

# POLICIES

## **GOVERNMENT OF GUAM COMPLIANCE WITH STANDARD OPERATING PROCEDURES AS MANDATED BY PUBLIC LAW 34-05**

**COMPLIANCE AUDIT**  
*As of December 2021*

**OPA Report No. 21-08**  
**December 2021**





**Government of Guam  
Compliance with Standard Operating Procedures as Mandated by  
Public Law 34-05**

**Compliance Audit  
As of December 2021**

**OPA Report No. 21-08  
December 2021**

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**Executive Summary**  
**Government of Guam**  
**Compliance with Standard Operating Procedures as Mandated by Public Law 34-05**  
**OPA Report No. 21-08, December 2021**

Our review of compliance with the Government of Guam’s (GovGuam) Standard Operating Procedures (SOPs) found that 97% of agencies complied with Public Law (P.L.) 34-05 (hereinafter referred to as “SOP mandate”), which requires an agency document its SOPs for operational functions and performing routine activities, and post said SOPs on its designated website for public view. Specifically, we found:

- 72 agencies documented and posted at least one of its SOPs on its designated website for public view; and
- Two agencies, namely the Department of CHamoru Affairs (DCA) and Guam Recovery Office (GRO), did not document or post its SOPs on its designated website.

Additionally, we found the SOP mandate lacks clarity regarding (1) the types of GovGuam entities that must comply, and (2) the acceptable form of document to be considered as an SOP. Furthermore, the SOP mandate does not address penalties for non-compliance.

**Public Law 34-05**

P.L. 34-05, codified in Title 1, Chapter 19 §1923 of the Guam Code Annotated (GCA), requires the Office of Public Accountability (OPA) to review each GovGuam agency’s SOPs for adequacy, effectiveness, and efficiency as part of each agency’s audit scope. Although OPA has not conducted a previous audit specifically on GovGuam agencies’ compliance with the SOP mandate, approximately 50 previously issued OPA audit reports have made recommendations for various agencies to adopt and/or modify its policies and procedures.

SOPs are defined in P.L. 34-05 as written formal instructions intended to document operational functions and how to perform routine activities. These SOPs were required to include how the agency performs certain actions necessary in carrying out government policies within the agency’s scope of jurisdiction, and specific actions authorized in the agency’s enabling act. SOPs are required to be posted on each agency’s website for public view. All departments and agencies of the Executive Branch, inclusive of all autonomous agencies, the Guam Legislature, and the Judiciary of Guam are mandated to maintain an updated website or homepage openly accessible to the general public pursuant to P.L. 28-57.

**Compliant Agencies**

Of the 74 agencies, 72 (or 97%) were in compliance by documenting and posting its SOPs on its designated website for public view. We noted that 56 agencies made its SOPs easily accessible on its website by creating a dedicated SOP webpage; 43 agencies have a comprehensive list of SOPs available which a citizen can use to learn about the agency’s operations; and 36 agencies observed best practices by reviewing at least one of its SOPs within the last year, with 17 agencies having issued at least one SOP relative to addressing the Coronavirus (COVID-19) pandemic’s impact on agency operations.

### **Non-Compliant Agencies**

Of the 74 agencies, DCA and GRO did not document or post its SOPs on its designated website for public view. In response to our office, each agency is currently developing its SOPs.

### **Limitations of P.L. 34-05**

The SOP mandate uses the term “agency” for the purposes of compliance with SOP reporting requirements; however, the term “agency” creates a lack of clarity for entities that do not specifically identify as a GovGuam agency. This includes entities such as public corporations, boards and commissions, the Judiciary of Guam, the Mayors’ Council of Guam, and the Guam Legislature.

Additionally, because the law does not illustrate the types of documents to be considered as an SOP, we found varying types of documents posted on agency websites.

The SOP mandate does not address any penalties for noncompliance with the SOP reporting requirements. The law allows for agencies to omit SOPs that contain sensitive information from its website, but it is unclear if agencies are not posting all of its SOPs online for this reason. Furthermore, public testimony on Bill 14-34 (COR) was provided with the suggestion to include mechanisms such as a system of fines to enforce compliance.

### **Conclusion**

Overall, a majority of GovGuam agencies complied with the SOP mandate by documenting and posting its SOPs on its designated website for public view. Organizations, whether large or small, can benefit from having SOPs. Some of the benefits of SOPs include compliance to best practices; maintaining consistency; assisting in training and onboarding, and securing organizational knowledge. Organizations that do not have SOPs in place become reliant on key individuals who possess institutional knowledge. The absence of these individuals can halt operations if this knowledge is not documented. Since SOPs can be used to facilitate cross-training, departments within an organization that do not have SOPs can become divided through a lack of understanding of the functions of other departments.



Benjamin J.F. Cruz  
Public Auditor

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## **Introduction**

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This report presents the results of our review of Government of Guam (GovGuam) agencies compliance with Standard Operating Procedures (SOPs) as mandated by Public Law (P.L.) 34-05 (hereinafter referred to as “SOP mandate”). Our objective was to determine if GovGuam agencies’ SOPs were documented and posted on its designated website for public view. This audit was conducted as part of the Office of Public Accountability’s (OPA) audit work plan and is included in OPA’s enabling legislation. Refer to Appendix 1 for the objective, scope and methodology.

Although OPA has not conducted a previous audit specifically on GovGuam agencies’ compliance with the SOP mandate, approximately 50 previously issued OPA audit reports have recommended for various agencies to adopt and/or modify its policies and procedures.<sup>1</sup> Refer to Appendix 2 for the prior audit coverage.

### **Background**

P.L. 34-05, also known as the “Government Efficiency Act of 2017” and codified in 1 GCA §1923, was introduced in February 2017 and signed into law on May 2017. As required by 1 GCA §1923, OPA shall at any time cause each government of Guam agency’s SOPs to be reviewed for adequacy, effectiveness, and efficiency as part of each agency’s audit scope. Refer to Appendix 3 for excerpts from applicable laws.

SOPs are defined in P.L. 34-05 as written formal instructions intended to document operational functions and how to perform routine activities. SOPs shall include how the agency performs certain actions necessary in carrying out government policies within the agency’s scope of jurisdiction, and specific actions authorized in the agency’s enabling act. Such SOPs shall be posted on each agency’s website for public view. P.L. 28-57 mandates for GovGuam departments and agencies to maintain an updated website or homepage openly accessible to the general public. This requirement extends to every department or agency of the Executive Branch of GovGuam, inclusive of all autonomous agencies, as well as the Guam Legislature and the Judiciary of Guam.

In complying with the SOP mandate, however, agencies may omit from its website field operations or sensitive information that if disclosed may cause physical harm to government personnel or citizens, may interfere with law enforcement operations or investigations, or may weaken information systems security.

### **Benefits of Having SOPs**

Organizations, whether large or small, can benefit from having SOPs. Some of the benefits of SOPs include compliance to best practices; maintaining consistency; assisting in training and onboarding; and securing organizational knowledge. Organizations that do not have SOPs become reliant on key individuals who possess institutional knowledge. The absence of these individuals can halt operations if this knowledge is not documented. Since SOPs can be used to facilitate cross-training, departments within an organization that do not have SOPs can become divided through a lack of understanding of the functions of other departments.

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<sup>1</sup> OPA’s practice during performance audits is to request for the auditee’s SOPs in order to obtain an understanding of and perform a risk assessment for the program under audit.

## Best Practices for Creating SOPs

There is no correct format for an SOP; this is determined by the purpose. However, the following are suggested formats and document elements that can be used to generate an SOP.

### *SOP Format*

1. Checklists
  - a. A *simple checklist* looks like a to-do list, with precise, numbered steps that you can check off as you finish them. This is a quick way to capture a process without creating a full manual, especially if experimenting with processes that are not yet entrenched.
  - b. A *detailed hierarchical checklist* records main processes and the details of subprocesses.
2. An organization chart can help users understand the hierarchy of responsibility for complex procedures of the SOP manual.
3. Process flow charts provide a visual overview of entire processes and show how different processes relate to one another. Flow charts also supply context for detailed steps in a procedure.
4. Steps
  - a. *Simple sequential steps* are ordered, numbered step-by-step instructions for simple tasks that have a limited number of possible outcomes.
  - b. *Hierarchical steps* describe procedures that consist of more than ten actions, including branches at decision points.

### *Document Structure for SOPs*

1. Document control or meta information.
  - a. A short title or document ID number
  - b. A revision number and date
  - c. Page number
2. Title page.
3. Table of contents to help readers find the sections of the document that are needed.
4. Purpose to briefly describe the goal in assembling the document.
5. Scope to delineate who is responsible for the procedure or what activities the procedure describes. It can also be helpful to describe what is out of scope for the document.
6. Terminology, glossary, or definitions to define words, phrases, acronyms, abbreviations, and activities that could have ambiguous meanings or that might not be understood by the document's audience.
7. Procedures that include step-by-step descriptions of how to perform tasks.
8. Reference and related documents.
9. Roles and responsibilities to specify what roles are responsible for performing these activities.
10. Appendices can include any supporting documentation that may not fit within the flow of the procedures.
11. Revision history.
12. Approval signatures.

In whatever way an organization structures its SOPs, best practices suggest for SOPs to be reviewed at least once a year.

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## Results of Audit

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Our review of compliance with GovGuam's SOPs found that 97% of agencies complied with the SOP mandate, which requires an agency document its SOPs for operational functions and performing routine activities, and post said SOPs on its designated website for public view. Specifically, we found 72 agencies documented and posted at least one of its SOPs on its designated website for public view. Two agencies, namely the Department of CHamoru Affairs (DCA) and Guam Recovery Office (GRO), did not document or post its SOPs on its designated website.

Additionally, we found the SOP mandate lacks clarity regarding (1) the types of GovGuam entities that must comply, and (2) the acceptable form of document to be considered as an SOP. Furthermore, the SOP mandate does not address penalties for non-compliance.

### **Compliant Agencies**

Of the 74 agencies, 72 (or 97%) were in compliance by documenting and posting its SOPs on its designated website for public view. We noted the following in our review:

- 56 agencies made its SOPs easily accessible on its website by creating a dedicated SOP webpage;
- 43 agencies had four or more SOPs available which the public can use to learn about the agency's operations; and
- 36 agencies observed best practices by reviewing at least one of its SOPs within the last year.
  - 17 agencies issued at least one SOP relative to addressing the Coronavirus (COVID-19) pandemic's impact on agency operations.

Refer to Appendix 4 for an agency compliance breakdown.

### ***Accessibility of SOPs***

The intent of the SOP mandate was to build a more efficient and professional GovGuam. By providing full access to the public, agency transparency and adherence to best practices becomes encouraged through public input. In our review of the websites of GovGuam agencies, we noted that several agencies did not have a centralized location for its SOPs on its designated website. Furthermore, only few agencies have a comprehensive list of SOPs available on its designated website for public view.

### **Inconsistent Location of SOPs**

Of the 72 compliant agencies, 56 (or 78%) have a dedicated page on its website for its SOPs. However, for the remaining 16 agencies, considerable time was invested towards searching for and identifying SOPs on each agency's website. Therefore, as a measure of accessibility, we suggest that agencies create a dedicated page for its SOPs on the agency's website.



### **Number of SOPs Available for View**

Of the 72 compliant agencies, only 43 (or 60%) have a comprehensive list of SOPs available on its designated website for public view. We commend the following agencies for the breadth of SOPs available on its respective website for public view:

1. Guam Behavioral Health and Wellness Center
2. Guam Department of Education
3. Guam Memorial Hospital Authority
4. Guam Public Library System
5. Judiciary of Guam

For five of the following compliant agencies, however, only the agency's organizational chart was found on its respective website for public view:

1. Kumision i Fino' CHamoru (CHamoru Language Commission)
2. Department of Military Affairs
3. Department of Public Works
4. Department of Revenue and Taxation
5. Office of the Chief Medical Examiner

Although considered an SOP, an organizational chart alone could be insufficient in describing the functions and operations of the agency.

### ***Management of SOPs***

We did not conduct an in-depth analysis of each agency's SOPs; however, we made the following observations regarding the administrative information presented in the SOPs:

- Best practices suggest for SOPs to be reviewed at least once a year. The disruption in GovGuam operations due to the COVID-19 pandemic presented a need for agencies to revisit its SOPs. This is especially necessary for any drafts or older SOPs that have yet to be revisited.
- For ease of reference to SOPs, meta information, such as SOP numbers, should be consistently applied.

### **Revisions to SOPs**

Of the 72 compliant agencies, 36 (or 50%) have revisited at least one of its SOPs within the last year. The need to revisit SOPs was especially important due to the onset of the COVID-19 pandemic, which led to significant changes in day-to-day operations, working environments, and internal controls. Of the 36 agencies that have revisited its SOPs within the last year, the following 17 agencies (or 47%) have issued specific SOPs pertaining to its response to COVID-19:

1. Civil Service Commission
2. Department of Administration
3. Department of Corrections
4. Department of Public Health and Social Services
5. Guam Behavioral Health and Wellness Center
6. Guam Department of Education
7. Guam International Airport Authority
8. Guam Memorial Hospital Authority
9. Guam Veterans Affairs Office
10. Guam Waterworks Authority
11. iLearn Academy Charter School
12. Judiciary of Guam
13. Guam Legislature
14. Office of Homelessness Assistance and Poverty Prevention
15. Port Authority of Guam
16. Science is Fun and Awesome Learning Academy Charter School
17. University of Guam

In addition to revisiting SOPs in light of COVID-19, we suggest that agencies revisit draft versions of rules and regulations. The following four agencies posted draft versions of its rules and regulations on its respective website:

1. CHamoru Land Trust Commission
2. Guam Ancestral Lands Commission
3. Guam Energy Office
4. Guam Board of Registration for Professional Engineers, Architects, and Land Surveyors

### **Inconsistency with SOP Meta Information**

In our review of the Guam Behavioral Health and Wellness Center's (GBHWC) SOPs, we found that there were several instances where the policy number listed on GBHWC's website differed from the information contained in the linked file. While we commend GBHWC for making a comprehensive list of SOPs that is easily accessible on the agency's website as well as for implementing best practices for SOP management, we suggest for GBHWC to revisit its SOPs to address the inconsistencies in the policy numbers.

### **Non-Compliant Agencies**

Of the 74 agencies, two agencies (or 3%), namely DCA and GRO, have not documented or posted its SOPs on its designated website for public view; however, both have stated that they are in the process of developing SOPs at the time of this report.

### **Non-Compliance with P.L. 28-57**

Of the two noncompliant agencies, the GRO does not have a designated website pursuant to P.L. 28-57. Additionally, the Community Defense Liaison Office (CLDO) and the Office of Homelessness Assistance and Poverty Prevention (OHAPP), which are both under the purview of the Office of the Governor, do not have a designated agency website. To comply with 1 GCA §1923, both the CLDO and OHAPP's SOPs are posted on the Office of the Governor's website until web services for each agency are obtained.

### **Limitations of SOP Mandate**

Over the course of our review, we noted the lack of clarity of the SOP mandate regarding (1) the types of GovGuam entities that must comply, and (2) the acceptable form of document to be considered as an SOP. Additionally, the SOP mandate does not specify penalties for non-compliance.

Public testimony on Bill 14-34 (COR) recommended for the law to include sections such as the legislative findings and intent, and a mechanism to enforce compliance. However, specifics such as these were not included in the SOP mandate to keep the law organic and to prevent the Legislature from over-reaching within its purview of authority.

### **Definition of Agency**

P.L. 34-05 uses the term "agency" for the purposes of compliance with SOP reporting requirements; however, the use of the term "agency" creates a lack of clarity for entities that do not specifically identify as a GovGuam agency. This includes entities such as public corporations, boards and commissions, the Judiciary of Guam, the Mayors' Council of Guam, and the Guam Legislature.

An example of legislation that outlines what entities are considered agencies is 1 GCA §1922(a), which provides guidance for the annual submission of Citizen-Centric Reports (CCR). The law states that “...every director, administrator, president or head of a government of Guam agency, including line agencies, autonomous and semi-autonomous agencies, public corporations, the Guam Mayor’s Council, the Courts of the Judiciary of Guam and *I Liheslaturan Guåhan*...” must create and submit a CCR. OPA also noted in its testimony on Bill 14-34 (COR) that the guidance provided in P.L. 30-127 relative to adopting the Association of Government Accountants’ CCR initiative has contributed towards the majority of agencies annually issuing a CCR. A copy of OPA’s testimony for Bill 14-34 (COR) can be found in Appendix 5.

### **Acceptable SOP Documents**

Because the law does not illustrate the types of documents to be considered as an SOP, we found varying types of documents posted on agency websites. For example, several agencies have posted its organizational circulars, orders, memos, advisories, and other directives which provide instructions on laws and procedures. Many of these agencies have utilized a form of these directives to issue guidance relative to COVID-19. The following ten agencies have posted these documents on its respective website:

1. Customs and Quarantine Agency
2. Department of Administration
3. Department of Corrections
4. Department of Public Health and Social Services
5. General Services Agency
6. Judiciary of Guam
7. Office of Technology
8. Port Authority of Guam
9. Public Utilities Commission
10. Serve Guam Commission

Several agencies have also posted its enabling legislation and other rules and regulations that are found in the Guam Administrative Rules and Regulations (GARR). While these documents outline the activities of the agency, it is noted in 1 GCA §1923 that SOPs should be developed by the agency that outline the actions authorized in the agency’s enabling act. The following include:

1. Guam Board of Accountancy
2. Government of Guam Retirement Fund
3. Guam Solid Waste Authority

### **No Penalty for Non-Compliance**

The SOP mandate does not address penalties for noncompliance. The law allows for agencies to omit SOPs that contain sensitive information from its designated website, but it is unclear if agencies are not posting all of its SOPs online for this reason.

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## **Conclusion**

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Overall, a majority of GovGuam agencies were in compliance with the SOP mandate by documenting and posting its SOPs on its designated website for public view. Organizations, whether large or small, can benefit from having SOPs. Some of the benefits of SOPs include compliance to best practices; maintaining consistency; assisting in training and onboarding; and securing organizational knowledge. Organizations that do not have SOPs in place become reliant on key individuals who possess institutional knowledge. The absence of these individuals can halt operations if this knowledge is not documented. Since SOPs can be used to facilitate cross-training, departments within an organization that do not have SOPs can become divided through a lack of understanding of the functions of other departments.

Of 74 agencies, we found that 72, or 97%, complied with the SOP mandate. Two agencies, or 3%, did not document or post its SOPs on its designated website.

Lastly, we found the SOP mandate lacks clarity regarding (1) the types of GovGuam entities that must comply, and (2) the acceptable form of document to be considered as an SOP. Furthermore, the SOP reporting law does not address penalties for non-compliance.

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## Classification of Monetary Amounts

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	Finding Description	Questioned Costs	Potential Savings	Unrealized Revenue	Other Financial Impact
<b>1.</b>	<b>Compliant Agencies</b>				
	Accessibility of SOPs	\$ -	\$ -	\$ -	\$ -
	Management of SOPs	-	-	-	-
<b>2.</b>	<b>Non-Compliant Agencies</b>				
	Non-Compliance with P.L. 28-57	\$ -	\$ -	\$ -	\$ -
<b>3.</b>	<b>Limitations of P.L. 34-05</b>				
	Definition of Agency	\$ -	\$ -	\$ -	\$ -
	Acceptable SOP Documents	-	-	-	-
	No Penalty for Non-Compliance	-	-	-	-
	<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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## Management Response and OPA Reply

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In November 2021, we notified the following six agencies of its non-compliance with the SOP mandate:

1. Bureau of Women's Affairs (BWA)
2. Department of CHamoru Affairs (DCA)
3. Department of Integrated Services for Individuals with Disabilities (DISID)
4. Guam Recovery Office (GRO)
5. Office of the Governor (GOV)
6. Office of Homelessness Assistance and Poverty Prevention (OHAPP)

As a result, we received links to SOPs from BWA, DISID, and GOV. These SOPs were included in this report.

DCA and GRO generally concurred with our audit findings, with both agencies requesting for additional time to develop SOPs. Refer to Appendix 6 and 7 for DCA and GRO's response.

We appreciate the cooperation and assistance from the management and staff of the GovGuam agencies in responding to our calls and e-mails during this audit.

OFFICE OF PUBLIC ACCOUNTABILITY



Benjamin J.F Cruz  
Public Auditor

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## **Appendix 1: Objective, Scope and Methodology**

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Our objective was to determine if GovGuam agencies' SOPs were documented and posted on its designated website for public view pursuant to P.L. 34-05. The scope of our audit covered the SOPs documented and posted on each respective GovGuam agency's website as of December 2021.

### **Methodology**

To accomplish our objective, we completed the following:

- Sent memoranda to all GovGuam line agencies, autonomous agencies, the Mayors' Council of Guam, the Judiciary of Guam, and *I Liheslaturan Guåhan* in July 2017 and January 2019 notifying them of our review of agency SOPs.
- Reviewed SOP reporting laws, guidelines, prior audits, hotline tips, and other relevant information.
- Reviewed GovGuam agencies' websites for posting of SOPs.
- Corresponded via e-mail and telephone with agencies lacking SOPs on its respective website.
- On November 17, 2021, informed six GovGuam agencies of its non-compliance. Subsequently, we received links to SOPs from the following agencies, which were included in our results:
  1. Bureau of Women's Affairs
  2. Department of Integrated Services for Individuals with Disabilities
  3. Office of the Governor

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

It is OPA's practice during performance audits to request for an auditee's SOPs in order to obtain an understanding of and perform a risk assessment for the program under audit. Although OPA has not conducted a previous audit specifically on GovGuam agencies' compliance with the SOP mandate, approximately 50 previously issued OPA audit reports have recommended for various agencies to adopt and/or modify its policies and procedures.

**OPA Report No. 20-08, GovGuam Coronavirus Relief Fund (CRF) Expenditures Part 1 (Issued November 2020)**

OPA concluded that GovGuam generally followed the policies and procedures provided by the CRF Guidance for State, Territorial, Local and Tribal Governments (herein referred to as "Guidance"). This is relative to the eligibility, necessity, and reasonableness of approved budgeted expenditures in the government's response to the COVID-19 pandemic. Additionally, the GovGuam Coronavirus Aid, Relief, and Economic Security Act budget (Spending Plan) allocation of funds to agencies was generally based on the criteria of eligible expenditures outlined in the Guidance. However, GovGuam lacked written specific processes and control activities for the CRF; certain approved budget amounts lacked pertinent information and exceeded agencies' request (\$12.2 million (M)); and some approved budgeted expenditures were questionable based on their description and/or cost in the Spending Plan (\$25M). OPA made two recommendations, which included for the Director of the Department of Administration (DOA) to design and implement control activities by adopting policies and procedures for CRF and other federal financial assistance moving forward.

**OPA Report No. 20-05, Guam Housing and Urban Renewal Authority (GHURA) Unclassified Employees' Pay Raises and Bonuses (Issued September 2020)**

This performance audit was Part C of a three-part audit series of the autonomous agencies unclassified employees' pay raises and bonuses, which covered the Guam Power Authority, the Guam Waterworks Authority, and GHURA. OPA concluded that the GHURA Board of Commissioners generally complied with the Open Government Law in granting pay raises and bonuses to unclassified employees. OPA did not find any bonuses given to unclassified employees in our review of executive and general session minutes as well as personnel action forms. In addition, OPA found that the Board of Commissioners:

- Did not retain the minutes of their February 2015 executive session;
- Voted on two matters in its September 2018 and January 2019 executive sessions;
- Were inconsistent in the ratification of the *former* Executive Director and *former* Deputy Director's pay adjustments;
- Ratified the *current* Executive Director and *current* Deputy Director's pay adjustments; and
- Conducted performance reviews for the *former* and *current* Executive Directors.

Further, GHURA's Work Planning and Performance Evaluation System policy does not cover the Executive Director and Deputy Director positions. OPA made four recommendations to the GHURA Board of Commissioners, which included the development of policies and procedures to ensure consistency in the evaluation process of the Executive Director and Deputy Director.

**OPA Report No. 20-01, GovGuam Use Tax on Air Cargo (Issued January 2020)**

OPA concluded that GovGuam's Use Tax data processes from October 1, 2016 through December 31, 2018 had significant flaws and deficiencies in its processes, which were due to the inadequate oversight, monitoring, and coordination amongst key players – Customs and Quarantine Agency (CQA), Department of Revenue and Taxation (DRT), and DOA. In Calendar Year (CY) 2018, CQA's Air Cargo Operations received incoming air cargoes worth \$1.6 Billion, of which only \$136K in Use Taxes were collected. OPA made 12 recommendations, which included for the CQA Director to update its SOP to define thresholds in assessing cargoes subject to personal exemption for better policy guidance.



**OPA Report No. 19-07, DRT Bonded Warehouses for Tobacco Products (Issued November 2019)**

OPA found that DRT still has not submitted any rules, regulations, and formally adopted policies that establish the official requirements for granting certification to and monitoring bonded warehouses for tobacco products. However, DRT has since implemented control procedures to help account for tobacco product quantities after OPA Report No. 18-04, DRT Tobacco Tax. While DRT attempted to improve its bonded warehouse oversight, its current practices are not enough to provide reasonable assurance that all tobacco taxes are complete and properly accountable. OPA made five recommendations, which included that the DRT Director create and implement a policy that all unusual and/or substantial amendments to tax liabilities be examined and verified for accuracy and completeness.

**OPA Report No. 19-02, DOA Special Revenue Funds (SRFs) (Issued March 2019)**

OPA concluded that the Guam Legislature, DOA, and Agency Directors need to address the ineffective fund management and noncompliance with the SRFs' utilization, purpose, and transfers. The fund transfers (borrowings) out of the SRFs did not comply with the Budget Acts and enabling legislations on its use, disbursements, and transfer authority by the Governor. Legislations were not also consistent in requiring separate bank accounts for some SRFs. This resulted in the comingling of funds and borrowings by the General Fund. OPA made 10 recommendations, which included for the DOA Director to develop written policies and procedures to ensure consistency in the opening, closing, interfund transfers, accounting, monitoring, reconciliation, and reporting of special fund accounts.

**OPA Report No. 19-01, Guam Memorial Hospital Authority (GMHA) Billing and Collections of True Self-Pay Accounts (Issued February 2019)**

OPA concluded that GMHA's billing and collection practices for true self-pay accounts did not comply with the applicable law, rules and regulations, and policies and procedures, thereby giving the opportunity for patients and/or guarantors to avoid paying their hospital bills. Management allowed non-collection or untimely collection of past due accounts by not instituting rigorous billing and collection systems. OPA found that charges to patients were not on the Hospital's published fee schedules and/or incorrect based on effective rates; credit arrangements were not done with patients as part of the discharge process; Collections Staff were not focused on collecting delinquent accounts; no delinquent accounts were referred to the contracted Collection Agency; and both partial and interim bills were not provided to patients. OPA made five recommendations, which included that GMHA's Chief Financial Officer create a policy on the implementation and review of rate changes; and account referral process to the Collection Agency, including how the analysis should be done and when to refer accounts.

**OPA Report No. 18-07, Department of Public Works (DPW) Inventory Management of Consumable Parts, Supplies, and Materials Inventory (Issued December 2018)**

OPA concluded that DPW's Supply Warehouse inventory management systems did not produce accurate inventory records to properly account for and safeguard DPW's consumable inventories from fiscal year (FY) 2014 through FY 2017. The Supply Warehouse used three inventory management systems: stock cards, Excel spreadsheets, and the Ron Turley Associated Fleet Management Software (RTA) simultaneously. As a result, DPW's consumable inventory records were inaccurate and unreliable, and consequently, exposed inventories to potential misappropriation. OPA made three recommendations, which included that the DPW Controller create written policies, procedures, and guidelines on RTA processes and how the system would be managed by the Supply Warehouse.

**OPA Report No. 18-06, Guam Regional Transit Authority (GRTA) Non-Appropriated Funds (NAF) (Issued August 2018)**

OPA found that the lack of internal controls over GRTA's NAF posed significant risks of theft and misuse of GRTA's program income. As a result, \$41K in GRTA bus fares reported by the contracted bus operator, and an additional \$14K later identified by GRTA, were not deposited in the Fund. Specifically, GRTA did not adopt and maintain an accounting system for the Fund; have basic control activities, such as maintaining a check register, performing monthly bank reconciliations, and have effective policies and SOPs; and report the Fund's financial activity to the GRTA Board, Governor, Legislature, or OPA. OPA made five recommendations, which included that GRTA adopt proper control activities including establishing effective policies and SOPs, maintaining a check register, and performing bank reconciliations.

**OPA Report No. 18-02, Guam Football Association (GFA) Soccer Stadium Contributions (Issued March 2018)**

GovGuam has made significant monetary and non-monetary contributions to the GFA since the inception of their partnership in 1997. GovGuam contributions made from CY 2012 through 2016 included the lease of a Dededo and Agat Lot each for \$1 per year; \$1.2M in tax credits; two appropriations totaling \$500K and \$600K, respectively; a \$400K appropriation for the FIFA 2018 World Cup Qualifiers; and a \$300K sponsorship to host the FIFA World Cup Qualifying Matches. OPA concluded that, although the GovGuam funds were used to advance the growing sport of soccer on Guam, accountability for the use of these funds could be improved. OPA made six recommendations, of which three included that GFA implement the following policies:

- a) A procurement policy to ensure procurements are competitively and fairly sourced and documented;
- b) A check disbursement policy to prohibit conflicts whereby the payee is also a check signatory; and
- c) A policy to timely remit admission fees no later than the month following an event held at the soccer stadium.

It was noted, however, that GFA had initiated the creation of policies and procedures for procurement, check disbursements, and remitting admissions fees to GovGuam prior to the inception of the audit. As such, these recommendations have been implemented and closed as of the issuance of the report.

**OPA Report No. 18-01, Guam Regional Transit Authority Procurement and Billing of Public Transit Services (Issued February 2018)**

OPA concluded that the GRTA procurement for the outsourced management and operations of public transit services did not comply with applicable laws and regulations and GRTA's billing review was inadequate to identify overcharges. Specifically, the Multi-Step Invitations for Bids' (MSBs) procurement record was incomplete and inadequate to support the sole-source contract awarded to the vendor. In addition, there was no formal contract that defined the specifications and deliverables for the management and operations of the public transit system. OPA also found that GRTA did not diligently review invoices against daily manifests and heavily relied on contractor-provided invoices. OPA made four recommendations, which included that GRTA formalize its review processes for invoices to ensure accuracy and correspond with the terms of the purchase order (PO) and contract.

**OPA Report No. 17-05, General Services Agency (GSA) Procurement Practices (Issued November 2017)**

OPA concluded that GSA's practices on procurement planning did not comply with Guam Procurement Law and Regulations; competitive sealed bids did not comply with Guam Procurement Law and Regulations based on 11 POs related to nine competitive sealed bids tested; and small purchases, sole source, and emergency procurements did not comply with Guam Procurement Law and Regulations based on 29 POs tested. Additionally, GSA does not have updated SOPs. OPA made eight recommendations, which include that the Chief Procurement Officer formally update SOPs.

**OPA Report No. 17-03, Guam Registration Board of Professional Engineers Architects, and Land Surveyors (PEALS Board) Funds and Financial Practices Follow-Up Audit (Issued July 2017)**

OPA found in this follow-up audit that the PEALS Board addressed five of the six recommendations made in OPA Report No. 11-07. While the PEALS Board made improvements by implementing controls over the receipt of payments, recording, and deposits, several weaknesses were noted. Additionally, PEALS Board management failed to enforce certain requirements prescribed in Title 22 GCA Ch. 32 pertaining to the approval of expenditures and certain licensure requirements. The PEALS Board's accounting structure remains weak because certain controls are not in place and staff have limited knowledge of QuickBooks Accounting Software's functionalities and features. OPA made four recommendations, which included that the PEALS Board and Management improve the accounting infrastructure that incorporates the following:

- a) Fiscal year-end reconciliation of reported data;
- b) Printing, saving, and closing of the pre-numbered QuickBooks receipt after each transaction;
- c) Full utilization of QuickBooks to record all PEALS Fund and PEALS Board Revolving fund checking account revenues and expenditures; and
- d) Document these procedures in the PEALS Board SOPs

**OPA Report No. 16-11, DOA Returned Checks Follow-Up Audit (Issued December 2016)**

DRT's handling of returned checks has worsened compared to the conditions noted in OPA's 2006 audit. In addition, while OPA noted some improvements made by DOA and the Office of the Attorney General Child Support Division's State Disbursement Unit (SDU) in handling their own returned checks, there were several deficiencies that remained. As a result of the lack of monitoring and oversight by DRT, DOA, and SDU:

- The amount of outstanding returned checks is unknown.
- There is lost revenues of approximately \$745K for DRT and \$1.3M for DOA returned checks due to minimal collection efforts.
- DOA inconsistently applied the proper accounting standards for tax related receivables.
- DRT Returned Checks Receivable was misstated by an undetermined amount while SDU's Subsidiary Ledger was overstated by \$50K.
- DOA, DRT, and SDU did not maximize remedies to collect on returned checks as provided in laws and regulations.

OPA also found that while there is no significant change in the overall number of returned checks with the passing of the credit card convenience fees on to payers, DRT returned checks increased significantly whereas DOA's and SDU's returned checks declined. OPA made three recommendations, which include that DOA, DRT, and the SDU each implement procedures to maximize remedies as provided by laws and regulations governing returned checks.

**OPA Report No. 16-07, Guam Veterans Affairs Office (GVAO) Non-Appropriated Funds (NAFs) Follow Up (Issued September 2016)**

OPA concluded that the GVAO NAFs were grossly mismanaged and not accounted for in accordance with the applicable laws, regulations, and best practice. There was a significant lack of internal controls over the NAFs, which increased the NAFs' susceptibility to misappropriation. Disbursements were made out of the NAFs mainly at the former Administrators' discretion, as there are no policies and procedures in place. The mismanagement of the NAFs was exacerbated by the GVAO Commission's lack of oversight of the GVAO's finances. OPA made six recommendations, which included that the GVAO Commission, Department of Military Affairs, or DOA institute a regular review monitoring procedure to ensure that burial reimbursement claims are accurately and timely processed. Additionally, the GVAO Commission and Administrator should establish fundamental internal controls at GVAO to improve checks and balances, accountability, and oversight on the NAFs.

**OPA Report No. 15-07, GMHA Inventory Control Over Controlled Substances (Issued December 2015)**

OPA found that GMHA generally complied with federal and local requirements for registrations and controls, but certain requirements and controls are needed to deter possible loss, waste, and abuse of controlled substances. In addition, there was a lack of independent verification and proper separation of pharmacist duties pertaining to controlled substance processes, and controlled substances were not accurately and properly accounted for. The lack of separated duties could interfere with the timely detection of intentional or unintentional errors. Inadequate security and internal controls over controlled substances make them vulnerable to theft and mismanagement. OPA made three recommendations, which included that the GMHA Administrator establish and implement internal controls to ensure compliance with various federal and local laws, requirements, and internal policies.

**OPA Report No. 15-06, GovGuam Tax Credit Programs (Issued October 2015)**

OPA was unable to verify the completeness, reliability, and accuracy of GovGuam's tax credits because DOA did not provide evidence to support that the tax credits were recorded. Based on the limited data provided, OPA concluded that GovGuam has 14 tax credit programs that authorized an estimated \$105.8M in tax credits. Potential savings of \$2.8M was estimated if six inactive tax credit programs were not implemented. OPA made three recommendations, which included that the heads of DRT, DOA, Guam Economic Development Authority, Department of Public Health and Social Services, and the Department of Labor (DOL) establish and implement agreed upon procedures to reconcile all tax credit program data at least annually.

**OPA Report No. 15-04, DOL Unpaid Back Wages (Issued June 2015)**

OPA conducted an analysis of the DOL's receipts and disbursements or unpaid back wages owed to certain Private Company employees for select pay periods from CY 2013 to CY 2014. OPA made no determination of the Private Company's allegations of misconduct and fraud by the DOL's Labor Law Enforcement Specialist, as well as allegations of alleged improper employee compensation to its Contracts Document Specialist. However, OPA concluded that the back wages paid to the employees were net of payroll taxes and the Private Company could not provide documentation for payment of these taxes to the appropriate taxing authorities. OPA recommended that DOL update its standard operating procedure to include provisions that DOL Wage and Hour Division ensure the employer's filing of payroll taxes to the appropriate taxing authorities to include the back wages paid to employees.

**OPA Report No. 15-01, GovGuam Use Tax Exemptions and Collections (Issued March 2015)**

This report was the second part in an audit of the GovGuam Use Tax. OPA concluded that CQA's record management process, Use Tax exemption processes, and its system of internal controls (checks and balances) for managing and recording Use Tax collections need improvement. By law, CQA is tasked to assess and collect Use Tax on behalf of DRT. DRT has relied on CQA for the enforcement and collection of Use Tax; however, lack of oversight means that DRT cannot be sure that collections as well as exemptions were made by CQA in accordance with the law. CQA also does not have written exemption procedures which poses a risk that exemptions are not uniformly treated and may be susceptible to unauthorized use, loss, or abuse. OPA made three recommendations, which included that CQA and DRT work together to establish written exemption procedures, which should be incorporated in the Inter-Agency Cooperative Agreement. These procedures should include that:

- DRT provide CQA a list of business license numbers, expiry, and other relevant information that can be shared without violating taxpayer's confidentiality;
- DRT conduct independent reviews of exemptions granted by CQA;
- DRT provide an opinion to CQA of the treatment of certain goods in determining whether certain goods are taxed or exempted for Use Tax; and
- CQA conduct periodic supervisory reviews of exemptions granted by clearing officers.

**OPA Report No. 13-04, GMHA Compensation Controls for Employees' Salaries Below \$100,000 (Issued December 2013)**

Over the last three years, GMHA experienced fluctuating staffing levels and a number of vacancies in several departments, which have fostered the need for additional hours worked and overtime for its employees. Between CY 2010 and 2012, GMHA paid a total of \$121M to 1,304 individuals who were compensated less than \$100K. OPA concluded that GMHA's compensation controls were better managed for personnel who were paid less than \$100K compared to those compensated greater than \$100K. Although GMHA generally has effective controls in place for employees compensated below \$100K, OPA found that certain exempt employees were allowed overtime and additional straight-time compensation; GMHA does not have any built-in mechanisms within its payroll system to indicate when an employee is exceeding their scheduled hours within a pay period; and the lack of system automation contributed to multiple pay type errors. OPA made three recommendations, which included that the GMHA Director formally adopt a Safe Hours of Work Policy to ensure the safety of patients and employees.

**OPA Report No. 12-01, GVAO NAFs (Issued March 2012)**

OPA concluded that the GVAO's NAFs were not properly managed and accounted for in accordance with applicable laws and regulations. The Guam Veterans Commission did not perform its fiduciary responsibility to provide oversight or adequately monitor GVAO's finances and operations. Instead, the Commission relied extensively on the former and present Administrators. Due to poor record keeping, OPA was unable to accurately or completely assess or quantify the extent of loss (if any), misuse, and appropriation at GVAO. However, based on available records, OPA did not find any evidence or deliberate attempts to misuse or misappropriate GVAO funds. OPA made four recommendations, which included for the Guam Veterans Commission and the GVAO Administrator to establish policies and procedures for handling and accounting for financial data.

**OPA Report No. 10-09, Liberation Day Committee (LDC) Funds and Activities (Issued December 2010)**

OPA conducted an audit to follow up on the recommendations made in OPA Report No. 03-04 to improve the accountability and internal control over Liberation Day revenues. Although the 2003 LDC implemented the recommendations, those internal controls were not passed on and subsequent LDCs repeated the deficiencies and ended with questioned costs of \$2M due to lack of supporting invoices and documentations, and unsubstantiated revenues of \$1.6M. Specifically, OPA found that the 2004 through 2009 LDCs did not prepare financial statements consistently; comply with tax-exempt filing requirements; donate any proceeds to the Liberation Day Textbook Fund; or operate with an effective financial accounting system. OPA made 14 recommendations, which include that the LDC establish formal policies and procedures for overall Liberation Day activities in addition to the various sub-committees.

**OPA Report No. 08-06, DPW Landfill Design Contract (Issued September 2008)**

OPA concluded that DPW did not have controls to ensure that the landfill design contract, Project No. DPW-SW-2004 (003), was procured according to the Guam procurement laws and regulations, or administered to comply with contract provisions and best practices. Specifically, because of minimal documentation, monitoring, training, and planning, the integrity of the procurement process cannot be ascertained. No independent government estimate exists to justify that DPW contracted for necessary services at a fair and reasonable price; DPW Solid Waste Management Division (SWM) did not scrutinize contract invoices prior to approving payments; and contract funding resulted in DPW appropriation shortfalls. OPA made a total of five recommendations to the DPW Director, which included the development of procedures for reviewing progress payments to contractors; as well as for managing contract retainage fees, including the duties performed between DPW and DOA to ensure that work is satisfactorily completed before retention is paid out.

**OPA Report No. 08-04, Guam Public School System (GPSS) Procurement of Construction and Air-Conditioning (Issued June 2008)**

OPA found that the procurement function at GPSS was deficient, lacking appropriate separation of duties and effective oversight to ensure compliance with procurement laws and regulations. The GPSS procurement office did not award construction and air-conditioning contracts in accordance with the Guam Procurement Law. Emergency procurement was used excessively and unnecessarily for non-emergencies. Additionally, purchase orders were artificially divided to remain within the small purchases range and procurements were poorly documented. These substandard procurement practices occurred because of the lack of appropriate separation of duties and monitoring and inadequately trained staff. OPA concluded that, without significant improvements in internal control over procurement, GPSS cannot be relied upon to effectively and efficiently process procurement of construction and air-conditioning for the schools. OPA made five recommendations to GPSS, which included the establishment of written policies and procedures to ensure appropriate separation of duties for procurement activities and other procurement internal control activities.

**OPA Report No. 07-08, DPW Commercial Tipping Fees (Issued August 2007)**

OPA found that commercial tipping fees were not properly applied, billed, and collected. DPW and DOA did not issue timely billing notices and did not collect on past due accounts. Although DOA attempted to establish a memorandum of understanding outlining billing and collection fees responsibilities, the agreement was not finalized. DPW and DOA each assumed the other was collecting commercial tipping fees. As a result, neither DPW nor DOA collected past due tipping fees. Because of DPW's inability to properly apply, bill, and collect commercial tipping fees, the General Fund continues to subsidize SWM operations to the detriment of the government's fiscal condition. OPA made nine recommendations, which included for the DPW and DOA Directors to establish procedures to indicate a billing and payment cycle for commercial haulers, such as twice a month.

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## **Appendix 2: Prior Audit Coverage**

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### **OPA Report No. 07-06, GovGuam Association of Retired Persons Servicio Para I Man'Amko (GGARP/SPIMA) Bingo Activities (Issued June 2007)**

OPA found that GGARP/SPIMA did not establish adequate control procedures over the cash derived from bingo activities and DPHSS did not provide sufficient oversight to ensure that GGARP/SPIMA's controls are adequate. Deficiencies occurred because DPHSS, in its role as the administrator of senior center programs, failed to closely monitor bingo fundraising activities to ensure controls over bingo activities were effective in accounting and recording the bingo revenues. In addition, GGARP/SPIMA management and staff lacked adequate accounting knowledge and basic understanding of internal controls (i.e. checks and balances) to properly account, record, and report all bingo cash related transactions. Established procedures for processing and accounting for revenues and expenditures were not consistently followed. OPA made three recommendations to GGARP/SPIMA, which includes to establish control procedures over bingo activities.

### **OPA Report No. 06-18, Department of Parks and Recreation (DPR) Paseo Stadium Lease Agreement (Issued December 2006)**

OPA found that DPR and the Guam Baseball Federation (GBF) did not comply with the terms and conditions of the Paseo Stadium Lease Agreement and P.L. 27-27. The DPR Director delegated his duty to manage and safeguard the Paseo Stadium entirely to the GBF Commissioner. Without sufficient DPR oversight, the GBF was allowed to completely manage the stadium's rehabilitation. The GBF, on its own, selected only one company (Beneficiary) to benefit from Paseo Stadium tax credits in the sum of \$887,630 for applied tax credits and future tax credits of \$113,626. GBF alone procured and supervised the rehabilitation projects of the Paseo Stadium, and committed the government of Guam to \$1,001,256 of expenditures with no assurance as to the reasonableness and competitiveness of the purchases. The Paseo Stadium tax credit program was intended to rehabilitate the stadium, but OPA found that the DPR Director did not act to ensure that the government-owned Paseo Stadium was managed efficiently and failed to monitor compliance with the terms of the lease agreement and the tax credit program. OPA also found that the Guam Economic Development and Commerce Authority (GEDCA) did not scrutinize the tax credit program and DRT may have over-applied \$297,343 against the Beneficiary's excise taxes. OPA made two recommendations to the GEDCA administrator, which included incorporating procedures into the current rules and regulations to ensure that expenditures for tax credits are procured according to the Guam Procurement Law with the involvement of DPR.

### **OPA Report No. 06-16, Guam Ancestral Lands Commission NAFs (Issued December 2006)**

OPA found that the GALC Executive Director and Board of Commissioners did not provide an effective system of checks and balances to ensure that (1) Land Bank licenses were awarded fairly and equitably in accordance with rules and regulations; (2) all revenues were collected and expenditures were made in accordance with law; and (3) NAFs from the Land Bank Account, Landowner's Recovery Fund, and the MoneyMarket Account were properly accounted for, expanded, and reported in accordance with applicable laws and regulations. Specifically, GALC did not establish rules and regulations for issuing licenses, resulting in inconsistencies in the issuance of properties and favorable terms and conditions to certain licenses in the private and public sector; establish a system for collecting and monitoring license revenues to ensure that all licensees were current in their payment obligations; establish a system of checks and balances over expenditures; and establish written policies and procedures for managing and accounting for NAFs. OPA made seven recommendations, which included for the GALC Executive Director to establish policies and procedures for managing accounting for GALC's NAFs while under their control; as well as to establish rules and regulations for the fair and equitable use of Land Bank properties.

**OPA Report No. 06-14 Guam Visitors Bureau Credit Cards and Travel (Issued November 2006)**

OPA found that during FY 2001 through 2004, GVB opened under a control environment that provided only limited accountability over travel-related activities and credit card charges. Additionally, a number of travel programs were not adequately documented, reconciled, reviewed, and reported. GVB's management failed to communicate policies for credit card use or to monitor activities for adherence to policies. As a result, policies were often misunderstood or ignored, and travelers were not held accountable. OPA made five recommendations, which included for the GVB management to modify existing travel policies to:

- Require GVB compliance with the Guam Travel and Procurement Laws;
- Record per diem allowances as receivables until the traveler complies with all reporting and documentation requirements and the expense report has been reviewed and approved by an appropriate reviewing authority;
- Ensure consistency as to the form of marketing reports; and
- Restructure its review process, appoint specific reviewing authorities, and segregate duties to ensure an objective review process.

Additionally, OPA recommended for GVB to develop an appropriate gift-giving policy for Board approval. This policy should, at minimum, define individuals who can give/receive gifts and establish a tier of appropriate values for the different classes (i.e., based on people, rank) of recipients.

**OPA Report No. 06-06, DOA Returned Checks Follow-Up Review (Issued June 2006)**

OPA determined in this follow-up audit of OPA Report No. 04-07 that DOA made significant improvements in its processing of returned checks. Specific improvements include the implementation of the Point of Sale system, the write-off of certain balances from the AS400 as recommended in the prior audit, and improvements in the reconciliation of income tax and gross receipts tax returned checks receivable in the AS400 with DRT's records. However, OPA found that certain deficiencies still exist, as disclosed in the prior audit:

- Returned check receivables older than 90 days were not referred to the Attorney General, private attorneys, or collection agencies for collection.
- There were lengthy delays in recording returned checks as receivables in the AS400 system.
- There were no efforts to reconcile returned checks balance between DOA and SDU records.

OPA made nine recommendations, which included for the DOA Director to establish written policies and procedures for the monitoring, control, safekeeping, reconciliation, and collection of returned checks. This should include referral of returned checks to the Attorney General, private attorney, and/or a collection agency.

**OPA Report No. 06-01, Evaluation of Internal Controls (Checks and Balances) Over Accounting and Reporting of a Non-Profit Organization (Issued January 2006)**

This audit presents an evaluation of a non-profit organization's (the 'Club') system of internal controls (checks and balances) over accounting and reporting for a two-year period June 30, 2003 through June 30, 2005. OPA found that the Treasurer failed to maintain timely, complete and accurate records. Additionally, the Club officers did not create a system of internal control (i.e. checks and balances) and did not monitor and review the activities of the Treasurer to ensure that all funds collected were accounted for and properly reported. As a result, the Club's funds may have been lost, misused, or misappropriated. OPA recommended for the following policies and procedures to be adopted:

- The Club should utilize an accounting software program to prepare its monthly financial reports;
- Copies of deposit slips should be kept and properly filed to permit ease in the reconciliation process;
- Going forward, Club officers should require monthly bank reconciliation and monthly financial statements to ensure that all cash collected and disbursed are accurately accounted for. The bank reconciliation should be independently reviewed by another officer or member who is independent of the cash receipts and disbursements process;
- If the Club does not have a member qualified to perform such duties, we suggest that the Club officers contract an outside or independent bookkeeper to perform the record keeping function; and
- Schedules or any financial report should include the preparer's signature and the date it was prepared.

**OPA Report No. 05-09, Chamorro Land Trust Commission (CLTC) NAF (Issued December 2005)**

OPA found that the CLTC's former and current Administrative Directors and Boards did not provide an effective system of checks and balances to ensure that (1) commercial licenses of Chamorro homelands were awarded in accordance with rules and regulations, (2) revenues derived from commercial leases and licenses were collected and spent in the best interest of the Commission's beneficiaries, (3) lessees' loans guaranteed by the Commission were monitored, and (4) financial statements were prepared for the Legislature as required by law. These conditions occurred because the former and current Administrative Directors and Boards did not provide sufficient oversight and monitoring over the Commercial Division and demonstrated a lack of understanding of the importance of checks and balances. Other matters not related to the audit objectives that came to OPA's attention include: (1) the Commission has not yet established the CLT Operations Fund required by P.L. 28-68, and (2) the Board had not yet conducted the semi-annual performance evaluation of the Administrative Director as required by law. OPA made seven recommendations to the CLTC Administrative Director and Commission Board, which included the establishment of written guidelines for the application and award of commercial leases and licenses to include, at a minimum, uniform application forms, business plan, financial statements of the applicant, independent appraisals, and Board and legal council approval of all licenses. OPA also recommended for the establishment of rules and regulations for the use of lease payments received from the Guam Municipal Golf Course.

**OPA Report No. 05-06, Port Authority of Guam Goodwill and Morale Association (PAGGMA) (Issued December 2005)**

OPA found that the PAGGMA spent \$33,750 that lacked documentation to justify that the expenditures were PAGGMA-related. Of this amount, PAGGMA officers and non-PAGGMA members may have improperly received a total of \$23,554 due to a lack of supporting documentation. Other PAGGMA payments to various payees totaling \$10,196 did not have supporting documentation. These conditions occurred because the PAG Board and Management, as well as the PAGGMA membership, did not require an accounting of PAGGMA's funds. Additionally, OPA found that the PAG:

- Used public funds when it donated \$5,000 to PAGGMA for the 2000 Christmas Party, contrary to Governor's Circular 97-01 and Attorney General's (AG) Memorandum GOV 98-0079, which prohibited such donations;
- Donated unclaimed cargo to PAGGMA absent PAG Board approval, as required by PAG Board Policy Memorandum No. 2002-11; and
- Allowed PAG employees to solicit money and prizes from PAG tenants, which may be a conflict of interest, as it puts undue pressure on PAG tenants to donate to PAGGMA.

OPA made five recommendations to the PAG Management and Board, which include the establishment of a policy that is consistent with the AG's opinion confirming whether or not PAG employees are allowed to solicit from its tenants.

**OPA Report No. 05-02, Guam Council on the Arts and Humanities Agency (CAHA) NAF (Issued June 2005)**

OPA found that the former CAHA directors and the Board failed to implement and adhere to the guidelines established in Executive Order 84-3, which established the CAHA Revolving Fund and guidelines for general administration, internal fiscal control, and audit review. Internal control deficiencies were present, which included inadequate financial reporting and lack of an accounting system; improper separation of duties; unauthorized and unsupported disbursements; poor management of receipts; poor controls over donation box; and failure to issue form 1099-MISC. OPA made eight recommendations, which include that the Chairman of the CAHA Board to develop written procedures to ensure the safeguarding of the donation box to include: (1) cash count, conducted by two authorized employees, is documented in a deposit log with signatures, the date, and the amount of cash taken from the box, (2) someone independent of the two employees should re-count the cash, verify the amount indicated on the log, and prepare a deposit ticket, and (3) the individual assigned to review the monthly bank reconciliation should verify the deposits to the bank statement and to the deposit log to ensure accuracy and completeness.



**OPA Report No. 04-13, DOA Dededo Buffer Strip (DBS) Revolving Fund (Issued December 2004)**

OPA found that DOA and the Dededo Municipal Planning Council (MPC) did not comply with Guam laws pertaining to the DBS. Specifically, DOA continues to maintain the DBS Revolving Fund despite a memorandum issued by the AG indicating that the DBS Revolving Fund has been repealed and that DBS proceeds were redirected to the Dededo and Yigo MPC Revolving Funds. This resulted in the DBS Revolving Fund having inappropriately accumulated a fund balance of \$130,815 as of September 2003. Additionally, the Dededo MPC did not comply with the laws regarding the accountability of the Dededo MPC Revolving Fund and the effective management of the DBS. As a result of a lack of established written procedures and inaction to control and prohibit the use of un-leased commercial property, an estimated \$328,000 in Flea Market vendor permits collected over the last four years has not been reported to the Mayors' Council of Guam and potential commercial lease earnings of about \$1M were lost over the past 11 years. OPA recommended for the Mayor of Dededo to establish accounting procedures to provide appropriate separation of duties among the staff and perform monthly bank reconciliations.

**OPA Report No. 04-11, Chamorro Village (CV) NAFs (Issued October 2004)**

Although CV staff documented certain cash receipts and disbursements, OPA found that the CV management did not provide sufficient oversight to properly account for, report, and monitor the NAF activities. Specifically, the CV staff did not establish adequate internal control procedures for cash management; follow its promulgated rules and regulations because the former CV manager had not researched the effective date; comply with Guam procurement laws and regulations; issue form 1099-MISC to any of their vendors; and receive \$25,000 from the Department of Chamorro Affairs (DCA), which was provided by a GEDCA qualifying certificate (QC) for the upkeep and maintenance of CV restrooms. OPA made seven recommendations to the Chairman of the DCA Board of Trustees, of which three included the following:

- Develop and implement accounting procedures to generate monthly and annual financial reports, provide appropriate separation of duties among the CV staff, perform monthly bank reconciliations, and adequately train employees to perform the bookkeeping duties and utilize accounting software for these functions.
- Enforce the existing collection policy, disseminate the policy to all tenants to ensure timely renewals of leases, and collect from delinquent tenants.
- Develop and implement written procedures to ensure that requirements for procurement of supplies and services are complied with and staff become familiar with Guam procurement laws and regulations. These procedures should include an appropriate method of rotating entertainers for the Wednesday Night Market.

OPA also recommended for the Administrator of the GEDCA to establish written procedures for the administration and use of the CV restroom maintenance funded by QC 219, issue QC checks directly to the CV after expenditure reports are reviewed, and perform periodic inspections to ensure the upkeep of the CV restrooms.

**OPA Report No. 04-08, GSA Blanket Purchase Agreements (BPA) Procurement Function (Issued July 2004)**

OPA found that GSA did not consistently comply with Guam Procurement Laws and Regulations to ensure fair, open, and equitable competition was conducted in the procurement process for BPAs. BPAs were found that were not procured based on fair and open competition and unequally awarded to favor a single vendor. OPA also found excessive and improper procurement of food, inconsistent application of BPA regulations, circumvention of the procurement regulations, lack of procurement monitoring and review, and incomplete documentation of procurement. OPA made three recommendations to GSA, which included for the establishment of written policies and procedures to include:

- The proper planning to BPA purchases through collaborative effort with line agencies in identifying anticipated repetitive needs for products or services and determining a periodic cost, i.e. quarterly, semi-annual, or annual;
- The performance of detailed and extensive bid award analysis, to include performance of price comparison, price especially when amounts being awarded are in millions;
- Request price reduction and conduct price negotiation based on total estimated volume of the BPA purchase, thereby realizing best value for government resources; and
- Cease issuance of multiple purchase orders or amendments against a bid award.

**OPA Report No. 04-07, DOA Bounced Checks (Issued June 2004)**

In the 2001 Comprehensive Annual Financial Report (CAFR) prepared by DOA, DOA reported \$4.56 million in bounced checks Receivables as of September 30, 2001. OPA found that the review, safeguarding, reconciliation, and collection of bounced checks have been minimal. Bounced checks have increased to \$5,128,813, as of June 30, 2003. The exact amount of bounced checks based on actual physical bounced checks is unknown. DOA has not conducted a physical inventory of bounced checks to support the subsidiary listing of bounced checks. OPA made six recommendations to DOA, of which two included the following:

- Develop a comprehensive return check collection policy to include referrals of bounced checks to the AG, an attorney in private practice, and/or a collection agency.
- Establish and enforce written policies and procedures for the monitoring, control, safekeeping, reconciliation, and collection of bounced checks.

OPA also made three recommendations to the Treasurer of Guam, which include the establishment of written policies and procedures to ensure treasury cashiers consult the bounced checks list prior to check acceptance.

**OPA Report No. 04-06, DCA NAFs (Issued June 2004)**

OPA initiated a performance audit of the DCA's five checking accounts at the request of the current DCA President. Pursuant to P.L. 25-69, the DCA Board of Trustees established five checking accounts although the law authorized the creation of six funds within DCA. These funds and accounts must be maintained separate and apart from other funds. OPA found that the DCA NAFs had significant deficiencies regarding internal control over cash. Additionally, DCA has not followed procurement regulations consistent with promoting fair and open competition. OPA concluded that the DCA was not prepared to be responsible for and manage so many checking accounts and funds. OPA recommended for DCA to update its policies and procedures for receipts and disbursements to include control activities such as monitoring by DCA management, reporting to DOA; utilizing pre-numbered receipt books documenting the source, nature, and purpose of the receipts; monthly bank reconciliation; and segregation of incompatible duties.

**OPA Report No. 03-10, Guam Fire Department's (GFD) Enhanced 911 Emergency Reporting System Fund (E911 Fund) (Issued December 2003)**

OPA conducted an investigation of the GFD's E911 Fund, which found that expenditures charged to the E911 were in accordance with P.L. 25-55 for the "just and reasonable expenses of operating and maintaining the E911 system. Other matters that came to OPA's attention during the audit include a consulting contract that was awarded by GFD without following proper procurement procedures; E911 personnel expenses have been absorbed by GFD; service providers' E911 surcharge remittances to DOA are inconsistent and fall short of OPA's estimate; and both uniformed fire fighters and civilian Emergency Medical Dispatchers (EMD) man the E911 system. Fire fighters are paid more than twice the salary of EMDs. OPA made five recommendations to GFD, which included for the establishment of procedures to monitor remittances by service providers to DOA.

**OPA Report No. 03-09, OAG Child Support Enforcement Program (Issued November 2003)**

OPA initiated a performance audit into the activities of the Child Support Enforcement Department (CSED) of the OAG in response to a request for audit by the Attorney General. OPA found that:

- The majority of the contracts for the Child Support Enforcement projects were procured without competition and the contracts were extended without assessing performance in previous contracts.
- After 10 years and payments of \$10.5M, the Absent Parent Automated System Information project still has not met the federal certification requirement.
- Internal controls dealing with monitoring, separation of duties, and reconciliation of accounts were insufficient or lacking.
- Another child support bank account with \$207K as of June 2003 has been dormant since 1995.
- The CSED relocated to a new office, which cost nearly \$2,830 more per month than the prior lease.

OPA made nine recommendations, which include for the Child Support Enforcement Division to revise and update its policies and procedures to include relevant control procedures, and, in particular, address the resolution of undistributed collections.

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## Appendix 2: Prior Audit Coverage

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### **OPA Report No. 03-08, Guam International Airport Authority (GIAA) Supplement to GIAA's FY 2002 Report on Compliance and Internal Controls (Issued September 2003)**

This report expands on issues that were detailed in a copy of a letter received by OPA from an anonymous source in April 2003, as well as from GIAA's independent audit and compliance reports. In the letter sent to the Executive Manager of the Airport, the general contractor of the terminal building at GIAA explained a series of change orders to the terminal contract. The Mama Bear project, the Birdman Rally, and the Aviation Museum/VIP Lounge were funded through change orders to the Airport's terminal construction contract, which was intended for improvements to the Airport's electrical and mechanical systems. Other issues addressed in this report include payments to a Philippines-based consultant; golf tournament hosted by the Airport; prohibited use of Airport revenues; and travel and entertainment expenses incurred by management and staff of the Airport. OPA made additional recommendations to those stated in its November 2002 report, which included that the Airport's Board and management make the following amendments to the Airport's Travel Policy:

- Discontinue the \$25.00 per day communication allowance; and
- Discontinue the discretionary allowance of upgraded fares for long-distance travel.

### **OPA Report No. 03-04, Liberation Day Committee Funds and Activities (Issued May 2003)**

This performance audit focused on the evaluation of the accountability of funds and activities by the Liberation Day Committee for 2001 and 2002. The findings include underreported donations, revenues and expenses; and insufficient documents to support disbursements and monies raised. OPA made 10 recommendations to the Liberation Day Committee, which include the establishment of formal policies and procedures for overall Liberation Day activities in addition to various sub-committees. These procedures should include:

- An annual audit conducted by independent auditors;
- Financial reporting procedures to include budgets of allowable costs, summary reports, and bank reconciliations, etc;
- Protocol for the accounting of revenue (segregation of duties, receiving, documentation, depositing, reconciliation, etc.);
- Protocol for check disbursements (authorization, dual-signatures, pre-numbered and pre-printed checks, adequate supporting documentation, no checks payable to "cash," etc.);
- Procurement policy for the solicitation of goods and services;
- Continued utilization of accounting software (or QuickBooks) to ensure proper accountability of all activities and report preparation; and
- Recording of fixed assets.

### **OPA Report No. 02-07, Department of Land Management (DLM) Permit for Use of Matapang Beach Park (Matapang Park) (Issued November 2002)**

OPA initiated an investigation after receiving a tip alleging that the Holiday Inn Resort owed DPR rent for its use of Matapang Park in Tumon. It was alleged that the rent was due under an agreement that gives Six D Enterprises (Six D) 50 years' use of Matapang Park in exchange for the development and 20 years' maintenance of the park. Based on OPA's investigation, it was concluded that the Holiday Inn Resort and its predecessors have not paid rent for its use of Matapang Park because no lease was ever established between the parties. Additionally, DLM did not ensure compliance with the five conditions set forth by the Territorial Planning Commission in 1984 and did not adequately review Six D's application. Furthermore, DPW miscalculated the building permit/plan review fee for the expansion of the Suehiro Hotel, resulting in an underpayment of \$62,700. OPA made three recommendations to DPR, which include the development of written procedures that address enactment of new legislation that would affect permits in force and other matters within their department.

**OPA Report No. 02-06, GIAA Credit Card and Travel (Issued November 2002)**

OPA concluded that these three actions – the removal of the Board of Directors from the approval process for the Executive Manager’s travel, the vesting of contracting authority with the Executive Manager, and the change in reporting responsibility of the Controller from the Board to the Executive Manager – remove checks and balances included in the GIAA enabling statute for the purpose of ensuring accountability and appropriate oversight. This indicated a breakdown of internal controls at the Airport over travel and credit card expenditures. OPA made 10 recommendations to the GIAA Board, which include the following:

- The Board immediately rescind the GIAA travel policy amendment that was adopted on May 9, 2000 and permits a GIAA traveler to receive 50% of the authorized per diem rate for meals and have hotel expenses to be paid by GIAA and follow the GovGuam travel policy as GIAA is required to do so pursuant to 5 GCA § 23104 (g).
- The Board adopt a policy for incurring entertainment expenses on behalf of the Authority. The policy should include a statement that all expenditures must benefit the people of Guam, specify the persons who are authorized to incur such expenses, the amounts that may be expended, and a requirement for detailed receipts to be maintained.
- The Board institute the policy that all non-Airport persons traveling at GIAA expense, shall be approved by the Board prior to the commencement of such travel; and require those persons to submit travel reports upon the conclusion of travel.
- Airport management expand their procedures on Lost & Found items. The procedures should include:
  - Semi-annual inventory of Lost & Found items by persons not responsible for the custody of Lost & Found items; and
  - Designation of a person to be responsible for the monitoring of the Lost & Found logbook to ensure GIAA procedures are being followed.
  - Periodic inventories of the Lost & Found items should be performed. Periodic inventory procedures help identify assets that may have been misplaced or misappropriated.
- The Board establish a policy to govern the level of expenditures authorized and the types of gifts that may be given.

**OPA Report No. 02-05, DPHSS’ Child Care Development Fund (CCDF) Program (Issued November 2002)**

DPHSS suspended the child care assistance services of the CCDF, a 100% federally funded program, in February 2001 because the program ran out of money. However, OPA concluded that the lack of appropriate management oversight and expenditure control of the child care program contributed significantly to the premature depletion of the federally funded CCDF in February 2001. OPA made 11 recommendations to DPHSS, which include the following:

- The CCDF State Plan 2000-2001 requires child care providers to obtain a license or health certificate. CCDF administrators should strengthen internal review procedures to ensure that child care providers are in compliance with the OMB Circular A-133 Compliance Supplement eligibility requirements and the CCDF State Plan.
- DPHSS should have policies in place to ensure their participant database is regularly updated with current participant information. DPHSS should coordinate with DOA to perform thorough reviews of data each time a system change affecting the CCDF is implemented.
- DPHSS should modify their procedures to immediately issue letters of denial in response to all applications for which a determination cannot be made within the ten-day time frame allowed. The letters should describe the reasons why the application cannot be processed on a timely basis and advise the appropriate steps that must be taken to remedy the situation.

**OPA Report No. 02-04, Guam Telephone Authority's (GTA) Accounts Receivable & Accounts Payable (Issued June 2002)**

OPA performed a monitoring review of GTA's Accounts Receivable and Accounts Payables for the quarter ending December 31, 2000. OPA found that GTA maintains many delinquent accounts on their books due to non-enforcement of their disconnection policy. Accounts receivable as of December 31, 2000 was \$9,046,825, of which \$5,399,017 represents delinquent accounts. A breakdown of the delinquent accounts by customer category is as follows: Government of Guam accounts represented 61% (or \$3,310,580), Business accounts were 22% (or \$1,180,206), Federal accounts amounted to 14% (or \$735,276), and Residential accounts were 3% (or \$172,955). As a result of the poor enforcement of the disconnection policy, GTA's allowance for doubtful accounts had been steadily increasing. As of the report date, GTA has not established a formal policy to provide an allowance for doubtful accounts or to write-off disputed receivables and payables. OPA made six recommendations, which included that GTA management formalize its policy for establishing an appropriate allowance for doubtful accounts. This policy should include the GovGuam accounts with past due balances as receivable for which collection may be impaired.

**OPA Report No. 02-03, DPR Parks and Recreation Revolving Fund (Issued May 2002)**

OPA found that DPR did not consistently comply with public laws in several areas. Notably, DPR did not implement the Parks and Recreation Revolving fund that was established by P.L. 21-105 to replace the Recreation Activities Revolving Fund. However, the Recreation Activities Revolving Fund was still in use by DPR. The Parks and Recreation Commission has also not been approving expenditures of the various funds, nor did DPR produce audited financial statements for the funds as required by law. OPA made five recommendations, which include that the Parks and Recreation Commission establish operating procedures and policies for all activities and programs under their jurisdiction and a system of internal controls for all their operations. Additionally, DPR management should initiate the development of written procedures to guide DPR staff in the operation of the Guam Veterans Cemetery.

**OPA Report No. 02-01, Southern High School's (SHS) NAF (Issued March 2002)**

OPA found that SHS did not consistently comply with DOE and the SHS Non-Appropriated Student Activity Fund Handbooks for the period of July 1, 1999 to June 30, 2001. However, the Handbooks lacked sufficient internal control measures with regard to inventory, cash disbursements, and monitoring. OPA made several recommendations, which included for DOE to amend its policies and procedures to explicitly prohibit persons from borrowing money from a student fund for any purpose. Additionally, DOE should adopt a policy in the NAF Handbook to prohibit disbursements made payable to "cash" and state that payees be directly responsible for the submission of appropriate documentation for expenditures.

**OPA Report No. 01-02, Investigative Report on the Mayors' Offices of Barrigada, Chalan Pago-Ordot and Inarajan (Issued October 2001)**

OPA conducted an investigation to conclude whether or not evidence supports allegations that were derived from meetings with the new Mayors of Barrigada, Chalan Pago-Ordot, Inarajan and the Mayors' Council. These allegations include:

1. The former Mayors of Barrigada, Chalan Pago-Ordot and Inarajan did not follow proper procurement practices;
2. The former Mayors of Barrigada, Chalan Pago-Ordot and Inarajan did not maintain sufficient control over fixed assets, i.e. government property, furniture and equipment;
3. The former Mayors of Barrigada, Chalan Pago-Ordot and Inarajan did not properly control payment of Humanitarian Assistance.
4. The former Mayors of Barrigada, Chalan Pago-Ordot and Inarajan disproportionately expended the FY 2001 budget allocated to the Office.

OPA found that there was evidence that supported Allegations 1, 2 and 4, but not Allegation 3. OPA made 11 recommendations to the Mayors' Council and the Mayors, which included for the Mayors' Council to adopt written procedures for the control of fixed assets. Such policy should require a bi-annual or at least an annual inventory of fixed assets maintained by mayoral offices and the Mayors' Council staff should independently verify the inventory taken.

**OPA Report No. 01-01, Guam Mass Transit Authority (GMTA) Credit Cards (Issued July 2001)**

OPA found evidence supporting allegations received from a hotline tip that persons within the GMTA were using the GMTA credit card for personal purposes. Specific allegations include the General Manager and the Assistant General Manager using GMTA credit cards for personal purchases, as well as GMTA credit cards being used for unauthorized travel-related purchases and other personal use. OPA made six recommendations, which include that GMTA's Board of Directors evaluate whether credit cards are essential to the operation of GMTA. If credit cards are determined to be essential, the Board of Directors should not allow credit cards to be used until standard operating policies and procedures have been developed and effectively implemented. These procedures should include at a minimum, the level of documentation required for purchases made with credit cards, review procedures that ensure all payments will be made on a timely basis, the approval process to be required prior to payment and a prohibition against using the credit cards for personal purposes.

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**Appendix 3:**  
**Excerpts from Applicable Laws**

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***P.L. 34-05 An Act to Add a New § 1923 to Chapter 19 of Title 1, GCA Relative to Allowing the Periodic Audit of Each GovGuam Agency's SOPs and Requiring Such Procedures to be Posted on Each Agency's Website***

**Section 1. Short Title.** This Act *shall* be known and may be cited as the “Government Efficiency Act of 2017.”

**Section 2.** A New § 1923 is *added* to Chapter 19 of Title 1, GCA, to read:

**§ 1923. Periodic Audit or Review of Each GovGuam Agency's SOPs.**

The OPA *shall* at any time cause each GovGuam agency's *SOPs* to be reviewed for adequacy, effectiveness, and efficiency as part of each agency's audit scope. For purposes of this Section, *SOPs* are written formal instructions intended to document operational functions and how to perform routine activities.

- (a) *SOPs shall* include how the agency performs certain actions necessary in carrying out government policies within the agency's scope of jurisdiction, and specific actions authorized in the agency's enabling act
- (b) Such *SOPs shall* be posted on each agency's website for public view.
- (c) Agencies may omit from their respective website field operations or sensitive information that if disclosed may cause physical harm to government personnel or citizens, may interfere with law enforcement operations or investigations, or may weaken information systems security.

***P.L. 28-57 An Act to Repeal and Reenact Sections 10305 and 10306 of Chapter 10 of Title 5 GCA to Require Each Government Department or Agency to Post and Maintain an Internet Homepage or Website and Provide Information to the General Public, Otherwise to be Known as “The Transparency Act of 2005”***

**Section 1. Legislative Findings and Intent.** *I Liheslaturan Guåhan* finds that many departments and agencies of GovGuam do not maintain homepages or websites on the world-wide web for the purpose of providing necessary information to the public. In other cases, the web pages are out of date or contain such a paucity of information as to be useless. *I Liheslaturan Guåhan* intends to mandate that each department or agency of GovGuam shall maintain an updated website or homepage openly accessible to the general public, and to describe such information as must be available through such websites or homepages.

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**Appendix 3:**  
**Excerpts from Applicable Laws**

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**Section 2. Section 10305 of Chapter 10 of Title 5 GCA is hereby *repealed and re-enacted* to read:**

**“§10305. HomePage for Each Department or Agency of Government.** Within one hundred and twenty (120) days of the enactment hereof, every department or agency of the Executive Branch of GovGuam, inclusive of all autonomous agencies, the Department of Education, the Guam Visitors Bureau, the Guam Economic Development and Commerce Authority, the Guam Waterworks Authority and the Guam Power Authority, shall develop and post on the Internet a homepage or website. Each homepage or website shall be designated as the official website or homepage for such department, agency, autonomous agency or public corporation. The provisions of this Section, as well as Section 10306 of this Chapter, shall apply to *I Liheslaturan Guåhan* as a single agency, and the Unified Judiciary as a single agency.”



## Appendix 4: Agency Compliance Breakdown

	Agency Name	Compliance Status	Most Recent SOP Update	No. of SOPs Available	Link to SOPs on Agency Website
1.	Bureau of Budget and Management Research	✓	2019	18	<a href="http://bbmr.guam.gov/forms-reference/">http://bbmr.guam.gov/forms-reference/</a>
2.	Bureau of Statistics and Plans	✓	2019	5	<a href="https://bsp.guam.gov/aboutbsp/">https://bsp.guam.gov/aboutbsp/</a>
3.	Guam Council on the Arts and Humanities	✓	2019	2	<a href="https://www.guamcaha.org/about-us/who-we-are/staff-management">https://www.guamcaha.org/about-us/who-we-are/staff-management</a> <a href="https://www.guamcaha.org/caha-current-percent-arts-procedures-and-guidelines">https://www.guamcaha.org/caha-current-percent-arts-procedures-and-guidelines</a>
4.	Community Defense Liaison Office	✓	2021	18	<a href="https://governor.guam.gov/community-defense-liason-office-sop/">https://governor.guam.gov/community-defense-liason-office-sop/</a>
5.	Kumision i Fino' CHamoru (CHamoru Language Commission)	✓	2019	1	<a href="https://kumisionchamoru.guam.gov/put-hami-about-us/m%C3%A5pan-otganisasi%C3%B3n-organizational-chart">https://kumisionchamoru.guam.gov/put-hami-about-us/m%C3%A5pan-otganisasi%C3%B3n-organizational-chart</a>
6.	CHamoru Land Trust Commission	✓	2015	3	<a href="https://dlm.guam.gov/rules-and-regulations/">https://dlm.guam.gov/rules-and-regulations/</a> <a href="https://dlm.guam.gov/applications-and-forms/">https://dlm.guam.gov/applications-and-forms/</a>
7.	Customs and Quarantine Agency	✓	2010	2	<a href="https://cqa.guam.gov/import-requirements/">https://cqa.guam.gov/import-requirements/</a> <a href="https://cqa.guam.gov/links/">https://cqa.guam.gov/links/</a>
8.	Civil Service Commission	✓	2021	10	<a href="https://csc.guam.gov/cases-and-filing/sops-and-rules">https://csc.guam.gov/cases-and-filing/sops-and-rules</a> <a href="https://csc.guam.gov/about-us/organizational-charts">https://csc.guam.gov/about-us/organizational-charts</a> <a href="https://csc.guam.gov/cscs-covid-19-response">https://csc.guam.gov/cscs-covid-19-response</a>
9.	Department of CHamoru Affairs	✗	N/A	0	N/A
10.	Commission on Decolonization	✓	2021	1	<a href="https://decol.guam.gov/about-us/">https://decol.guam.gov/about-us/</a>
11.	Department of Integrated Services for Individuals with Disabilities	✓	N/A	1	<a href="https://disid.guam.gov/about-us/">https://disid.guam.gov/about-us/</a>
12.	Department of Land Management	✓	2017	25	<a href="http://dlm.guam.gov/rules-and-regulations/">http://dlm.guam.gov/rules-and-regulations/</a> <a href="https://dlm.guam.gov/applications-and-forms/">https://dlm.guam.gov/applications-and-forms/</a> <a href="http://dlm.guam.gov/about-us/">http://dlm.guam.gov/about-us/</a>
13.	Department of Military Affairs	✓	N/A	1	<a href="https://dma.guam.gov/about-us/">https://dma.guam.gov/about-us/</a>
14.	Department of Administration	✓	2021	69	<a href="https://doa.guam.gov/resources/">https://doa.guam.gov/resources/</a> <a href="http://da.doa.guam.gov/policies/">http://da.doa.guam.gov/policies/</a> <a href="http://da.doa.guam.gov/about-us/">http://da.doa.guam.gov/about-us/</a> <a href="http://da.doa.guam.gov/circulars-and-memos/">http://da.doa.guam.gov/circulars-and-memos/</a> <a href="http://da.doa.guam.gov/resources/">http://da.doa.guam.gov/resources/</a> <a href="http://hr.doa.guam.gov/about-us/">http://hr.doa.guam.gov/about-us/</a> <a href="http://hr.doa.guam.gov/branches/">http://hr.doa.guam.gov/branches/</a> <a href="http://hr.doa.guam.gov/resources/">http://hr.doa.guam.gov/resources/</a>
15.	Department of Agriculture	✓	2021	2	<a href="https://doag.guam.gov/resource/">https://doag.guam.gov/resource/</a>

## Appendix 4: Agency Compliance Breakdown

	Agency Name	Compliance Status	Most Recent SOP Update	No. of SOPs Available	Link to SOPs on Agency Website
16.	Department of Corrections	✓	2021	17	<a href="http://doc.guam.gov/about-us/">http://doc.guam.gov/about-us/</a> <a href="https://doc.guam.gov/visiting-hours-policies/">https://doc.guam.gov/visiting-hours-policies/</a> <a href="https://doc.guam.gov/resources/">https://doc.guam.gov/resources/</a>
17.	Department of Labor	✓	2019	3	<a href="https://dol.guam.gov/about-us/">https://dol.guam.gov/about-us/</a> <a href="https://dol.guam.gov/compliance/alpcd/">https://dol.guam.gov/compliance/alpcd/</a>
18.	Department of Public Health and Social Services	✓	2021	29	<a href="http://dphss.guam.gov/standard-operating-procedures-sops/">http://dphss.guam.gov/standard-operating-procedures-sops/</a> <a href="http://dphss.guam.gov/wp-content/uploads/2019/03/DPHSS-Organizational-Chart-FY2019.png">http://dphss.guam.gov/wp-content/uploads/2019/03/DPHSS-Organizational-Chart-FY2019.png</a> <a href="http://dphss.guam.gov/laboratory-services/">http://dphss.guam.gov/laboratory-services/</a> <a href="http://dphss.guam.gov/bureau-of-family-health-and-nursing-services/">http://dphss.guam.gov/bureau-of-family-health-and-nursing-services/</a> <a href="https://dphss.guam.gov/quarantine/">https://dphss.guam.gov/quarantine/</a> <a href="https://dphss.guam.gov/pcor1-business-plan-guidance/">https://dphss.guam.gov/pcor1-business-plan-guidance/</a> <a href="https://dphss.guam.gov/pcor3-business-plan-guidance/">https://dphss.guam.gov/pcor3-business-plan-guidance/</a>
19.	Department of Parks and Recreation	✓	2020	2	<a href="https://dpr.guam.gov/organization/">https://dpr.guam.gov/organization/</a> <a href="https://dpr.guam.gov/adopt-a-park-program/">https://dpr.guam.gov/adopt-a-park-program/</a>
20.	Department of Public Works	✓	2009	1	<a href="https://dpw.guam.gov/about-us/">https://dpw.guam.gov/about-us/</a>
21.	Department of Revenue and Taxation	✓	N/A	1	<a href="https://www.guamtax.com/about/index.html">https://www.guamtax.com/about/index.html</a>
22.	Department of Youth Affairs	✓	2020	18	<a href="http://dya.guam.gov/enabling-documents/">http://dya.guam.gov/enabling-documents/</a> <a href="https://dya.guam.gov/organization/">https://dya.guam.gov/organization/</a> <a href="https://dya.guam.gov/divisions/">https://dya.guam.gov/divisions/</a>
23.	Guahan Academy Charter School	✓	2017	9	<a href="https://guahanacademy.wixsite.com/guahanacademy/news-events-old">https://guahanacademy.wixsite.com/guahanacademy/news-events-old</a>
24.	Guam Ancestral Lands Commission	✓	2015	1	<a href="https://dlim.guam.gov/applications-and-forms/">https://dlim.guam.gov/applications-and-forms/</a>
25.	Guam Behavioral Health and Wellness Center	✓	2021	146	<a href="https://gbhwc.guam.gov/policies">https://gbhwc.guam.gov/policies</a> <a href="https://gbhwc.guam.gov/department/laws-regulations">https://gbhwc.guam.gov/department/laws-regulations</a>
26.	Guam Board of Accountancy	✓	2016	1	<a href="http://www.guamboa.org/policies/gbarules.htm#">http://www.guamboa.org/policies/gbarules.htm#</a>
27.	Guam Community College	✓	2019	35	<a href="https://guamcc.edu/about-us/institutional-sops">https://guamcc.edu/about-us/institutional-sops</a> <a href="https://guamcc.edu/human-resources">https://guamcc.edu/human-resources</a> <a href="https://guamcc.edu/MIS-Standards">https://guamcc.edu/MIS-Standards</a> <a href="https://guamcc.edu/gcc-library-policies">https://guamcc.edu/gcc-library-policies</a> <a href="https://guamcc.edu/student-life/accommodative-services">https://guamcc.edu/student-life/accommodative-services</a> <a href="https://guamcc.edu/BoardofTrustees">https://guamcc.edu/BoardofTrustees</a> <a href="https://guamcc.edu/Foundation">https://guamcc.edu/Foundation</a>

## Appendix 4: Agency Compliance Breakdown

	Agency Name	Compliance Status	Most Recent SOP Update	No. of SOPs Available	Link to SOPs on Agency Website
28.	Guam Commission for Educator Certification	✓	2017	2	<a href="http://gcec.guam.gov/forms/">http://gcec.guam.gov/forms/</a>
29.	Guam Contractors License Board	✓	2019	2	<a href="http://clb.guam.gov/index.php/about-us/">http://clb.guam.gov/index.php/about-us/</a>
30.	Guam Developmental Disabilities Council	✓	2021	3	<a href="http://gddc.guam.gov/about-us/">http://gddc.guam.gov/about-us/</a> <a href="https://gddc.guam.gov/enabling-document/">https://gddc.guam.gov/enabling-document/</a>
31.	Department of Education	✓	2021	151	<a href="https://www.gdoe.net/District/Department/30-Standard-Operating-Procedures">https://www.gdoe.net/District/Department/30-Standard-Operating-Procedures</a>
32.	Guam Election Commission	✓	2020	6	<a href="https://gec.guam.gov/index.php/gec-standard-operating-procedures">https://gec.guam.gov/index.php/gec-standard-operating-procedures</a> <a href="https://gec.guam.gov/index.php/about-the-gec/election-laws-rules-regulations">https://gec.guam.gov/index.php/about-the-gec/election-laws-rules-regulations</a> <a href="https://gec.guam.gov/index.php/for-precinct-officials/">https://gec.guam.gov/index.php/for-precinct-officials/</a>
33.	Guam Economic Development Authority	✓	2020	13	<a href="http://www.investguam.com/about-geda/geda-sop/">http://www.investguam.com/about-geda/geda-sop/</a>
34.	Guam Energy Office	✓	2020	4	<a href="http://energy.guam.gov/standard-operating-procedures/">http://energy.guam.gov/standard-operating-procedures/</a> <a href="https://energy.guam.gov/about-us/">https://energy.guam.gov/about-us/</a> <a href="https://energy.guam.gov/programs-2/">https://energy.guam.gov/programs-2/</a>
35.	Guam Environmental Protection Agency	✓	2019	31	<a href="http://epa.guam.gov/about-us/about-guam-epa-transparency/pl-28-57/">http://epa.guam.gov/about-us/about-guam-epa-transparency/pl-28-57/</a> <a href="http://epa.guam.gov/bas/">http://epa.guam.gov/bas/</a>
36.	Guam Fire Department	✓	2016	3	<a href="https://gfd.guam.gov/resource/">https://gfd.guam.gov/resource/</a>
37.	Government of Guam Retirement Fund	✓	2020	5	<a href="https://www.ggrf.com/about-us/legal-requirements">https://www.ggrf.com/about-us/legal-requirements</a>
38.	Guam Housing Corporation	✓	2021	3	<a href="https://guamhousing.org/organizational-chart/">https://guamhousing.org/organizational-chart/</a> <a href="https://guamhousing.org/application/">https://guamhousing.org/application/</a> <a href="https://guamhousing.org/first-time-homeowners/">https://guamhousing.org/first-time-homeowners/</a>
39.	Guam Homeland Security/Office of Civil Defense	✓	2019	14	<a href="https://www.ghs.guam.gov/resources/general-information-resources">https://www.ghs.guam.gov/resources/general-information-resources</a> <a href="https://www.ghs.guam.gov/sites/default/files/ghs-ocd_organizational_chart_20190107.pdf">https://www.ghs.guam.gov/sites/default/files/ghs-ocd_organizational_chart_20190107.pdf</a> <a href="https://www.ghs.guam.gov/resources/guam-cemp">https://www.ghs.guam.gov/resources/guam-cemp</a>

## Appendix 4: Agency Compliance Breakdown

	Agency Name	Compliance Status	Most Recent SOP Update	No. of SOPs Available	Link to SOPs on Agency Website
40.	Guam Housing and Urban Renewal Authority	✓	2020	9	<a href="https://www.ghura.org/about-ghura/standard-operating-procedures-sop">https://www.ghura.org/about-ghura/standard-operating-procedures-sop</a> <a href="https://www.ghura.org/about-ghura/human-resources/personnel-rules-regulations">https://www.ghura.org/about-ghura/human-resources/personnel-rules-regulations</a> <a href="https://www.ghura.org/all-about-housing/about-public-housing/smoke-free-policy">https://www.ghura.org/all-about-housing/about-public-housing/smoke-free-policy</a> <a href="https://www.ghura.org/sites/default/files/2020participanthandbookmswordfinalcopydecember92020adobe.pdf">https://www.ghura.org/sites/default/files/2020participanthandbookmswordfinalcopydecember92020adobe.pdf</a>
41.	Guam International Airport Authority	✓	2020	9	<a href="https://www.guamairport.com/corporate/reports/rules-and-regulations">https://www.guamairport.com/corporate/reports/rules-and-regulations</a>
42.	Guam Memorial Hospital Authority	✓	2021	52	<a href="http://gmha.org/gmha-policies-procedures/">http://gmha.org/gmha-policies-procedures/</a> <a href="https://www.gmha.org/gmha-emergency-protocols/">https://www.gmha.org/gmha-emergency-protocols/</a> <a href="https://www.gmha.org/gmha-employee-information/">https://www.gmha.org/gmha-employee-information/</a> <a href="https://www.gmha.org/gmha-medical-staff-policies/">https://www.gmha.org/gmha-medical-staff-policies/</a>
43.	Office of the Governor	✓	2019	11	<a href="https://governor.guam.gov/standard-operating-procedures/">https://governor.guam.gov/standard-operating-procedures/</a>
44.	Guam Power Authority	✓	2020	13	<a href="http://guampowerauthority.com/gpa_authority/about/gpa_policies.php">http://guampowerauthority.com/gpa_authority/about/gpa_policies.php</a> <a href="https://www.guampowerauthority.com/gpa_authority/employees/gpa_employee_special_programs.php">https://www.guampowerauthority.com/gpa_authority/employees/gpa_employee_special_programs.php</a> <a href="https://www.guampowerauthority.com/gpa_authority/employees/gpa_employee_personnel.php">https://www.guampowerauthority.com/gpa_authority/employees/gpa_employee_personnel.php</a> <a href="https://www.guampowerauthority.com/gpa_authority/operations/internal_audit.php">https://www.guampowerauthority.com/gpa_authority/operations/internal_audit.php</a>
45.	Guam Police Department	✓	2016	3	<a href="http://gpd.guam.gov/resources/">http://gpd.guam.gov/resources/</a> <a href="https://gpd.guam.gov/about-us/">https://gpd.guam.gov/about-us/</a>
46.	Guam Public Library System	✓	2019	36	<a href="https://gpls.guam.gov/standard-operating-procedure/">https://gpls.guam.gov/standard-operating-procedure/</a> <a href="https://gpls.guam.gov/about-us/">https://gpls.guam.gov/about-us/</a>
47.	Guam Preservation Trust	✓	2017	11	<a href="http://guampreservationtrust.org/sop/">http://guampreservationtrust.org/sop/</a>
48.	Guam Recovery Office	✗	N/A	0	N/A
49.	Guam Regional Transit Authority	✓	2017	3	<a href="http://grta.guam.gov/about-us/standard-operating-procedure">http://grta.guam.gov/about-us/standard-operating-procedure</a>
50.	General Services Agency	✓	2020	45	<a href="http://gsa.doa.guam.gov/about-us/">http://gsa.doa.guam.gov/about-us/</a> <a href="http://gsa.doa.guam.gov/resources/">http://gsa.doa.guam.gov/resources/</a>
51.	Guam State Clearinghouse	✓	2019	1	<a href="http://gsc.guam.gov/resources/">http://gsc.guam.gov/resources/</a>

## Appendix 4: Agency Compliance Breakdown

	Agency Name	Compliance Status	Most Recent SOP Update	No. of SOPs Available	Link to SOPs on Agency Website
52.	Guam Solid Waste Authority	✓	2015	3	<a href="https://www.guamsolidwasteauthority.com/rules-regulations.html">https://www.guamsolidwasteauthority.com/rules-regulations.html</a> <a href="https://www.guamsolidwasteauthority.com/host-community-fees.html">https://www.guamsolidwasteauthority.com/host-community-fees.html</a> <a href="https://www.guamsolidwasteauthority.com/index.html">https://www.guamsolidwasteauthority.com/index.html</a>
53.	Guam Veterans Affairs Office	✓	2020	4	<a href="https://gvao.guam.gov/resources/">https://gvao.guam.gov/resources/</a>
54.	Guam Visitors Bureau	✓	N/A	2	<a href="https://www.guamvisitorsbureau.com/destination/visitor-safety-and-satisfaction/tumon-street-light-banner-program">https://www.guamvisitorsbureau.com/destination/visitor-safety-and-satisfaction/tumon-street-light-banner-program</a> <a href="https://www.guamvisitorsbureau.com/destination/visitor-safety-and-satisfaction/rules-and-regulations">https://www.guamvisitorsbureau.com/destination/visitor-safety-and-satisfaction/rules-and-regulations</a>
55.	Guam Waterworks Authority	✓	2021	10	<a href="https://guamwaterworks.org/standard-operating-procedures-sops/">https://guamwaterworks.org/standard-operating-procedures-sops/</a> <a href="http://guamwaterworks.org/human-resources/">http://guamwaterworks.org/human-resources/</a> <a href="http://guamwaterworks.org/internal-audit-division/">http://guamwaterworks.org/internal-audit-division/</a>
56.	Bureau of Women's Affairs	✓	2021	1	<a href="http://bwa.guam.gov/wp-gwb-content/uploads/2021/11/BWA-Standart-Operating-Procedures-11.17.21.pdf">http://bwa.guam.gov/wp-gwb-content/uploads/2021/11/BWA-Standart-Operating-Procedures-11.17.21.pdf</a>
57.	Hagåtña Restoration and Redevelopment Authority	✓	2000	1	<a href="https://hrra.guam.gov/wp-dca-content/uploads/2021/08/DOA-Personnel-Rules.pdf">https://hrra.guam.gov/wp-dca-content/uploads/2021/08/DOA-Personnel-Rules.pdf</a>
58.	iLearn Academy Charter School	✓	2021	14	<a href="http://www.ilearnacademycharterschool.com/resources">http://www.ilearnacademycharterschool.com/resources</a> <a href="http://www.ilearnacademycharterschool.com/s/COVID-PLAN-A-3.pdf">http://www.ilearnacademycharterschool.com/s/COVID-PLAN-A-3.pdf</a>
59.	Judiciary of Guam	✓	2021	46	<a href="http://www.guamsupremecourt.com/Judiciary-of-Guam-Policy-Rules/Judiciary-of-Guam-Policy-Rules.html">http://www.guamsupremecourt.com/Judiciary-of-Guam-Policy-Rules/Judiciary-of-Guam-Policy-Rules.html</a> <a href="http://www.guamsupremecourt.com/EEO/Equal-Employment-Opportunity.html">http://www.guamsupremecourt.com/EEO/Equal-Employment-Opportunity.html</a> <a href="http://www.guamsupremecourt.com/COVID-19/COVID-19.html">http://www.guamsupremecourt.com/COVID-19/COVID-19.html</a>
60.	Guam Legislature	✓	2021	4	<a href="http://guamlegislature.com/35th%20GL%20Standing%20Rules%201.9.18%20.pdf">http://guamlegislature.com/35th%20GL%20Standing%20Rules%201.9.18%20.pdf</a> <a href="http://www.guamlegislature.com/36th_Guam_Legislature/36th_Protocol/36th_VirtualSOP.pdf">http://www.guamlegislature.com/36th_Guam_Legislature/36th_Protocol/36th_VirtualSOP.pdf</a> <a href="https://guamlegislature.com/Res.%20No.%2025-35%20(COR).pdf">https://guamlegislature.com/Res.%20No.%2025-35%20(COR).pdf</a> <a href="https://www.guamlegislature.com/35th_orientation/35GL%20CMTE%20REPORT%20GUIDEBOOK.pdf">https://www.guamlegislature.com/35th_orientation/35GL%20CMTE%20REPORT%20GUIDEBOOK.pdf</a>
61.	Mayors' Council of Guam	✓	2016	2	<a href="https://mcog.guam.gov/about-mcog/standard-operating-procedures">https://mcog.guam.gov/about-mcog/standard-operating-procedures</a>
62.	Office of the Attorney General of Guam	✓	2018	6	<a href="http://oaggam.org/office-reports/">http://oaggam.org/office-reports/</a>
63.	Office of the Chief Medical Examiner	✓	N/A	1	<a href="https://ocme.guam.gov/about-us/">https://ocme.guam.gov/about-us/</a>

## Appendix 4: Agency Compliance Breakdown

	Agency Name	Compliance Status	Most Recent SOP Update	No. of SOPs Available	Link to SOPs on Agency Website
64.	Office of Homelessness Assistance and Poverty Prevention	✓	2021	1	<a href="https://governor.guam.gov/wp-content/uploads/2021/12/OHAPP-Standards-of-Operations-SOP.pdf">https://governor.guam.gov/wp-content/uploads/2021/12/OHAPP-Standards-of-Operations-SOP.pdf</a>
65.	Office of Public Accountability	✓	2019	7	<a href="http://opaguam.org/about-us/standard-operating-procedures-sop">http://opaguam.org/about-us/standard-operating-procedures-sop</a>
66.	Office of Technology	✓	2021	19	<a href="https://otech.guam.gov/policies/">https://otech.guam.gov/policies/</a>
67.	Port Authority of Guam	✓	2020	12	<a href="http://portofguam.com/procedures">http://portofguam.com/procedures</a> <a href="http://portofguam.com/about-us/human-resources/personnel-rules-and-regulations">http://portofguam.com/about-us/human-resources/personnel-rules-and-regulations</a> <a href="http://portofguam.com/about-us/common-downloadable-docs">http://portofguam.com/about-us/common-downloadable-docs</a> <a href="https://portofguam.com/covid-19-guidelines-and-information">https://portofguam.com/covid-19-guidelines-and-information</a>
68.	Public Broadcasting System Guam	✓	2021	9	<a href="https://pbsguam.org/public_file/standard-operating-procedures-sop/">https://pbsguam.org/public_file/standard-operating-procedures-sop/</a>
69.	Public Defender Service Corporation	✓	2018	6	<a href="http://guampdsc.org/about-us/additional-information/sops/">http://guampdsc.org/about-us/additional-information/sops/</a>
70.	Guam Board of Registration for Professional Engineers, Architects and Land Surveyors	✓	2020	2	<a href="https://www.guam-peals.org/rules-regs/peals-board-rules-regulations/">https://www.guam-peals.org/rules-regs/peals-board-rules-regulations/</a> <a href="https://www.guam-peals.org/forms/">https://www.guam-peals.org/forms/</a>
71.	Public Utilities Commission	✓	2019	18	<a href="https://www.guampuc.com/rules-and-procedures/">https://www.guampuc.com/rules-and-procedures/</a>
72.	Serve Guam Commission	✓	2020	16	<a href="https://serveguam.com/commission/otech-policies">https://serveguam.com/commission/otech-policies</a> <a href="https://serveguam.com/commission/governance">https://serveguam.com/commission/governance</a>
73.	Science is Fun and Awesome Learning Academy Charter School	✓	2021	6	<a href="https://www.sifalacs.com/resources/board-policies">https://www.sifalacs.com/resources/board-policies</a> <a href="https://www.sifalacs.com/">https://www.sifalacs.com/</a>
74.	University of Guam	✓	2021	76	<a href="https://www.uog.edu/administration/academic-and-student-affairs/faculty-forms">https://www.uog.edu/administration/academic-and-student-affairs/faculty-forms</a> <a href="https://www.uog.edu/administration/administration-finance/human-resources/policies">https://www.uog.edu/administration/administration-finance/human-resources/policies</a> <a href="https://www.uog.edu/it/">https://www.uog.edu/it/</a> <a href="https://www.uog.edu/life-at-uog/safety-security">https://www.uog.edu/life-at-uog/safety-security</a> <a href="https://www.uog.edu/policy-procedures-library/">https://www.uog.edu/policy-procedures-library/</a> <a href="https://www.uog.edu/procurement/resources">https://www.uog.edu/procurement/resources</a> <a href="https://www.uog.edu/administration/academic-and-student-affairs/links-resources">https://www.uog.edu/administration/academic-and-student-affairs/links-resources</a> <a href="https://www.uog.edu/covid-19/#Operations">https://www.uog.edu/covid-19/#Operations</a>



OFFICE OF PUBLIC ACCOUNTABILITY  
Doris Flores Brooks, CPA, CGFM  
Public Auditor

March 28, 2017

Honorable Therese M. Terlaje  
Vice Speaker and Chairwoman Committee on Culture and Justice  
Guam Congress Building  
163 Chalan Santo Papa  
Hagatna, Guam 96910

Re: Bill 14-34 Government Efficiency Act of 2017

Hafa Adai Vice Speaker Terlaje and Committee Members:

We are in general support of the intent of Bill 14, which would be known as the "Government Efficiency Act of 2017". The bill as currently written, however, should be expanded to include among other things the Legislative Findings and Intent.

When Senator Esteves first announced Bill 14, he released it with a Fact Sheet: Government Efficiency Act of 2017 and Media Release. The Fact Sheet provided useful information that defined SOPs (standard operating procedures), what they are used for, etc. The Fact Sheet went on to explain different types of SOPs: Operations, Finance, Employing Staff, and Legal. The Fact Sheet was very helpful in providing guidance and clarifying the Legislative intent.

Similarly, in the Media Release, Senator Esteves stated that we use SOPs to ascertain metrics of government operation and performance standards and that it will spell out in black and white the duties and responsibilities of the different agencies, as well as how they go about executing them in their daily operations.

P.L. 30-127 relative to adopting the Association of Government Accountants' Citizen Centric Report (CCR) initiative provided much guidance on how to implement the CCR Initiative. Today, we see the majority of government agencies annually issuing their CCRs which are all posted on the OPA website, [www.opaguam.org](http://www.opaguam.org).

If most of the Fact Sheet and portions of the Media Release are included in the bill's Legislative Findings and Intent, the revised bill should provide sufficient guidance for agencies to implement the law and further enhance and update their SOPs.

More than 25 OPA audits have recommended for agencies to establish or improve SOPs. These recommendations include establishing SOPs for the following:

- To monitor contracts, security deposits, fee collections, and procurement at the Department of Parks and Recreation.

Sulte 401, DNA Building  
258 Archbishop Flores Street, Hagatna, Guam 96910  
Tel (671) 475-0390 • Fax (671) 472-7951  
[www.guamopa.org](http://www.guamopa.org) • Hotline: 47AUDIT (472-8348)

- The Liberation Day Committee should establish SOPs for all Liberation Day activities including audits and financial reporting.
- To monitor, control, and reconcile returned checks at the Department of Administration.
- To handle and account for finances at the Veterans Affairs Office.

This bill would give OPA the opportunity to determine how many agencies now have SOPs.

As noted, we are in support of Bill 14, with modification to include the Legislative Findings and Intent to provide some guidance on the bill's implementation.

*Senseramente,*



Doris Flores Brooks, CPA, CGFM  
Public Auditor



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## Appendix 6: Department of CHamoru Affairs Management Response

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### DIPĀTTAMENTON I KAŌHAO GUINAHAN CHAMORU



Lourdes A. Leon Guerrero  
*Maga'hōga*

Joshua F. Tenorio  
*Sigundo Maga'lāhi*

### Department of CHamoru Affairs



Melvin Won Pat-Borja  
*Mās Ge'hilo*

November 29, 2021

#### MEMORANDUM

**TO:** Public Auditor, Office of Public Accountability

**FROM:** *Mās Ge'hilo*

**SUBJECT:** Management's Response to Standard Operating Procedures Required by P.L. 34-05

*Hāfa Adai!* In response to your letter dated November 17, 2021, the Department of CHamoru Affairs (DCA) acknowledges and concurs with the non-compliance notice of Public Law 34-05. Since 2017, the DCA has been faced with the shortage of administrative staff and was unable to complete the Standard Operating Procedures (SOP). Fortunately, in 2021, the DCA gained additional administrative staff that augments its current staffing level.

Because of its uniqueness in its operation, the DCA will be submitting its SOPs on or before June 30, 2022. This timeline will allow the DCA to compile its standard operating procedures for various components of the department such as the Guam Museum, the Guam Cultural Repository, the non-appropriated fund accounts as well as the appropriated accounts.

Your favorable consideration of this request is greatly appreciated. Should you require additional information, you may contact Ms. Marilyn Reyes, Program Coordinator III via email at [marilyn.reyes@dca.guam.gov](mailto:marilyn.reyes@dca.guam.gov) or at (671) 989-2650.

*Si Yu'os Ma'āse'*

MELVIN WON PAT-BORJA



193 Chalan Santo Papa Juan Pablo Dos Hagātña, Guam 96910  
P.O. Box 2950 Hagātña, GU 96932 Tel: (671) 989-2426 ♦ Fax: (671) 989-7219



## Appendix 7: Guam Recovery Office Management Response

12/1/21, 8:16 AM

Guam OPA Mail - Letter of Compliance Status for SOP Mandate - GRO



Mariella Cruz <mcruz@guamopa.com>

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### Letter of Compliance Status for SOP Mandate - GRO

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David Cruz <david.cruz@guam.gov>  
To: Mariella Cruz <mcruz@guamopa.com>

Thu, Nov 18, 2021 at 2:12 PM

Hafa Adai, Mariella! I'm asking for time - about 2 months - to develop our SOPs since the Recovery Office was just formally stood up earlier this year with Public Assistance, previously under OCD/GHS, moved to my oversight. Our structure and staffing is work in progress. We have no website developed yet, but we plan to post our Public Assistance SOP on the OCD/GHS and Governor's website.

Thanks for your understanding.

Dave  
[Quoted text hidden]  
--

*Si Yu'os Ma'åse'!*

**David M Cruz Jr**  
**Director, PA/Recovery Office**

*Guam Homeland Security / Office of Civil Defense*  
221-B Chalan Palasyo, Agaña Heights, Guam 96910  
Office: (671) 478-0254 / Fax: (671) 477-3727

Email: david.cruz@guam.gov

<https://mail.google.com/mail/u/0/?ik=0e2d5dff39&view=pt&search=all&permmsgid=msg-f%3A1716737814928366814&simpl=msg-f%3A17167378149...> 1/1

# GOVERNMENT OF GUAM COMPLIANCE WITH STANDARD OPERATING PROCEDURES AS MANDATED BY PUBLIC LAW 34-05 Report No. 21-08, December 2021

## ACKNOWLEDGEMENTS

### *Key contributions to this report were made by:*

Mariella Cruz, Audit Staff

Samuel Mantanona, Intern

Clariza Roque, CGFM, CGAP, CICA, Auditor-in-Charge/Audit Supervisor

Vincent Duenas, Auditor-in-Charge/Audit Supervisor

Benjamin J.F. Cruz, Public Auditor

## MISSION STATEMENT

To ensure public trust and good governance in the Government of Guam, we conduct audits and administer procurement appeals with objectivity, professionalism and accountability.

## VISION

The Government of Guam is a model for good governance with OPA leading by example as a model robust audit office.

## CORE VALUES

### **Objectivity**

To have an independent and impartial mind.

### **Professionalism**

To adhere to ethical and professional standards.

### **Accountability**

To be responsible and transparent in our actions.

## REPORTING FRAUD, WASTE, AND ABUSE

- Call our HOTLINE at 47AUDIT(472.8348)
- Visit our website at [www.opaguam.org](http://www.opaguam.org)
- Call our office at 475.0390
- Fax our office at 472.7951
- Or visit us at Suite 401 DNA Building in Hagåtña

All information will be held in strict confidence.



Office of Public Accountability  
Email: [admin@guamopa.com](mailto:admin@guamopa.com)  
Tel: 671.475.0390  
Fax: 671.472.7951  
Hotline: 47AUDIT (472.8348)

