clerks@guamlegislature.org

From: Speaker's Office <speaker@guamlegislature.org>
Sent: Thursday, December 10, 2020 9:11 AM
To: Clerks Office
Cc: Rennae Meno
Subject: M&C Fwd: GEB November 24, 2020 Meeting - Reporting Requirements
Attachments: GEB Reporting Requirements November 24 2020 meeting.pdf

12/10/20	6:24 AM	11/30/20	Reporting Requirements-Materials for Guam Education Board Regular Meeting held on November 24, 2020.*	Department of Education-Office of the Superintendent	35GL-20-2491

Sinseru yan Minagåhet,

Office of the Speaker • Tina Rose Muña Barnes
Committee on Public Accountability, Human Resources & the Guam Buildup

35th Guam Legislature
I Mina'trentai Singko na Liheslaturan Guåhan

Guam Congress Building | 163 Chalan Santo Papa | Hagatna, GU 96910
T: (671) 477-2520/1
speaker@guamlegislature.org

This e-mail message is intended only for the use of the individual or entity named above and may contain confidential and privileged information. If you are not the intended recipient, any disclosure, copying, distribution or use of the information contained in this transmission is strictly PROHIBITED. If you have received this transmission in error, please immediately notify us by replying to speaker@guamlegislature.org and delete the message immediately. Thank you very much.

Gumai pribilehu yan konfedensia este siha na mensåhi. Solo espesiåtmente para hågu ma entensioña pat ma aturisa para unrisibi. Sen prubidu kumu ti un ma aturisa para manribisa, na'setbe, pat mandespåtcha. Yanggen lachi rinisibu-mu nu este na mensåhi , put fabot ago' guatu gi I numa'huyong gi as speaker@guamlegislature.org yan despues destrosa todu siha I kopian mensåhi. Si Yu'os ma'åse'.

---------- Forwarded message ---------
From: **Christie Lyn San Nicolas** <clsannicolas@gdoe.net>
Date: Thu, Dec 10, 2020 at 6:24 AM
Subject: GEB November 24, 2020 Meeting - Reporting Requirements
To: Governor's Office - Michael Weakley <michael.weakley@guam.gov>, Speaker Barnes <speaker@guamlegislature.org>
Cc: Jon Fernandez (Superintendent) <jonfernandez@gdoe.net>, Tia Lynn S. Salas <tlssalas@gdoe.net>

Hafa Adai,

Please see the attached documents for the Guam Education Board's Meeting held on November 24, 2020.

Please confirm receipt of this email.

Respectfully,

Christie Lyn San Nicolas

Office of the Superintendent
Guam Department of Education
501 Mariner Avenue Barrigada, Guam 96913
Tel: (671)300-1627 |Email: clsannicolas@gdoe.net

Guam Department of Education

DEPARTMENT OF EDUCATION
OFFICE OF THE SUPERINTENDENT

www.gdoe.net
501 Mariner Avenue
Barrigada, Guam 96913
Telephone: (671) 300-1547/1536•Fax: (671)472-5003
Email: jonfernandez@gdoe.net

JON J. P. FERNANDEZ
Superintendent of Education

November 30, 2020

The Honorable Lourdes A. Leon Guerrero
Governor of Guam
Ricardo J. Bordallo Governor's Complex
Adelup, Guam 96910

Honorable Tina Rose Muña Barnes
Speaker
Thirty-fifth Guam Legislature
Hagåtña, Guam 96932

Dear Governor Leon Guerrero and Speaker Barnes:

Håfa Adai! Pursuant to Public Law 31-233, Section 38, *Reporting Requirements for Boards and Commissions,* attached are copies of the Guam Education Board's meeting agenda, approved minutes and other documents as discussed at the November 24, 2020 regular board meeting. The meeting was held via Zoom Conferencing.

Should you have any questions, please contact me at 300-1627.

Senseramente,

JON J. P. FERNANDEZ
Superintendent of Education

Attachments

GUAM EDUCATION BOARD

501 Mariner Avenue
Barrigada, Guam 96913-1608
Telephone Number: (671) 300-1627
Facsimile Number: (671) 472-5003
Website Address: www.gdoe.net/geb

MARIA A. GUTIERREZ
Chairwoman

MARK B. MENDIOLA
Vice-Chair

9th Guam Education Board
REGULAR MONTHLY MEETING
Tuesday, November 24, 2020
6 PM
Zoom Conferencing
AGENDA

I. Meeting Call to Order

II. Approval of Minutes

ACTION — 1. Minutes of October 16, 2020 Regular Meeting

III. Public Participation (BP 125.6) Time Limit 3 minutes

IV. Communications

INFO — 1. Correspondence
INFO — 2. Superintendent's Report and Communication

V. Ex-Officio Member Reports

INFO — 1. IBOGS
INFO — 2. GFT
INFO — 3. Mayor's Council of Guam

VI. Unfinished Business/ Committee Reports

1. **Executive Committee**
   - INFO — a. 2020 NASBE Virtual Annual Conference
2. **Instructional & Academic Support Committee**
   - INFO — a. Head Start Report
3. **Safe & Healthy Schools Committee**
   - INFO — a. Update on District School Readiness Task Force (DSRTF)
4. **Organizational Efficiency and Development Committee**
   - INFO/ACTION — a. Above Step Recruitment – Physical Therapist II
5. **Fiscal Management**
   - INFO — a. Update on FY21 and FY22 Budget
   - INFO — b. USDOE Specific Conditions/High Risk
   - ACTION — c. Supplemental Budget FY 2021
   - ACTION — d. Declaration of Financial Status Designation for March - May 2020 and June - July 2020

VII. New Business

VIII. Executive Session

The Board of Education reserves the right to go into executive session during any part of the meeting. Based on the Open Govt. Law specific matters can only be discussed. (Personnel Matters, Collective Bargaining Agreement, Contracts, and Litigation).

IX. Adjournment

VOTING MEMBERS:, Maria A. Gutierrez, Chairwoman, Mark B. Mendiola, Vice-Chair, Lawrence J.M. Alcairo, Felicitas B. Angel, Lourdes M. Benavente, Karlyn RCG Borja, John T. Burch, James C. Lujan, Ronald L. McNinch, PhD
EX-OFFICIO MEMBERS: Elyssa Cuevas (SSHS) - IBOGS Representative, Doris Terlaje - GFT Representative, Mayor, Melissa B. Savares, MCOG Representative
EXECUTIVE SECRETARY: Jon J. P. Fernandez, GDOE Superintendent

CURRENCY EXCHANGE RATES
On Nov. 16, $1 was worth:

Keep posted and get more data and details online. Log on to see real time market data with our stock market tool at postguam.com/stock_market.

48.1790 PHP₱	104.580 JPY¥	1,108.40 KRW₩	28.5160 TWD NT$	6.5820 CNY¥	1.3721 AUD A$	0.8438 EUR €

Former luxury goods executive opens small business

Editor's note: This is the latest in a series of articles on businesses launched during Guam's Pandemic Condition of Readiness 1.

By Norman M. Taruc
digitaleditor@postguam.com

Susan Fryer was eyeing business opportunities a year ago, well ahead of the COVID-19 pandemic. At the time she was well established in the luxury retail industry on Guam, property managing high-end boutiques at a swanky Tumon shopping plaza. The onset of the pandemic, along with good timing on the availability of a commercial space, spurred her transition from luxury industry executive to entrepreneur in the form of Ate Sue's Store, a retail market in Dededo specializing in high-demand items and seafood from the Philippines, as well as local produce and premium meats. The "ate" part in the store's name, pronounced ah-te, is derived from the Filipino term for older sister or older female relative.

> "I always follow my gut feeling."
> – Susan Fryer

'A gut feeling'

"I had formulated a business plan and was working on a feasibility study, but a big part of it was a gut feeling after observing the supply and demand for the products," said Fryer, a Manila native who relocated to Guam in 1985. The products she speaks of are imported items from the Philippines, and the location that, as she puts it, "fell into her lap," is a recently vacated commercial space on Fatima Road behind the Mobil station on Route 16 in Dededo. "I am so happy with the location, it's a key component. I've been looking for a while and I didn't see any places with potential," said Fryer.

Fryer intends to stock up to 60% of the store with imported items and then also offer fresh local produce.

"I wanted to have a connection with local farmers to push their produce it's a win-win situation," said Fryer. The business model includes a robust seafood market offering imported fish, crab, shrimp and prawns. Air-freighted shipments of Krispy Kreme, Dunkin' Donuts, Goldilocks Bakeshop and other confections will be brought in as frequently as air service allows. She will also stock an inventory of premium cuts of meat that are usually reserved for the still-dormant food and beverage industry within the hospitality sector.

While the pandemic has rendered global supply chains erratic, Fryer is trusting her instincts that her suppliers will keep her well-stocked.

"I'm pretty confident," she said. "I always follow my gut feeling."



SHIFTING TO SMALL BUSINESS: *Former luxury goods executive turned entrepreneur Susan Fryer arranges some of the newly arrived products at her market, Ate Sue's Store. The store had its soft opening Monday along Fatima Road in Dededo.*
Photos by Norman M. Taruc/The Guam Daily Post



NEW STORE: *Susan Fryer has opened Ate Sue's Store on Fatima Road in Dededo. The store features imported items from the Philippines, local produce and premium meats.*

'... You only live once, you have to do it'

Fryer found and secured the Dededo location at the end of August, when the restrictions of Pandemic Condition of Readiness 1 had not been eased and were crippling many businesses. While she considered external financing for her business, she decided to marshal her resources and finance the more than $80,000 needed for the startup on her own. Fryer said the business will be adding six or seven new jobs to the stricken island economy.

With tens of thousands of Guam residents unemployed, and a business climate in crisis, the former luxury industry executive turned entrepreneur offers this advice for those considering small business: "You have to study and research your products and market. It takes a little luck to make things happen, but you only live once, you have to do it."

Ate Sue's Store had its soft opening Monday and is open for business on Fatima Road in Dededo.

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MARK B. MENDIOLA
Vice-Chair

REGULAR MONTHLY MEETING
Tuesday, November 24, 2020
6 PM
Teleconference – via Zoom Conferencing
AGENDA

I. Meeting Call to Order
II. Approval of Minutes
III. Public Participation
IV. Communications
V. Ex-Officio Member Reports
VI. Unfinished Business/ Committee Reports
VII. New Business
VIII. Executive Session
IX. Adjournment

The public is welcome to view the meeting via live stream at https://www.facebook.com/DOEGuam.

If you plan to provide public testimony please download the Zoom application on any of your devices and attend the meeting using this link: https://gdoe.zoom.us/j/99867156102. Individuals requiring special accommodations or information or wish to submit public testimony via email may contact Christie San Nicolas, Administrative Officer by email: clsannicolas@gdoe.net.

Agenda to be available on GEB website at least 72 hours before the meeting.
This advertisement was paid by GDOE local funds.

NOTICE OF PUBLIC MEETING

The Public Defender Service Corporation Board of Trustees will hold a regular meeting on **Tuesday, November 24, 2020** at **12:30 P.M.** in the PDSC Conference Room of the Public Defender Service Corporation, located at MVP Sinajana Commercial Building, Unit B, 779 Route 4, Sinajaña, Guam 96910. The meeting will be held via video conferencing and a link to the meeting is available through the PDSC website.

Copies of the agenda will be available prior to the meeting at the Public Defender Service Corporation.

Individuals requiring special accommodations are asked to contact Ms. Cathy Gogue at 475-3100.

/s/ F. Philip Carbullido
Chairman

Doc. No. 35GL-20-2491.*

MARIA A. GUTIERREZ
Chairwoman

GUAM EDUCATION BOARD

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MARK B. MENDIOLA
Vice-Chair

9th GUAM EDUCATION BOARD
REGULAR MEETING
Friday, October 16, 2020
6 pm
Zoom Conferencing
MINUTES

VOTING MEMBERS

Maria A. Gutierrez, Chairwoman
Mark B. Mendiola, Vice-Chair
Lawrence J. Alcairo
Felicitas B. Angel
Lourdes M. Benavente
Karlyn RCG Borja
John T. Burch
James C. Lujan
Ron L. McNinch, PhD

EX-OFFICIO MEMBERS

Elyssa Cuevas (SSHS)
IBOGS Representative

Doris A. Terlaje
GFT Representative

Mayor, Melissa B. Savares
MCOG Representative

EXECUTIVE SECRETARY

Jon J.P. Fernandez
GDOE Superintendent

I. MEETING CALL TO ORDER

Ms. Maria A. Gutierrez, Chairwoman, called the meeting to order at 6:00 p.m.

ROLL CALL OF MEMBERS

Mr. Fernandez, Superintendent and Executive Secretary, took the roll call. The following members were **present** for the meeting:

Voting Members:
Gutierrez, Maria A. – Chairwoman
Mendiola, Mark B. – Vice-Chair
Alcairo, Lawrence J.
Angel, Felicitas B.
Benavente, Lourdes M.
Borja, Karlyn RCG
Burch, John T.
Lujan, James C.
McNinch, Dr. Ron L.

Non-Voting Members:
Roberto, Jennifer & Borja, Marshelly – IBOGS Representatives
Terlaje, Doris A.– GFT Representative
Savares, Melissa B. – MCOG Representative

Legal Counsel:
Stake, James

The Superintendent announced that nine (9) members of the Board were present, constituting a quorum.

II. APPROVAL OF MINUTES

Ms. Angel motioned, seconded by Mr. Mendiola to approve the minutes from the September 24, 2020 regular monthly meeting, subject to corrections. The Board voted by voice with a vote of 9-0 for the motion, motion passed.

Mr. Mendiola motioned, seconded by Mr. Burch to approve the minutes from the October 2, 2020 special meeting, subject to corrections. The Board voted by voice with a vote of 9-0 for the motion, motion passed.

III. PUBLIC PARTICIPATION – None.

IV. COMMUNICATIONS

CORRESPONDENCE –

Letter to GEB re: Continuation of Distance Learning through Second Quarter // No Face-to-Face Instruction

Mr. Mendiola read the first paragraph of the superintendent's letter into the record. In his letter, the superintendent directs the Guam Department of Education (GDOE) schools to continue to support online and hard copy distance learning for students through the second quarter of School Year (SY) 2020-2021. He stated that based on the current public health emergency and assessment of the risks associated with students returning to school facilities in the near future, face-to-face classroom instruction will not be offered during second quarter. The letter indicated that although it is a shared goal for students to eventually return to school for face-to-face instruction, the public health environment is unlikely to be conducive for a return to classrooms before the end of December 2020. Mr. Mendiola shared that the superintendent also highlighted and outlined data from the U.S. Centers for Disease Control and Prevention (CDC) and Public Health, which led him to this decision. The Guam Education Board (GEB) made a motion to open schools a couple of months ago; however, the Governor's executive order placed the island back in Pandemic Condition of Readiness 1 (PCOR1) and prevented the GDOE schools from allowing face-to-face instruction.

Mr. Fernandez requested for the board's concurrence with his decision. He shared that over the summer, the board authorized three models of learning. He stated that this was to provide the flexibility through board policy in order to address the health and safety of faculty and students the decisions about how and when to execute the models of learning. He shared that the reason for the timing of this decision consisted of two important components. The first component is that he wanted to make sure that as the department looked at the implementation of the models of learning, that it was doing everything possible to strengthen the online platform, distribute equipment and work on internet access issues as well as track missing students. He noted that those efforts have moved forward and in addition to the health and safety protocols based on CDC's guidance and framework for reopening schools. However, Guam continues to be in the highest risk category. He stated that the main issue right now is that the department is about to enter second quarter, making the grading and attendance policy the foremost issue. He mentioned that he was made aware of the announcement of Department of Defense Education Activity (DoDEA) opening on October 26th. He knows that there have been several discussions at the highest levels regarding the reopening of schools for public, charter and private schools and wants to ensure that as those discussions were happening, that GDOE was very clear to stakeholders, employees, families, and students about how the department will proceed. He noted that while he exercised the authority that the GEB gave him, he requested for GEB's concurrence and any further discussion as a way to show the community that we are all in agreement. Then the department would be able to focus efforts on the potential reopening when it becomes safer.

Mr. Mendiola commented that the superintendent did a good job in explaining the reasons for his decision. He stated that although the GEB gave the superintendent the authorization to manage the models of learning, the GEB still has oversight of what goes on with the school calendar and all other duties and responsibilities of the Board. He thanked the superintendent for bringing this to the attention of the GEB and ensuring that they are a part of the decision.

Mr. Mendiola motioned, seconded by Mr. Burch to concur with the Superintendent's decision to suspend face-to-face instruction for second quarter and to revisit potential openings in third quarter should the COVID-19 situation improve. The superintendent took roll call, the Board voted by voice and approved the motion with a vote of 9-0. The motion passed.

Mr. Fernandez shared with the board that they will be discussing not only this matter, but the board's role in helping and guiding the department towards the reopening discussions should schools be able to reopen later this school year.

Ms. Gutierrez thanked the superintendent and assured him that she and her colleagues are committed to continuing to support him and his team. She noted that by the unanimous vote, it shows that they are 100% behind him with his decision.

GEB Member Maria Gutierrez Receives National Public Service Award – Mr. Mendiola shared that a couple of months ago, the GEB nominated chairwoman Maria Gutierrez for the National Association of State Boards of Education (NASBE) National Public Service Award. He read part of the press release into the record and recognized and congratulated Ms. Gutierrez for receiving NASBE's 2020 National Public Service Award as a result of her years of service to the department.

Ms. Gutierrez thanked her colleagues for nominating her. She shared that the award is due to the people of Guam, especially the students and the GDOE employees. She commented that without their support, and the support of many people on Guam, she would not have been recognized by NASBE.

Ms. Benavente commented that Ms. Gutierrez's award is well deserved due to all that she has done to help the students, teachers and parents. She thanked Ms. Gutierrez for all that she has done.

The Learning Continues: Education During a Pandemic – Ms. Gutierrez read the GEB opinion letter into the record.

Mr. Lujan commented that it goes to show, especially after the comments in the media again about the funds being taken away from GDOE for sports, which leaves GDOE $15 million short, that our organization is strong with exemplary employees and a superintendent who has the tenacity to maintain a posture of positivity. He stated that the GDOE is the biggest organization and takes a lot of heat, supporting almost all the programs concerning our livelihoods on Guam - from education to distribution of food and technology - yet the department budget continues to be reduced for the last four years that he has been on the board. He noted that despite the areas the department has excelled in, the Legislature, which controls the budget, continues to put the burden on the GDOE and its families. He encouraged everyone and the families of students to really consider their votes at the upcoming election.

Mr. Lujan motioned, seconded by Mr. Mendiola to accept and endorse the statement as presented. The superintendent took roll call, the Board voted by voice with a vote of 9-0 for the motion. The motion passed.

V. EX-OFFICIO MEMBER REPORTS

IBOGS Report – Miss Borja and Miss Roberto read the report into the record. They shared that the first official Island-wide Board of Governing Students (IBOGS) meeting was held on October 9th, where they introduced the new IBOGS representatives for SY 2020-2021.

Ms. Gutierrez informed her colleagues that further information is in their packets on how the IBOGS conducted the survey through social media platforms for all high school students. She noted that there is one school administrator that would like to do another survey to get more participation and input from their students due to a low amount of participation. She informed everyone that the results of the surveys will be forthcoming after discussion between Deputy Superintendent Erika Cruz and the superintendent. She shared that the IBOGS also participated at the meeting with Deputy Superintendent Joe Sanchez and gave their input on the attendance and grading policy. She thanked Miss Borja and Miss Roberto again and all the other IBOGS members for their participation and sharing their input.

Mr. Lujan commented and informed the IBOGS that they are the leaders of their fellow constituents and peers and encouraged them to be outspoken, especially during the board meetings as they are representing all students.

Mr. Alcairo thanked Ms. Gutierrez for the opportunity to work as co-advisor with the IBOGS group. He shared that this group of students is a very dedicated group even in light of the COVID-19 restrictions. He noted that the IBOGS has typically been a social outlet to get together and discuss what is going on in the schools and changes that they can make. He recognized that although they are limited in their capacity to meet in person, they are still willing to go above and beyond and do what is needed online in order to ensure that their fellow students are heard. He encouraged all parents and students watching to reach out to their IBOGS members because there is no one that knows more about how their quality of education is being impacted than students and families. He thanked all the IBOGS members for being at the meeting and for their participation. He said he looks forward to working with them.

GFT Report – Ms. Terlaje thanked all board members, the superintendent and his management team, as well as the student representatives for the continued collaboration and partnership on behalf of the Guam Federation of Teachers (GFT). She noted that together we will get through this pandemic and the new learning process. The GFT commended all the hard work of all committees and its members. She commented that many have been spending many hours on school readiness and the transition to distance learning, and we have heard both negative and positive feedback, however the community will get through it together. She commented that it has affected all of us, but we will succeed and get through this together by putting our minds together and working hard.

MCOG Report – Mayor Savares congratulated Ms. Gutierrez on behalf of the Mayors Council of Guam (MCOG) for the award she received from NASBE. She briefly shared her experience with Ms. Gutierrez and mentioned how her focus is always on how well we can educate our children as a whole. She then shared that the MCOG had a meeting last week and she continues to emphasize that if any of the schools need assistance with locating the students, they will continue to support that as well as the Grab and Learn and Grab and Go meal distributions. She shared that one mayor, Mayor Rivera, continues to go with her staff to Piti and bring and deliver the Grab and Learn to the students who live in her community to assist families who have transportation issues. The mayors continue to support where they are needed and like herself, Mayor Savares has been working on the Maria A. Ulloa Elementary School's list of missing students. She shared that she has successfully retrieved better phone numbers and out of 34 names, she has reduced it to five. She commented that everyone has to continue to work together and the mayors in the villages continue to support the schools with the needs that they have.

Mr. Fernandez thanked the MCOG for its support. He recognized its assistance with the food distribution that is being pushed out in the community. He noted that the commodity distribution agreement with the mayors during this pandemic has really lifted a lot of the burden from GDOE staff in terms of being able to not only prepare the commodities but also to work and cover all the needs of the villages. He noted that mayors know where those needs are, and he thinks it has worked out a lot better for them to be able to assure that the supplies are getting to the families who really need it. He shared that it gives us a lot of assurance during this difficult time. He expressed his appreciation and thanked them again for all the support they are providing at the school level.

VI. UNFINISHED BUSINESS/COMMITTEE REPORTS

1) Executive Committee

NASBE – Ms. Gutierrez informed her colleagues that as National Association of State Boards of Education (NASBE) liaison for the board, she received a letter and needs to receive concurrence from all board members. She shared that during the business meeting next week they will be voting for the chair elect, and as the voting delegate, she will be voting for fellow board member, Dr. Ron McNinch. She noted that

the business meeting will be the last one and she asked that they all wish Dr. McNinch the best of luck. She encouraged all that have registered to be sure they attend the meeting and reminded them of the dates and time difference. She shared that NASBE will send out information for those who are unable to attend and encouraged the superintendent to have the department's legal counsels register for the conferences because they will have conferences on various topics, such as Individual Education Plan (IEP), special education, liability, etc. She informed the new members that they will find the conference very interesting.

2) Instructional & Academic Support Committee

Head Start Report – Ms. Gutierrez congratulated Head Start on behalf of the board on the Head Start Awareness Month.

Ms. Catherine Schroeder thanked all the board members who joined them on their proclamation signing with the Head Start children and staff. She shared that their Head Start teacher, Ms. Amanda Cossman, from Talofofo Elementary School received the Region 9 scholarship of $3,000 to pursue her education, which she will be formally accepting this week. She noted that it is the first time anybody in the outer pacific has applied for and received the scholarship. She also shared that Head Start will be having a federal review sometime after January and more information will be provided as soon as she is notified. Prior to that, she will provide all the questions for the federal review.

Mr. Lujan motioned, seconded by Mr. Mendiola to accept the Head Start Report as presented. The Board voted by voice and approved the motion with a vote of 9-0. The motion passed.

ECE Training for Board members October 26, 2020 – Ms. Gutierrez reminded her colleagues of the NASBE award. She noted the funding is for social and emotional training. She stated that there is a task force that the superintendent has appointed, and they will be conducting trainings to include elementary school principals and teachers. She noted that the task force consists of six counselors and six teachers and will be facilitated by Ms. Nadine Cepeda and Ms. Sylvia Calvo. She mentioned that the training was supposed to be contracted but she and the committee members felt that the department has the expertise of early childhood teachers and counselors to conduct the training and receive the stipends. She encouraged her colleagues to attend the training on October 26th at 3 p.m. and reiterated that Guam is one of only two states to receive the award.

Grading and Attendance Policy – Ms. Benavente shared that over the past six weeks, the GDOE management and the Division of Curriculum and Instruction have been gathering the input and concerns from various stakeholders to better understand their experiences with distance learning. She noted that one main concern was grading and the issues that teachers felt they did not have enough evidence or consistent information necessary to provide valid grades for students during the first quarter. She stated that the Curriculum and Grading Policy Working Group was formed of a team of school administrators and teacher leaders to address this based on three tasks. The first task was to identify policy issues and concerns related to curriculum and grading based on experiences with distance learning including both online and hard copy curriculum. The second task was to generate policy recommendations, guidance or solutions to address issues and concerns based on feedback from stakeholders to be implemented based on recommended timelines. The third task was to consider issues and provide recommendations to management and the board regarding the potential return to traditional face-to-face learning inclusive of, but not limited to, a phase-in opening of schools upon raising of PCOR status, the potential cancellation of face-to-face classes for the remaining semester or year, and any other ideas related to this. She shared that the meetings started on September 18th and had over 300 participants from the schools, parent representatives from the Island-wide Parent Teacher Organization or PTO and IBOGS members who worked to discuss, debate and finalize a set of recommendations for the board to consider. She informed her colleagues that they will find in their packets the recommendations that this working group has come

up with. She stated that the final product is divided into two policies: one for attendance and one for grading.

Mr. Mendiola thanked Ms. Benavente and recognized the committee and everyone involved for their work. He assured the community that the stakeholders had an opportunity to contribute to the conversation which has led to this point. He noted that sometimes some people will not be happy with some of the decisions. Although he was not able to attend all the meetings, he was able to watch the recordings and he looked at the data and information which was very thorough. He thanked everyone involved and stated that he believes that this is the best option that the department has put forth to the board for their consideration. He urged his colleagues to support it as well.

Mr. Burch commented that he would also like to thank the many people that worked on developing this policy proposal. He thanked them for their hard work and for the many hours they put into developing the proposals. He stated that the proposals attempt to address concerns brought up by parents, students, teachers, staff and administrators. He does not expect everyone to be pleased with the change of policy but expressed that he feels that this proposal establishes the best approach to evaluate our students during this time of crisis.

Ms. Benavente motioned, seconded by Mr. Lujan to approve and adopt the grading policy as proposed. The superintendent took roll call, the Board voted by voice with a vote of 9-0 for the motion. The motion passed.

Ms. Benavente motioned, seconded by Mr. Burch to approve and adopt the attendance policy as proposed. The superintendent took roll call, the Board voted by voice with a vote of 9-0 for the motion. The motion passed.

3) Safe & Healthy Schools Committee

School Reopening Planning – Mr. Burch commented that for the record, the superintendent has requested for the Safe & Healthy Schools Committee to schedule work sessions starting this coming Friday, October 23rd at 11 a.m. for briefings from the committee to reopen schools. He shared that the superintendent has already reactivated the readiness committee which worked over the past summer to reopen our schools this school year. However, because of the issues surrounding the COVID-19 crisis, the department was unable to open up all of the proposed models of learning in August. He informed everyone that this is just the start of the planning process and he expressed the need to have an effective response if the department opens schools. He noted that everyone is invited to attend the work sessions every Friday, and he asked the superintendent to elaborate on the school readiness dashboard.

Mr. Fernandez presented the numbers and data from the dashboard. He stated that we needed to really help our stakeholders understand what the plan is for second quarter. He shared that they have been monitoring indicators relative to the school reopening. The framework set forth by the CDC is used to track core indicators, which indicate the spread of COVID-19 within the community. He explained that the higher the numbers are in terms of new cases and the positivity rate, the higher the risk level is of the virus impacting our schools. He noted that they will use the dashboard to communicate this to stakeholders, to track the data and to use the data to inform decisions made by the board and management team. He stated that in order to get to reopening, the department wants to be at PCOR3. Based on the most recent information, we are probably going to be at PCOR3 closer to the end of November at the earliest or December. From a logistics standpoint, it would not make sense to send kids back to school for the last week or two of the quarter; therefore, the team needed to consider when would be the earliest point to reopen. He informed all the stakeholders listening that the message is not that we are going to reopen in January; the message is that at the earliest, it would be January. As we approach January, the board, the committee and the school readiness task force members will focus on monitoring the conditions and preparing for the eventual opening. He stated that we really have to ensure that we are in an environment where we can provide an assurance to stakeholders, especially

students, teachers and staff, that we are able to operate safely. He mentioned that the task force is also in the midst of doing the day-to-day operations for the school year such as pushing out the technology, trying to fulfill 2,500 applications for laptops, as well as the meals and food distributions, distance learning, hard copy distribution and so forth. He shared that Deputy Superintendent Joe Sanchez is working with the Governor's office on internet access solutions that will hopefully be in place by the end of December. At the same time, the task force has had to turn their attention to reopening and working extremely hard to get the department to a plan that will be comfortable for everyone. He mentioned that the task force will be starting with the plan that they initially had in the summer, which was aimed at opening in August. Because of a second surge and the opportunity to watch other jurisdictions go through the reopening and reclosing of schools, it showed the importance of updating and refining the plan to reflect the latest information. He stated that the main focus of our team is to really ensure that all of the mitigation efforts and strategies are underway and are as complete as possible before the decision of reopening is made. In the meantime, the department has been working on procuring, receiving and distributing supplies and equipment necessary to all schools including our private and charter schools. He stated that another part of the mitigation strategy is the training component for employees to refresh their training on the proper use of the supplies and equipment as well as the proper protocols and procedures for helping our kids adjust to the new procedures relative to COVID-19. Another part of the mitigation efforts and training is the social emotional well-being trainings and supports. He noted that we did hold sessions for our employees; however, due to being further into the pandemic in a second surge and the prolonged pandemic situation shutdown, it has really had a very significant impact on everyone. He shared that the final component is a very active and robust perception survey from teachers, students, and parents. Although they have held many sessions, they want to look at other ways of capturing their receptions and concerns relative to any of the reopening issues and decisions that we might be faced with. He stated that they want to do it on a regular and frequent basis as they go through discussions along the way to better understand what the stakeholders care about, what their top concerns are, whether they feel safe, why or why not, and hopefully this will put everyone kind of on the same page when it comes to making the final decision about when and how to reopen. He noted that when the governor gives everyone the authority to reopen (private, charters and public schools), that the authority just means that we can then go from there to decide when and how to open on our own terms. He stated that we are not just going to automatically reopen, but that if GDOE is cleared to open, it will have flexibility to decide how to operate. He noted that the only other critical piece that he wanted to make the Board aware of is the possibility of reopening using a phased-in approach. It is unclear what the phased-in approach looks like at this point, but it could mean anywhere from opening certain grade levels first, opening elementary or secondary schools first or looking at particular groups of students who have needs that are best addressed with face-to-face instruction. He stated that they are going to prepare for that. He shared that the task force will begin meeting this week and every Friday thereafter, and the latest information updates will be provided.

Mr. Burch thanked the superintendent. He stated that he wanted to assure everybody that this is the restarting of the planning process. He noted that the committee will be working on what they have planned during the summer and enhance that plan to ensure a more effective response for the reopening of schools when the time arrives. He stated that that time will not be determined by them at this point, which will be the governor who will be the one to do so. The governor will be the one to say when the schools are allowed to reopen but agrees with the superintendent that the GDOE will be reopening the schools on GDOE's terms and this will give the department the effective response and the plan for that. He commented that it does not appear that reopening will happen this semester. He expressed his hope for things to go smoothly in the new year and for a vaccine or other solution to allow everybody to go back to a state of normalcy.

Ms. Gutierrez thanked Mr. Burch and encouraged all her colleagues to participate in the work sessions. She commented that it is really important for them to know what is going on so that when it comes before

the board, they will all be able to provide their acknowledgement, approval, or concurrence with the superintendent and their teams.

4) **Organizational Efficiency & Development Committee –** No report.

5) **Fiscal Management**

Update on FY20 and FY21 Budget – Mr. Mendiola informed the board members that they can find the aging report and information on where we are in our cash position as reported from the superintendent in their packets. He noted that they started engaging with the audit and the superintendent will be calling for a work session where they can talk a little bit more about the budget. He commented that they will do their best to properly fund programs that deal directly with the classroom. With respect to the Education Financial Supervisory Commission (EFSC), he will work with board member Mr. Alcairo, who has reached out to one of the senators regarding potential conflicts with the law, to try to report back to the board in terms of the legislative relationship and what we can do to answer some of the questions related to the overlapping authorities. He requested that the other issues be tabled, and further discussion will be forthcoming at the upcoming work session.

USDOE Specific Conditions/High Risk – Mr. Mendiola commented that they expect USDOE's response sometime in January. It is usually around this time but right now in Washington, D.C. they are going through the election cycle. He stated he is pretty sure there are going to be changes coming up especially with a lot of congressional seats that may be up for reelection. He mentioned the department is looking at the re-evaluation plan and there are some areas of concern raised in the letter. It is not insurmountable and he thinks the department is doing well. He informed the superintendent that they can also do a heavy brief during the work session from the superintendent and Internal Auditor, Mr. Frank Cooper-Nurse, who is leading that effort. He noted that discussions during the work session will give the board an opportunity to understand these issues before making any announcements at the board meeting.

EFSC Review Status – Ms. Gutierrez asked Mr. Alcairo if he has anything to report on EFSC. She asked if he met with Senator San Agustin's staff or if he wants to table it.

Mr. Alcairo shared that he has nothing substantive to add besides the fact that after speaking to the staff, they are open to amending the EFSC laws, especially with the last seven years of clean financial audits as well as USDOE's move towards transitioning GDOE away from the high-risk status. He commented that he does want to concur with the Budget & Finance chair that maybe we should seek a more formal process in terms of introducing a resolution and making recommendations to the legislature so that we can get formal input from both Senator San Agustin's office as well as the various members of the EFSC. He shared that by this time, anecdotally it seems that a lot of them are open to amendments and changes if possible, once the high-risk status is resolved.

VII. NEW BUSINESS – None.

VIII. EXECUTIVE SESSION – None.

IX. ANNOUNCEMENTS AND ADJOURNMENT – Ms. Gutierrez wished the best of luck to their colleague, Dr. McNinch, in his election next week and informed everyone that as soon as she hears or knows of the result, she will share it with the board members. She commented that she knows he will make a great chair elect and be a strong representative on NASBE for the coming years. Guam has made itself known at NASBE and of all the Pacific areas, Guam has been very active.

Dr. McNinch thanked Ms. Gutierrez and the board for their efforts in nominating him. He also expressed his appreciation to Mr. Lujan for originally nominating him to be the new member representative on the NASBE

board three years ago. He shared his appreciation for their support when he became the Western director last year and wished his colleagues the best of luck at the upcoming election. He recognized all the hard work and efforts of the board, the superintendent, and all employees of the GDOE.

Ms. Gutierrez thanked Dr. McNinch and informed her colleagues that she will be attending the New Member Institute. She commented that she will do her best to assure that she puts in a vote to nominate one of their colleagues to be on the New Member Institute. She wished all her colleagues that are running the best of luck in the election and expressed that this group of board members, whether appointed or elected, has really worked well together and that she appreciated the cooperation and the working relationship with the GFT. She thanked and expressed her gratitude to all the employees, the superintendent, Deputy Superintendents Joe Sanchez and Erika Cruz and their committees for all their hard work.

Mr. Mendiola motioned, seconded by Ms. Gutierrez to adjourn the meeting. The Board voted by voice and approved the motion with a vote of 9-0. The motion passed.

Ms. Gutierrez adjourned the meeting at 7:41 p.m.

MINUTES SUBMITTED BY:

for _____ **Date:** November 6, 2020

CHRISTIE L. SAN NICOLAS
Administrative Officer

MINUTES OF OCTOBER 16, 2020 REGULAR BOARD MEETING:
(√) Approved as submitted
( ) Approved subject to corrections
( ) Other: _____

_____ _____

MARIA A. GUTIERREZ **JON J. P. FERNANDEZ**
GEB Chairwoman **Executive Secretary/GDOE Superintendent**

Date: 11/24/2020 **Date:** 11/24/2020

GUAM EDUCATION BOARD
AMENDED RESOLUTION NUMBER 2020-09

Introduced by: **Guam Education Board Members**

Relative to Approving the Corrective Financial Recovery Plan Prepared in Response to the Code C-Watch Issued by the Education Financial Supervisory Commission for the Months of March April May June July Fiscal Year 2020

WHEREAS, 17 GCA Chapter 3 §3133 established the Education Financial Supervisory Commission (EFSC) to develop financial performance indicators that produce a monthly financial designation status for the Guam Department of Education (GDOE); and

WHEREAS, 17 GCA Chapter 3 §3133(d)(3) defines Code C-Watch as a negative variance report exceeding two percent (2%) of the approved budget amount when combining year-to-date actual and annualized projections at the time of reporting; and

WHEREAS, on October 29, 2020 and September 17, 2020 the EFSC issued Declarations of Financial Status Designation for the months of June and July, 2020 and for the months of March April and May 2020, respectively, and that these EFSC FSDs were transmitted and received by the Guam Education Board (GEB) office on November 5, 2020 and on October 23, 2020; and

WHEREAS, 17 GCA Chapter 3 §3133(e)(3) requires that the GEB review, modify and approve by resolution the Corrective Financial Recovery Plan (CFRP) and submit it to the EFSC within fifteen (15) working days of receipt from the Superintendent of Education; and

WHEREAS, on October 25, 2020 the Superintendent of Education provided to the GEB a CFRP to address the projected Code C-Watch shortfalls for the period ending March 31, 2020 and adjusted in Salary, Overtime, Benefits, Miscellaneous, Power, and Water for period ending May 31, 2020; and on November 6, 2020 also provided to the GEB a CFRP to address the projected Code C-Watches shortfalls adjusted in Salary, Overtime, Misc. Power, and Water for the period ending July 31, 2020; and

WHEREAS, the following table reflects C-Watches for March 2020 and adjusted thru the period ending July 2020 for object categories indicating needed corrections to the EFSC FSD reports on

projected shortfall/lapses based on a re-validation performed by GDOE staff; corrections are part of the CFRP for the respective object categories; and

A	B	C	D	E	F
YTD Operations Plan Budget	Month	Account	Expenditure	Proj. Remaning	Proj. Lapse/Shortfall
$ 126,826,734.00	Mar-20	111 Salary	60,652,995.00	$ 63,871,115.00	$ 2,302,624.00
$ 10,000.00	Mar-20	112 OT	3,988.39	$ 1,378.00	$ 4,633.61
$ -	Mar-20	290 Misc	-	$ -	$ -
$ 126,336,734.00	Apr-20	111 Salary	76,104,603.00	$ 53,841,860.00	$ (3,609,729.00)
$ 10,000.00	Apr-20	112 OT	3,988.39	$ 3,828.00	$ 2,183.61
$ 44,962,141.00	Apr-20	113 Bene	26,136,266.00	$ 18,318,732.00	$ 507,143.00
$ -	Apr-20	290 Misc	-	$ -	$ -
$ 126,336,734.00	May-20	111 Salary	86,331,653.00	$ 43,847,702.00	$ (3,842,621.00)
$ 10,000.00	May-20	112 OT	3,988.39	$ 1,994.20	$ 4,017.42
$ 44,926,141.00	May-20	113 Bene	$ 29,691,964.92	$ 14,949,696.00	$ 284,480.08
$ -	May-20	290 Misc	-	$ -	$ -
$ 126,312,328.00	Jun-20	111 Salary	96,303,850.00	$ 33,948,797.00	$ (3,940,319.00)
$ 10,000.00	Jun-20	112 OT	3,988.39	$ 1,329.46	$ 4,682.15
$ -	Jun-20	290 Misc	-	$ -	$ -
$ 10,000.00	Jul-20	112 OT	3,988.39	$ 797.68	$ 5,213.93
$ -	Jul-20	290 Misc	-	$ -	$ -

NOW THEREFORE BE IT RESOLVED, that the Guam Education Board approves the attached Corrective Financial Recovery Plan(s) submitted to the Board on October 26, 2020 and on November 5, 2020 by the Superintendent of Education; and

BE IT FURTHER RESOLVED, that a copy of this Resolution 2020-09 and the attached CFRP(s) be transmitted to the EFSC.

DULY AND REGULARLY ADOPTED BY THE GUAM EDUCATION BOARD ON THIS 24th DAY OF November 2020.

Maria A. Gutierrez

MARIA A. GUTIERREZ
Chairwoman, Guam Education Board

JON J.P. FERNANDEZ
Executive Secretary, Guam Education Board

DEPARTMENT OF EDUCATION
OFFICE OF THE SUPERINTENDENT

www.gdoe.net
501 Mariner Avenue
Barrigada, Guam 96913
Telephone: (671) 300-1547/1536•Fax: (671)472-5001
Email: jonfernandez@gdoe.net

JON J. P. FERNANDEZ
Superintendent of Education

November 6, 2020

MEMORANDUM

TO: Chairwoman and Members, Guam Education

FROM: Board Superintendent of Education

RE: EFSC Declaration of Financial Status Designations, Code C-Watch, Corrective Financial Recovery Plan for 2020 Fiscal Year to Date: ending May 2020 and ending July 2020

On October 29, 2020 and September 17, 2020 the Education Supervisory Commission issued Declarations of Financial Status Designation for the months of June and July 2020 and the months of March, April, and May 2020, respectively. The EFSC acknowledged although the Commission is still required to review and transmit the reports the expectation is no action may necessary be required because of the lateness of the reports. The documents were received by the Guam Education Board on November 5, 2020 and on October 23, 2020. The EFSC summary spreadsheets for the March 2020 through May 2020 FSDs and for the June and July 2020 FSDs are attached.

The Corrective Financial Recovery Plan as required by law follows. This plan must be provided to the Guam Education Board within twenty (20) working days of receipt of the EFSC issued Watch. The GEB shall review, modify and approve by resolution, the Financial Recovery Plan and submit it to the EFSC within fifteen (15) working days of receipt from the Superintendent of Education.

Code C-Watch Corrective Financial Recovery Plan
In summary and pursuant to the FY20 Spending Plan as approved by GEB Resolution 2019-17, GDOE began the fiscal year with a projected shortfall of $33M and consequently, anticipated reoccurring C-Watches (projected shortfalls) in a number of operational object classes throughout the fiscal year.

The Corrective Financial Recovery Plan (CFRP) to remedy these C-Watches throughout the fiscal year is to transfer funding from personnel lapses and other object categories on a quarterly basis. We would note, GDOE anticipates a higher reimbursement rate for meals served under the federal Child Nutrition Program to generate lapses in to further address C-Watches throughout the fiscal year.

The follow table reflects the EFSC designated C-Watches:

A	B	C	D	E	F
YTD Operations Plan Budget	Month	Account	Expenditure	Proj. Remaning	Proj. Lapse/Shortfall
$ 126,826,734.00	Mar-20	111 Salary	60,652,995.00	$ 68,933,335.00	$ (2,759,596.00)
$ 10,000.00	Mar-20	112 OT	21,961.00	$ 1,484.00	$ (13,445.00)
$ -	Mar-20	290 Misc	534.00	$ 534.00	$ (1,068.00)
$ 9,000,000.00	Mar-20	361 Power	6,508,355.00	$ 6,508,355.00	$ (4,016,710.00)
$ 1,694,507.00	Mar-20	362 Water	1,418,358.00	$ 1,418,358.00	$ (1,142,209.00)
$ 126,336,734.00	Apr-20	111 Salary	76,104,603.00	$ 58,912,070.00	$ (8,679,939.00)
$ 10,000.00	Apr-20	112 OT	44,565.00	$ 4,176.00	$ (38,741.00)
$ 44,962,141.00	Apr-20	113 Bene	26,136,266.00	$ 20,041,979.00	$ (1,216,104.00)
$ -	Apr-20	290 Misc	627.00	$ 447.86	$ (1,074.86)
$ 9,000,000.00	Apr-20	361 Power	6,508,355.00	$ 4,648,825.00	$ (2,157,180.00)
$ 2,184,507.00	Apr-20	362 Water	1,744,003.00	$ 1,245,716.43	$ (805,212.43)
$ 126,336,734.00	May-20	111 Salary	86,331,653.00	$ 48,933,035.00	$ (8,927,954.00)
$ 10,000.00	May-20	112 OT	201,419.00	$ -	$ (191,419.00)
$ 44,926,141.00	May-20	113 Bene	29,695,149.00	$ 16,681,995.00	$ (1,451,003.00)
$ -	May-20	290 Misc	627.00	$ 313.50	$ (940.50)
$ 9,000,000.00	May-20	361 Power	7,398,431.00	$ 3,699,215.50	$ (2,097,646.50)
$ 2,184,507.00	May-20	362 Water	2,062,085.00	$ 1,031,042.50	$ (908,620.50)
$ 126,312,328.00	Jun-20	111 Salary	96,303,850.00	$ 33,948,797.00	$ (3,940,319.00)
$ 10,000.00	Jun-20	112 OT	339,051.00	$ 127,486.00	$ (456,537.00)
$ -	Jun-20	290 Misc	627.00	$ 209.00	$ (836.00)
$ 9,000,000.00	Jun-20	361 Power	8,577,932.00	$ 2,859,310.67	$ (2,437,242.67)
$ 2,699,507.00	Jun-20	362 Water	2,332,891.00	$ 777,630.33	$ (411,014.33)
$ 10,000.00	Jul-20	112 OT	534,721.00	$ 1,160.00	$ (525,881.00)
$ -	Jul-20	290 Misc	721.00	$ 144.20	$ (865.20)
$ 9,495,000.00	Jul-20	361 Power	9,303,484.00	$ 1,860,696.80	$ (1,669,180.80)
$ 2,699,507.00	Jul-20	362 Water	2,643,892.00	$ 528,778.40	$ (473,163.40)

111 Salary

The projected shortfall $2,759,596 in March 2020 and adjusted $8,927,954 in May is the result of formula error for projected remaining salary [(AVG 26 PPE SALARY*(26-16) + (AVG 21 PPE SALARY*(21-16)] at $48,933,035. Actual elapsed number of PPE is 17 and when recalculated the projected remaining salary is $43,847,702 and brings projected shortfall to $3,842,621. The projected shortfall $3,940,319 in June 2020 and adjusted $2,497,284 in July reflect the formula has been corrected and thus removed the C-Watch designation to A-Stable. GDOE anticipates the shortfall to diminish and budget modifications will be prepared in to address any remaining shortfall balances from lapses in other categories.

112 Overtime

The projected shortfall $13,445 for the period ending March 2020 and adjusted $525,881 in July incorrectly captured $17,972.61 overtime expenditures (GDOE staffing at shelters); $179,458 (GDOE staffing at Covid-19 PCOR Emergency Response centers) and $327,290 (GDOE OT staffing during the summer months of Covid-19 Pandemic TEFAC and Grab and Go Meals) as authorized under the Federal CARES Act. No actual locally funded overtime expenses were incurred between March and July. The calculation assumes this expenditure is reoccurring, when in fact, these are not. When recalculated for

the period ending July 2020 -- YTD Budget $10,000 less YTD Expenditure $3,988 and projected remaining $797 results in a projected lapse of $5,214 8 does not require any corrective action.

113 Benefits

The projected shortfall, $1,216,104 for the period ending April 2020 and adjusted $1,451,003 in May:
a) incorrectly captured $3,184 in benefits for overtime expenses (GDOE OT while staffing at shelters Tropical Storm Kamurri and Typhoon Hagibis and/or GDOE OT staffing at Covid-19 Pandemic PCOR Emergency Response) under Fund 118; and
b) is the result of formula error [(AVG 26 PPE BENEFITS*(26-16)+(AVG 21 PPE BENEFITS*(21-16)] for projected remaining benefits at $16,681,995. Actual elapsed number of PPE is 17.
When recalculated - projected remaining benefits is $14,949,696 plus recalculated YTD expenses $29,691,964 *less* $44,926,141 allotment – adjusted projected lapses $284,480 for the period ending May 2020 does not require any action. For the period ending July, projected lapses $175,863 reflects the formula error has been corrected and consequently, does not require any corrective action.

290 Misc

The projected shortfall, $1,068 for the period ending March and adjusted $865.20 in July incorrectly captured $721 in one-time, non-reoccurring bank fees under Fund 190 the First Generation Trust Fund which is not a part of GDOE's FY2020 appropriations, triggering an unwarranted C-Watch. Removal of this expenditure, which are offset by the available balances from the Trust Account with no negative variances address the C-Watch designation.

361 Power

The projected shortfall, $4,016,710 for the period ending March 2020 and adjusted $1,669,181 for the period ending July 2020 is the result of zero allotments for the months of August and September. Budget modifications will be prepared to address the FSD C-Watch from lapses in other categories to adjust the projected shortfall.

362 Water

The projected shortfall, $1,142,209 for the period ending March 2020 and adjusted $473,163 in July is the result of zero allotments for the months of August and September. Budget modifications will be prepared to address the FSD C-Watch from lapses in other categories to adjust the projected shortfall.

The corrective actions necessary for the remediation of the EFSC Financial Status Designations (FSD) are being monitored and addressed. We have amended the resolution (Resolution No. 2020-09) outlining CRFP to address C-Watches for the months March 2020 through period ending July 31, 2020 and above for the GEB approval in the next scheduled meeting and is attached for review. Please let me know if you would like to discuss this matter in greater detail.

JON J.P. FERNANDEZ

Attachments

cc: Deputy Superintendent of Finance and Administrative Services