011 2014-15 BMI Scanner workshops and training sessions via web-conferencing were conducted by GDOE's Supply Management Administrator, Tyler	On-going. 2015-16 TPFA's continued use of scanners in support of inventory and fixed assets



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			Technologies, and BMI. Training included all GDOE warehouse and property management personnel with attendance and assistance from TPFA.	
	Continued oversight of federal funded 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	2014-15 Worked with GDOE to align FA approaches and provide integration with the FMIS FA module.	2015-16 – Provide ongoing management through the FA module and coordinate with GDOE’s FMIS and FA management approach to support transition of data and technical approach.
	Transition to decentralized warehouse management and receiving	Training and operational procedures at school level	August- Jan 31, 2014 2014-15 Review of receiving operations at school level. Procedures, training and operational practices introduced and implemented across GDOE.	
Records	Detailed specification of internal control standards and	Checklist of records management procedure	2015-16 Work with GDOE Internal Audit team to	Ongoing population of TPFA deliverables



Performance Area	Activities	Final Evidence of Completion	Schedule Based upon Updated Performance Plan	Accomplishments To Date and Planned
Management	process improvement actions required by CCAP	changes to be implemented	improve internal controls and identify risk areas.	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	Initial - Sep 15, 2011 Continuing to monitor for effectiveness	On-going.
	Program management reporting - Standard monthly reporting will track status of performance results as well	Issue memos or emails; monthly program management reports	Monthly	2015-16 Continue to produce status reports and review with Federal Programs and



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	as operating information on draw 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.			management.
Performance Improvements	Identified opportunities to streamline processes and increase operational efficiency and improve internal controls.	Provide leadership and support to update all SOPs based upon process changes as part of the FMIS implementation effort	Sept 2013-February 2014	2014-15 Reviewed fiscal controls and updated SOPs to reflect changes associated with FMIS implementation and identify opportunities to improve performance and compliance.
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. 2014-15 Review required updates and set forth an appropriate schedule for delivery	Complete. Providing additional procurement support and template-updating as necessary.
	Augment supply management staff as needed to ensure obligation of expiring grants funds.	Provide additional staffing for surge support for end of year processing.	Summer 2014 Provided increased staffing as needed to support increased procurement	2015-16 Review opportunities to improve small procurement and services contracts to



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			activities.	increase efficiency of procurement processes.
Local Implementation Support	<p>Facilitate working sessions and provide project management and technical support to address operational risk areas in support of transitioning off high risk status with the U.S. Department of Education.</p> <p>Review of GDOE organizational structure to include human capital assessment.</p>	<p>Project plan, action plan, tracking (activities reports) and support for managing development of a business case.</p> <p>Activities report to include recommendations of best practices on organizational structure, financial operations and staff development.</p>	<p>2013 – 14 Provided leadership to support goal setting, tracking, and project management.</p> <p>Developed activities reports per functional area identifying target capabilities and gaps.</p>	<p>2015-16 Continue to expand activities reports and perform tracking based upon GDOE performance against targeted capabilities.</p>
Indirect Cost Analysis	Support development of the indirect cost package for submission to U.S. Dept of Education and Interior.	Package for submission and analytical cost model as well as training for GDOE personnel on how to apply	Summer 2014 Submitted IDC applications for FY13 and FY14.	Received approval of provisional restricted rates for FY13 and FY14 from U.S. Dept of Education. Submitted FY15 application.
Internal Audit Interim Support	Support development and application of the Management Internal Control (MIC) Plan and identification,	Updated MIC and ongoing support, SOP review and development support, and involvement in other internal		Reviewed departmental SOPs and provided recommendations for improvements.



	evaluation and implementation of appropriate internal controls in SOPs	audit responsibilities as agreed.		
Optional Tasks	To be reviewed based upon GDOE's requirements.			
Facilities Management Planning and Operational Support	Provide leadership support from a Superintendent's viewpoint	Operational performance measures and facilities management guidance	2013-14 Tom Brady visited GDOE schools and warehouse to assess current facilities. Subsequently, he met with Superintendent Fernandez to discuss long-range facilities planning.	Completed.
Budget Diagnostic	Conduct a Department wide budget analysis to determine opportunities for cost control, implement budget policies & practices to support sustained management and control.	Budget presentation, budget financial model, draft policies and procedures		Not Started per direction of the Superintendent.



Immediate Areas Requiring GDOE/TPFA Attention

The following critical activities and actions require attention:

- Continue to work toward finalizing the remaining implementation action items for the FMIS including:
 - Finalizing and testing reports such as the staffing pattern, personnel action forms and time distribution reports.
 - Automation of the fixed asset data transfer between TPFA and GDOE MUNIS systems.
- Continue work on the transition plan for getting off high risk including feedback to GDOE on progress of standard operating procedures.
- Continue to work to address security concerns at both the warehouse and school sites.
- Finalize modifications to the payroll reimbursement-related processes with the objective of achieving quicker reimbursement turnaround times. GDOE to take corrective action to address concerns related to veracity of time distribution reports to ensure accurate and fair allocation of time to federal activities.
- GDOE federal programs team and program directors continue to review FY14, FY15, and FY16 payroll error reports in order to resolve errors.

ⁱ Note: In this report, we use “TPFA” when we are referring to work performed as part of our contract in accordance with the statement of work and “A&M” when referring to out of scope work.