



**BOARD OF COMMISSIONERS  
REGULAR SCHEDULED MEETING  
12:00 P.M., March 26, 2024  
GHURA's Main Office (via Zoom)  
1<sup>st</sup> floor, Conference Room, Sinajana  
AGENDA**

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**I. ROLL CALL**

**II. BOARD MEETING PUBLIC ANNOUNCEMENTS**

1<sup>st</sup> Printing – Tuesday, March 19, 2024

2<sup>nd</sup> Printing – Sunday, March 24, 2024

**III. APPROVAL OF PREVIOUS BOARD MINUTES – March 12, 2024**

**IV. NEW BUSINESS**

**PAGE (S)**

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| <b>1.</b> | Resolution No. FY2024-011 .....  | 1 - 2 |
|           | Resolution approving above-step recruitment for the Program Coordinator II Position (Community Development Division) |       |
| <b>2.</b> | Intent of Award .....  | 3 - 7 |
|           | RFP GHURA-24-001; Public Housing Physical Needs Assessment and Energy Audit  |       |
| <b>3.</b> | Intent of Award .....  | 8 - 9 |
|           | RFP GHURA-24-002; Utility Allowance Study for Public Housing   |       |

**V. EXECUTIVE DIRECTOR'S REPORT**

1. Project Updates

2. Division Updates

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|  | a. MIS ..... | 10 - 11 |
|  | b. HR .....  | 12 - 30 |

**VI. GENERAL DISCUSSION / ANNOUNCEMENTS**

1. Next proposed scheduled Board Meeting: Tuesday, April 09, 2024  
@ 12:00 p.m.

**VII. ADJOURNMENT**

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## **THE GUAM HOUSING AND URBAN RENEWAL AUTHORITY**

Board of Commissioners Meeting  
Tuesday, March 26, 2024 at 12:00 PM.

This meeting is open to the public via Zoom.

Topic: GHURA BOC Meeting, Tuesday, March 26, 2024 @12PM  
Time: Mar 26, 2024 12:00 PM Guam, Port Moresby

Join Zoom Meeting

<https://us06web.zoom.us/j/82495326344?pwd=Mn4XVuYjhEzxEApmnWobbotL2flaPE.1>

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- I. ROLL CALL
- II. BOARD MEETING PUBLIC ANNOUNCEMENTS
- III. APPROVAL OF PREVIOUS BOARD MINUTES – March 12, 2024
- IV. NEW BUSINESS
  1. Resolution No. FY2024-011; Resolution approving Above-Step Recruitment for the Program Coordinator II Position (CD Division)
  2. Intent of Award; RFP GHURA-24-001; Public Housing Physical Needs Assessment and Energy Audit
  3. Intent of Award; RFP GHURA-24-002; Utility Allowance Study for Public Housing
- V. EXECUTIVE DIRECTOR'S REPORT
  1. Project Updates
  2. Division Updates
    - a. MIS
    - b. HR
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The complete Board packet may be viewed on our website at [www.ghura.org](http://www.ghura.org).

For more information, please contact Audrey Aguan at 475-1378 and for special accommodations, please contact Chief Planner – Designated Section 504 / ADA Coordinator at 475-1322 or TTY 472-3701.

This advertisement was paid for by GHURA.

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**at guampdn.com**

## BOOKKEEPER – HS2024-01

Tinian, CNMI

### BOOKKEEPER, HUANG SHUN CORPORATION - Tinian, CNMI.

Operate computers programmed with accounting software to record, store, and analyze information. Check figures, postings, and documents for correct entry, mathematical accuracy, and proper codes. Classify, record, and summarize numerical and financial data to compile and keep financial records, using journals and ledgers or computers. Debit, credit, and total accounts on computer spreadsheets and databases, using specialized accounting software. Operate 10-key calculators, typewriters, and copy machines to perform calculations and produce documents. Receive, record, and bank cash, checks, and vouchers. Comply with federal, state, and company policies, procedures, and regulations. Compile statistical, financial, accounting or auditing reports and tables pertaining to such matters as cash receipts, expenditures, accounts payable and receivable, and profits and losses. Code documents according to company procedures. Reconcile or note and report discrepancies found in records.

**Minimum Requirements:** Associate Degree in Accounting or Business, foreign educational equivalent accepted, plus 12 months experience in retail and wholesale accounting and operation.

**Workplace:** U-Save Market Building, Lot #014 T 22, San Jose Village, Tinian 96952 CNMI

To apply: Please send your resume to Huang Shun Corporation, PO BOX 520335, Tinian, MP 96952 or e-mail to tinianpopz@hotmail.com Job Advertisement Number – **HS2024-01**

## Cafeteria Workers (Supervisor) – BP2024-01

Saipan, CNMI

### TWO (2) Cafeteria Workers (Supervisor), Allied Construction Corporation dba: Barny's Pizza., Saipan, CNMI

Supervise daily cafeteria operation which includes being the head cashier, making sure that the contractual obligations and standards are being met. Supervisor will also be the HACCP head of the service location. Monitor performances of service staff and coordination with the school administration, staff teacher and parents. The supervisor will also be in charge of inventory and supplies requisition, see to it that maintenance of cafeteria and surroundings is clean and sanitized condition at all times. Ensure that the food is of the highest quality possible, and that food is stored in a safe and sanitary manner. Answer student and teacher complaints. Report any shortages to the person in charge of ordering or in some cases, requisition them yourself.

**Minimum Requirements:** High School Graduate, plus 12 months experience in food catering operation, 3 months training on food preparation, serving guidelines and proper handling.

**Workplace:** TEXAS ROAD, BARNYS PIZZA BUILDING Susupe Village Saipan, CNMI.

To apply: Please send your resume to Barny's Pizza, PMB 55 Box 10001, Saipan, MP 96950 or e-mail to [alliedspn@gmail.com](mailto:alliedspn@gmail.com) Job Number – **BP2024-01**

## DENTAL LABORATORY TECHNICIAN (DENTAL ASSISTANT)–

SDA-2024-01

Saipan, CNMI

### DENTAL LABORATORY TECHNICIAN (DENTAL ASSISTANT): THE SEVENTH-DAY ADVENTIST MISSION OF THE NMI dba: SAIPAN SEVENTH-DAY ADVENTIST CLINIC, SAIPAN, CNMI

Assist in taking radiographs, probing readings and intraoral photos when needed. Set up trays with instruments for dentist and sterilize prior to next patient. Primary Assistant Functions: Primary assistants are assigned to a specific dentist. Keep track of dentists schedule, to be sure he/she stays on schedule. Assist the dentist during a variety of treatment procedures. Keep track of the dentists specific supplies - bonding material, instruments, etc. Keep track of all of the dentists Lab cases. A log must be kept for each dentist. Monitor the TA box and take the chart as soon as possible. Communicate with the front office if running behind or a change in the dentists schedule. Request help if needed from other assistants or if the secondary assistant is unable to help. Leave (time off) should coincide with the specific dentists leave.

**Minimum Requirements:** High School Graduate, 12 months experience.

**Workplace:** SDA DENTAL CLINIC QUARTER MASTER ROAD, CHALAN LAULAU VILLAGE, Saipan, CNMI

To apply: Please send your resume to SDA DENTAL CLINIC, PO BOX 500169, Saipan, MP 96950 or e-mail to [accounting@saipansdadental.com](mailto:accounting@saipansdadental.com) – **Job Number – SDA-2024-01**

## THE GUAM HOUSING AND URBAN RENEWAL AUTHORITY

Board of Commissioners Meeting

Tuesday, March 26, 2024 at 12:00 PM.

This meeting is open to the public via Zoom.

Topic: GHURA BOC Meeting, Tuesday, March 26, 2024 @12PM  
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This advertisement was paid for by GHURA.

## SUPERVISOR RETAIL STORE – HS2024-02

Tinian, CNMI

### SUPERVISOR RETAIL STORE, HUANG SHUN CORPORATION - Tinian, CNMI.

Provide customer service by greeting and assisting customers and responding to customer inquiries and complaints. Direct and supervise employees engaged in sales, inventory-taking, reconciling cash receipts, or in performing services for customers. Examine merchandise to ensure that it is correctly priced and displayed and that it functions as advertised. Monitor sales activities to ensure that customers receive satisfactory service and quality goods. Instruct staff on how to handle difficult and complicated sales. Assign employees to specific duties. Keep records of purchases, sales, and requisitions. Perform work activities of subordinates, such as cleaning and organizing shelves and displays and selling merchandise. Plan and prepare work schedules and keep records of employees' work schedules and time cards. Review inventory and sales records to prepare reports for management and budget departments. Inventory stock and reorder when inventory drops to a specified level. Establish and implement policies, goals, objectives, and procedures for the department. Examine products purchased for resale or received for storage to assess the condition of each product or item. Enforce safety, health, and security rules. Estimate consumer demand and determine the types and amounts of goods to be sold. Confer with company officials to develop methods and procedures to increase sales, expand markets, and promote business. Formulate pricing policies for merchandise, according to profitability requirements. Hire, train, and evaluate personnel in sales or marketing establishments, promoting or firing workers when appropriate. Plan and coordinate advertising campaigns and sales promotions and prepare merchandise displays and advertising copy. Establish credit policies and operating procedures. Plan budgets and authorize payments and merchandise returns. Will supervise 4 Cashiers.

**Minimum Requirements:** Minimum of 12 months experience in retail and wholesale accounting and operation.

**Workplace:** U-Save Market Building, Lot #014 T 22, San Jose Village, Tinian 96952 CNMI

To apply: Please send your resume to Huang Shun Corporation, PO BOX 520335, Tinian, MP 96952 or e-mail to tinianpopz@hotmail.com Job Advertisement Number – **HS2024-02**

## CIVIL ENGINEERING TECHNICIAN – HONGYE 2024-01

Saipan, CNMI

### One (1) CIVIL ENGINEERING TECHNICIAN, HONG YE RENTAL & CONSTRUCTION, LTD., Saipan, CNMI

Apply theory and principles of civil engineering in planning, designing, and overseeing construction and maintenance of structures and facilities under the direction of engineering staff or physical scientists. Tasks include: Calculate dimensions, square footage, profile and component specifications, and material quantities using calculator or computer; read and review project blueprints and structural specifications to determine dimensions of structure or system and material requirements; draft detailed dimensional drawings and design layouts for projects and to ensure conformance to specifications; confer with supervisor to determine project details such as plan reparation, acceptance testing, and evaluation of field conditions; analyze proposed site factors and design maps, graphs, tracings, and diagrams to illustrate findings. Prepare reports and document project activities and data; report maintenance problems occurring at project site to supervisor and negotiate changes to resolve system conflicts; inspect project site and evaluate contractor work to detect design malfunctions and ensure conformance to design specifications and applicable codes; conduct materials test and analysis using tools and equipment and applying engineering knowledge; develop plans and estimate costs for installation of systems, utilization of facilities, or construction of structures; develop project budgets by estimating the cost of project activities; evaluate facility to determine suitability for occupancy and square footage availability and negotiate prices for new contracts or for modifications to existing contracts with contractors.

**Minimum Requirements:** Associate's degree in Engineering, or related field, foreign educational equivalent accepted, plus 24 months of related work experience; Must be knowledgeable in cost estimating, planning, scheduling, site inspection and familiarization of materials, methods and tools involved in construction or related.

**Workplace:** 3786 AFETNAS ROAD SAN ANTONIO, Saipan CNMI.

To apply: Please send your resume to Ace HONG YE RENTAL & CONSTRUCTION, LTD., PO BOX 502997, Saipan, MP 96950 or e-mail to [hongye-mei@hotmail.com](mailto:hongye-mei@hotmail.com) Job Number – **HONGYE-2024-01**



**BOARD OF COMMISSIONERS  
REGULARLY SCHEDULED MEETING  
12:00 P.M., March 12, 2024  
GHURA's Main Office (via Zoom)  
1<sup>st</sup> floor, Conference Room, Sinajana  
AGENDA**

**I. CALL TO ORDER**

After notice was duly given, pursuant to the Open Government Law of Guam and the Bylaws of the Authority, the Board of Commissioners' regularly scheduled board meeting was called to order at **12:05 P.M., Tuesday, March 12, 2024**, at the GHURA Sinajana Main Office, 1st floor Conference room. Vice Chairman Sanchez indicated that **5 of 7** members of the Board of Commissioners were present, representing a quorum and that the meeting would proceed as scheduled.

<b>Viewed virtually via</b>	<b>ZOOM:</b> <a href="https://us06web.zoom.us/j/82495326344?pwd=Mn4XVuYjhEzxEApmnWobbotL2flaPE.1">https://us06web.zoom.us/j/82495326344?pwd=Mn4XVuYjhEzxEApmnWobbotL2flaPE.1</a>	
	<b>YouTube:</b> <a href="https://www.youtube.com/channel/UCGqKWU0kOmT0FOLYn48ULag">https://www.youtube.com/channel/UCGqKWU0kOmT0FOLYn48ULag</a>	
<b>BOC Commissioners Attendance</b>	Dr. John Rivera, Chairman Nate Sanchez, Vice Chairman Frank Ishizaki, Commissioner Anisia Delia, Commissioner Emilia Rice, Commissioner Victor Torres, Commissioner Karl Corpus, Resident Commissioner	Virtual <input type="checkbox"/> In-Person <input type="checkbox"/> Virtual <input type="checkbox"/> In-Person <input checked="" type="checkbox"/> Virtual <input type="checkbox"/> In-Person <input type="checkbox"/> Virtual <input type="checkbox"/> In-Person <input checked="" type="checkbox"/> Virtual <input type="checkbox"/> In-Person <input checked="" type="checkbox"/> Virtual <input type="checkbox"/> In-Person <input checked="" type="checkbox"/> Virtual <input checked="" type="checkbox"/> In-Person <input type="checkbox"/> <i>*Chairman Rivera acknowledged and approved the virtual attendance request.</i>
<b>GHURA Management/ Staff</b>	Elizabeth F. Napoli, Executive Director <input type="checkbox"/> Fernando B. Esteves, Deputy Director <input checked="" type="checkbox"/> Audrey Aguon, Special Assistant <input checked="" type="checkbox"/> Frances Danieli, Controller <input checked="" type="checkbox"/> Katherine Taitano, RP&E Chief Planner <input checked="" type="checkbox"/> Dr. Kimberly Bersamin, HR Administrator <input checked="" type="checkbox"/> Antonio Camacho, HPA <input type="checkbox"/> Pearly Mendiola, GT Manager <input type="checkbox"/> Nicole Alejandro <input type="checkbox"/> Michael Ricuyal <input type="checkbox"/> Maria Cherry Canete <input type="checkbox"/>	Julie Lujan, MIS Administrator <input type="checkbox"/> Sonny Perez, AE Manager <input checked="" type="checkbox"/> Norma San Nicolas <input checked="" type="checkbox"/> Narcissa Ada, AMP1 Manager <input type="checkbox"/> Gina Cura, AMP2 Manager <input checked="" type="checkbox"/> Patrick Bamba, AMP3 Manager <input checked="" type="checkbox"/> Philomena San Nicolas, AMP4 Manager <input checked="" type="checkbox"/> Jolyn Terlaje <input type="checkbox"/> Miguel Fernandez <input type="checkbox"/> Ervin Santiago <input type="checkbox"/> Jenna Alano <input type="checkbox"/>
<b>Legal Counsel</b>	Eliseo M. Florig, GHURA's Legal Counsel <input checked="" type="checkbox"/>	
<b>Public</b>	Robert Darlow, Section 8 Inspector <input checked="" type="checkbox"/>	

**II. BOARD MEETING PUBLIC ANNOUNCEMENTS**

**1<sup>st</sup> Printing – Tuesday, March 5, 2024**

**2<sup>nd</sup> Printing – Sunday, March 10, 2024**

**ACKNOWLEDGED BY VICE CHAIRMAN SANCHEZ.**

**III. APPROVAL OF PREVIOUS BOARD MINUTES:**

**[234/24] Commissioner Torres moved to approve the board meeting minutes of February 13, 2024 subject to corrections. The motion was seconded by Commissioner Rice. There were no objections by the other board members. Motion passed unanimously.**

**IV. NEW BUSINESS:**

AGENDA ITEM	DISCUSSION	ACTION
<p><b>1. Resolution No. FY2024-010, Resolution commending Mr. Robert B. Darlow, Building Inspector (Housing Inspector) for his dedication and contributions to the Guam Housing and Urban Renewal Authority (GHURA)</b></p>	<p><b>[235/24] Acting Executive Director Esteves stated the following:</b></p> <ul style="list-style-type: none"><li>• Deferred to the Division Manager for Section 8, Mrs. Norma San Nicolas, who thanked Mr. Robert B. Darlow for his dedication and commitment to GHURA’s mission at continuing to provide safe, decent, and sanitary housing for the community as a Section 8 Building Inspector.</li><li>• Presented Resolution No. FY2024-10, pg. 1 of 21 in the board packet.</li></ul> <p>Commissioners congratulated Mr. Robert B. Darlow for his hard work and contribution to the Guam Housing and Urban Renewal Authority (GHURA).</p> <p>Acting Executive Director Esteves presented Resolution No. FY2024-010, commending Mr. Darlow, Building Inspector for his years of service to GHURA. He congratulated Mr. Darlow on his retirement and wished him well.</p> <p>There were no further discussions.</p>	

AGENDA ITEM	DISCUSSION	ACTION
		<p><b>[236/24]</b>  <b>Commissioner Delia moved to approve Resolution No. FY2024-010, commending Mr. Robert B. Darlow, Building Inspector, for his dedication and contributions to the Guam Housing and Urban Renewal Authority. Commissioner Rice seconded the motion. There were no objections by the other board members. Motion passed unanimously.</b></p>

AGENDA ITEM	DISCUSSION	ACTION
<p><b>2. Intent of Award- IFB GHURA-24-003; Insurance Coverages for Excess Liability, Automobile, and Workers Compensation</b></p>	<p><b>[237/024] Acting Executive Director Esteves stated the following:</b></p> <ul style="list-style-type: none"> <li>• This memorandum is an Intent of Award- IFB GHURA-24-003; Insurance Coverages for Excess Liability, Automobile, and Workers Compensation</li> <li>• Bid Opening was held on February 6, 2024 at 2PM.</li> <li>• A total of (2) bidders registered and were given bid specifications.</li> <li>• (2) bidders submitted a bid.</li> <li>• Results of bid submissions were as follows:               <ol style="list-style-type: none"> <li><b>1. A.M Insurance:</b> <ul style="list-style-type: none"> <li>○ Excessive Liability Cost- \$11,094.54</li> <li>○ Automobile Insurance Cost- \$40,724.29</li> <li>○ Workers Compensation Insurance Cost: \$86,705.85</li> <li>○ Total of Bid Bond secured- 15% DB Insurance Co. LTD</li> <li>○ Total Cost for (1) Year- \$138,524.68</li> </ul> </li> <li><b>2. Great National Insurance Underwriters:</b></li> </ol> </li> </ul>	

AGENDA ITEM	DISCUSSION	ACTION
	<ul style="list-style-type: none"> <li>○ Excessive Liability Cost- \$ No Quote</li> <li>○ Automobile Insurance Cost- \$60,373.10, without Typhoon Insurance. \$67,607.10, with Typhoon Insurance</li> <li>○ Workers Compensation Insurance- \$132,942.00</li> <li>○ Total Bid Bond secured- 15% Chung Kuo Insurance Co. LTD</li> <li>○ Total Cost for (1) Year- \$193,942.00</li> <li>○ <i>Total cost is based on factoring the lower cost of the automobile insurance without typhoon insurance.</i></li> </ul> <ul style="list-style-type: none"> <li>● Government Estimate- \$163,152.00</li> <li>● In review of the bid result, A.M. Insurance provided the lowest responsive and responsible bid and was the successful bidder.</li> </ul>	



AGENDA ITEM	DISCUSSION	ACTION
	<ul style="list-style-type: none"> <li>• Committee members determined to proceed with award.</li> <li>• GHURA seeks insurance coverages for Excess Liability, which is important in the event the loss of the loss of automobile or worker’s compensation exceeds the limits of the primary policy.</li> </ul> <p>Commissioner Delia asked whether this type of insurance coverage requires annual renewal. Acting Executive Director Esteves confirmed this and added that because the rates fluctuate, insurance companies will not provide coverage for longer than (1) year.</p> <p>Vice Chairman Sanchez indicated that insurance carriers that provide mandatory insurance have underwriting guidelines that change periodically.</p> <p>There were no further discussions.</p>	<p><b>[238/24]</b>  <b>Commissioner Torres moved to approve IFB GHURA-24-003; Insurance Coverages for Excess Liability, Automobile, and Workers Compensation to A.M. Insurance in the amount of \$138,524.68 for (1) year. Commissioner Rice seconded the motion. There were no objections by the other board members. Motion passed unanimously.</b></p>

**V. EXECUTIVE DIRECTOR’S REPORT:**

AGENDA ITEM	DISCUSSION	ACTION
<p>1. Project Updates</p>	<p>[239/24] Acting Executive Director Esteves indicated that there were no Project Updates.</p>	<p>No action taken.</p>
<p>2. Division Updates</p> <ul style="list-style-type: none"> <li>• Public Housing</li> </ul>	<p>[240/24] Mr. Patrick Bamba, AMP 3 Manager, presented the Public Housing (PH) Division Report, pgs. 7-21 in the board packet. He stated the following:</p> <ul style="list-style-type: none"> <li>• Fundamentals of Guam’s PH Program:               <ul style="list-style-type: none"> <li>○ 100% Federally funded through U.S. Department of Housing and Urban Development (HUD)</li> <li>○ Administered locally by GHURA, the landlord.</li> <li>○ 750 PH units in inventory</li> <li>○ Developments are managed and operated (4) Asset Management</li> </ul> </li> </ul>	

AGENDA ITEM	DISCUSSION	ACTION
	<p>Properties (AMPs)</p> <ul style="list-style-type: none"> <li>○ Objective is to assist low-income families below 80% of the Area Median Income.</li> <li>○ Tenant families pay a portion of their rent based on their income while HUD subsidizes the difference.</li> <li>○ Admissions and Continued Occupancy Policy (ACOP) is PH's written statement of policies used to carry out the Housing program in accordance with Federal Laws and Regulations and HUD requirements.</li> </ul> <ul style="list-style-type: none"> <li>● Objective of the Public Housing Program- to provide housing that is safe, habitable, functionally adequate, operable, and free of health and safety hazards.</li> <li>● Locations: <ul style="list-style-type: none"> <li>○ AMP1- Toto, Agana Heights, Asan, Mongmong, and Sinajana</li> <li>○ AMP2- Yona, Inalajan, Talo'fo'fo</li> <li>○ AMP3- Hagat, Malesso', and Humatak</li> </ul> </li> </ul>	

AGENDA ITEM	DISCUSSION	ACTION
	<ul style="list-style-type: none"> <li>○ AMP4- Toto, Dededo</li> <li>● Performance: HUD uses Public Housing Assessment System (PHAS) to measure performance of the PHA and PH Programs</li> <li>● PHAS is developed by HUD to evaluate the physical conditions of units/developments, financial operations, management operations, and capital fund program.</li> <li>● HUD assigns a PHA designation based on the overall score of 100 points: <ul style="list-style-type: none"> <li>○ Physical Condition- 40</li> <li>○ Financial Condition-25</li> <li>○ Management Operations-25</li> <li>○ Capital Fund Program- 10</li> </ul> </li> <li>● Current Stats: <ul style="list-style-type: none"> <li>○ Applicants- 1256 families on the waiting list for housing assistance</li> <li>○ GHURA has 750 housing stock available</li> <li>○ Tenants- GHURA currently assists 3, 068 individual members with public assistance</li> <li>○ 3,068 represent less than 1% of Guam's total population of 172,243</li> <li>○ Need for increase of public housing stock</li> </ul> </li> </ul> <p>Acting Executive Director Esteves added that GHURA fields calls for various reasons regarding public housing tenant concerns. The concerns generally are reported to the AMP Manager and taken care of via a work order. Concerns are followed-up</p>	

AGENDA ITEM	DISCUSSION	ACTION
	<p>on and addressed as they are reported. Management will then communicate how the concerns are being addressed and the processes that are in place.</p> <p>Mr. Bamba indicated that maps of the AMP sites are available on GHURA’s website.</p> <p>There were no further discussions regarding the Public Housing Division Report.</p> <p>Acting Executive Director Esteves indicated that GHURA will require a second board meeting for the month of March.</p>	<p><b>No action taken.</b></p>

**VI. GENERAL DISCUSSIONS / ANNOUNCEMENTS:**

AGENDA ITEM	DISCUSSION	ACTION
<p><b>1. Next proposed scheduled Board meeting: Tuesday, March 26, 2024 @12PM</b></p>		<p><b>No Action taken.</b></p>

**VII. ADJOURNMENT:**

AGENDA ITEM	DISCUSSION	ACTION
		<p><b>[241/24]</b>  <b>Commissioner Delia moved to adjourn board meeting of March 12, 2024. Commissioner Rice seconded the motion. There were no objections by the other board members. Motion passed and meeting was adjourned at 12:55PM.</b></p>

SEAL

\_\_\_\_\_  
**Elizabeth F. Napoli**  
**Board Secretary/Executive Director**

**Date** \_\_\_\_\_

**GUAM HOUSING AND URBAN RENEWAL AUTHORITY  
BOARD OF COMMISSIONERS**

**RESOLUTION NO. FY2024-011**

**Moved by:** \_\_\_\_\_ **Seconded by:** \_\_\_\_\_ .

**RESOLUTION APPROVING ABOVE-STEP RECRUITMENT FOR THE PROGRAM COORDINATOR II POSITION (COMMUNITY DEVELOPMENT DIVISION)**

**WHEREAS,** Under the enabling legislation of the Authority, Title 12 §5103 GCA, its Board of Commissioners is empowered “to employ officers, technical experts, agents and employees, permanent and temporary as it may deem necessary; and shall determine their qualifications, duties, tenure and compensation...”; and

**WHEREAS,** Title 4 of the Guam Code Annotated, “...The appointing authority, or the head of an agency, department or public corporation listed in 4 GCA, §4105(a) may petition the Director of Administration, the Judicial Council (as to Judicial Branch employment) or the agency, department or public corporation’s governing board or commission (as to an agency, department or public corporation listed in 4GCA §4105(a)) for recruitment at a higher step not to exceed Step 10, because of documented difficulty or exceptional qualifications.....”; and

**WHEREAS,** Mr. Perfecto B. Taladoc, Jr. submitted his request to Executive Management requesting to petition the GHURA Board of Commissioners for an above the minimum step recruitment for the position of Program Coordinator II based on exceptional qualifications; and

**WHEREAS,** Mr. Taladoc’s exceptional qualifications for the Program Coordinator II position consists of the following:

- **Education –**
  - 1999 BA – Business Management – University of Guam
  
- **Work Skills –**
  - 1) ANZ Guam (Bank) –Head of Lending Support and Community Reinvestment Act (CRA) Officer 2 years
    - Managed all aspects of lending operations, including loan servicing, consumer collection, escrow, consumer and residential underwriting, ensuring compliance with policies and federal regulations (FDIC)
  
  - 2) ANZ Guam (Bank) – Underwriting Manager – 2 years
    - Developed and administered procedures for efficient evaluation, documentation, and underwriting of consumer portfolio and secondary market loans. Implemented a streamlined loan decision process, ensuring decisions within 48 hours. Revamped procedures to maximize productivity and along with current regulatory and secondary market requirements.
  
  - 3) PENFED Credit Union – Mortgage Loan Officer– 5 years
    - Conducted competitive research and product knowledge to improve sales penetration.

- 4) ANZ Guam (BANK) – Underwriter, Senior Mortgage Loan Officer, Loan Servicing Manager – 8 years.  
-Ensure effective loan accounting functions and accuracy of monthly reporting to secondary markets (FHLMC, FNMA, USDA, VA and SBA). Performed credit analysis of customer loan applications, ensuring compliance with bank and investor standards.

**WHEREAS,** a review of Mr. Taladoc’s consumer lending and management experience, is directly applicable to the functions of the Program Coordinator II which will provide the much needed expertise, and regulatory compliance in the Community Development Division’s mortgage and lending Program; and

**WHEREAS,** Mr. Taladoc’s **17** years of experience in consumer lending, underwriting, management experience and understanding the FDIC regulations comes at the right time for succession planning purposes, as there are supervisory/administrator level positions in the CD division who are eligible to retire within the next 3-5 years; and

**WHEREAS,** management is confident that Mr. Taladoc will be a great asset in the administration of the consumer lending aspect in the CD Division as a Program Coordinator II; and

**WHEREAS,** management believes the compensation package of salary and benefits (i.e. retirement, holidays, annual/sick leave, etc.) is competitive with the private sector, and respectfully requests an above step recruitment of Mr. Perfecto B. Taladoc, Jr., at **MG5-7(F)**, \$65,200.00 p/a; \$31.51 p/hr; and

**WHEREAS,** the GHURA Board recognizes that it has the discretionary authority to go below or beyond management’s recommendations (i.e., **MG5-2(A)**, \$46,200.00 p/a; \$22.21 p/hr through **MG5-10(F)**, \$77,297.00 p/a; \$37.16 p/hr - maximum), but supports management’s request for the above-step recruitment; and

**WHEREAS,** funding for this position is available from Community Development Funds; and be it further

**RESOLVED,** that in consideration of the applicant’s exceptional knowledge and experience, the GHURA Board of Commissioners grants the above-step recruitment for:

**Mr. Perfecto B. Taladoc, Jr, MG5-7(F), \$65,200.00 p/a; \$31.51p/hr.**

**IN REGULAR BOARD MEETING, SINAJANA, GUAM – MARCH 26, 2024**

**PASSED BY THE FOLLOWING VOTES:**

**AYES:**

**NAYES:**

**ABSENT:**

**ABSTAINED:**

**I hereby certify that the foregoing is a full, true, and correct copy of a Resolution duly adopted by the Guam Housing and Urban Renewal Authority Board of Commissioners on March 26, 2024.**

**SEAL**

\_\_\_\_\_  
**ELIZABETH F. NAPOLI**  
Secretary / Executive Director



**GUAM HOUSING AND URBAN RENEWAL AUTHORITY  
ATURIDAT GINIMA YAN RINUEBAN SIUDAT**

**MEMORANDUM:**

**TO:** Board of Commissioners

**FROM:** Elizabeth F. Napoli   
Executive Director

**DATE:** March 22, 2024

**SUBJECT:** Intent of Award -RFP GHURA-24-001  
Ref: Public Housing Physical Needs Assessment and Energy Audit

RFP submittal for the subject project was held on February 27, 2024 at 2:00 p.m. A total of 2 bidders registered for the bid and given bid specifications of which 2 submitted a bid. The evaluation committee evaluated both RFPs based on the qualifying scoring factors listed below:

**Relative weight of technical evaluation factors:**

Factors	Points
1. Experience	35
2. Qualifications	20
3. Approach / Work Plan	30
4. Section 3/MBE	15
Total Points	100 points

Vendor: Dominion Due Diligence Group

**Total Points- 356**

Atlas Technical Consultants

**Total Points: 351**

**Dominion Due Diligence Group**

Bid Cost Proposal below:

**Part A**

Physical Needs Assessment	Total Cost: \$144,166.50
Energy Audit	Total Cost: \$34,308.50
	<b>Grand Total: \$178,475.00</b>

Cost Estimate: based on reasonable cost	<b>\$187,390.00</b>
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**Part B- PNA Cost Proposal**

A. Labor. Provide a breakdown for each position and for all positions combined.

Position	Hourly Rate	Estimated Hours	Total
Reviewer	225	64	14,400.00
Property Needs Assessor	175	536	93,800.00
			<b>(A) Total Labor Costs: 108,200.00</b>

**B. Direct Costs.** Direct costs are costs that can be identified specifically with a project and therefore are charged to that project.

**Cost Element**

<u>Material</u>	<u>\$0.00</u>
<u>Travel</u>	<u>\$13,975.00</u>
<u>Miscellaneous Expenses</u>	<u>\$0.00</u>
(A) Total Direct Costs:	<u>\$13,975.00</u>

**C. Indirect Costs.**

Cost Element

Labor	<u>\$0.00</u>
Non-Labor	<u>\$0.00</u>
(A) Total Direct Costs:	<u>\$0.00</u>

D. Subtotal, Subtotal of all labor, direct and indirect costs.

**Subtotal: \$122,175.00**

E. General, Administrative and Overhead, State the percentage and total costs.

General	2%
Administrative	3%
Overhead	3%
(E) Total GAO Costs: \$9,774.00	

F. Profit. State the percentage and total cost.

Percentage	10%
(E) Total GAO Costs: \$12,217.50	

(F) Total Profit: \$12,217.50

(G) **Total PNA Cost Proposed:**

**Total All Costs: \$144,166.50**

Part C- Energy Audit Cost Proposal

A. Labor. Provide a breakdown for each position and for all positions combined.

Position	Hourly Rate	Estimated Hours	Total
Energy Associate	125	175	\$21,875.00
Energy Reviewer	225	32	7,200.00
			(A) Total Labor Costs: 29,075.00

**B. Direct Costs. Direct costs are costs that can be identified specifically with a project and therefore are charged to the project.**

Cost Element

Materials	\$0.00
Travel	\$0.00
Miscellaneous Expenses	\$0.00
<b>(A) Total Direct Costs:</b>	<b>\$0.00</b>

**C. Indirect Costs.**

Labor	\$0.00
Non-Labor	\$0.00
<b>(A) Total Direct Costs:</b>	<b>0.00</b>

**D. Subtotal, Subtotal of all labor, direct and indirect costs.**

**Subtotal: \$29,075.00**

**E. General, Administrative and Overhead, State the percentage and total costs.**

General	2%
Administrative	3%
Overhead	3%
Total Gao Costs: \$2,326.00	

**F. Profit. State the percentage and total cost.**

Percentage	10%
Total: \$2,907.50	

**Total Profit: \$2,907.50**

(G) Total Energy Audit Cost Proposed:

**Total All Costs: \$34,308.50**


In review of the bid result: Dominion Due Diligence Group provided a responsive and responsible bid. After further clarification, the committee members determined to proceed with the award of a 150 days contract with no option periods not to exceed the amount of \$178,475.00.

The Physical Needs Assessment/ Energy Audit (PNA/EA) project is listed as one of the projects in the CFP Annual Statement to be addressed. This project identifies all work GHURA would need to undertake to bring each of its projects up to the applicable modernization and energy conservation standards. HUD requires to project the current modernization and life cycle replacement repair needs of its projects over a 20-year viability period. The PNA/EA will be prepared to conform to the requirement as prescribed in 24 CFR Part 965, HUD Handbook 7485.2. The last PNA/EA was conducted in 2018.

**GUAM HOUSING AND URBAN RENEWAL AUTHORITY  
ATURIDAT GINIMA YAN RINUEBAN SIUDAT**

**MEMORANDUM:**

**TO:** Board of Commissioners

**FROM:** Elizabeth F. Napoli   
Executive Director

**DATE:** March 21, 2024

**SUBJECT:** Intent of Award -RFP GHURA-24-002  
Ref: Utility Allowance Study for Public Housing

RFP submittal for the subject project was held on February 27, 2024 at 2:00 p.m. A total of 2 bidders registered for the bid and given bid specifications of which 2 submitted a bid. The evaluation committee evaluated both RFPs based on the qualifying scoring factors listed below:

Scoring Criteria	Point Possible
Organizational background and overall experience	<b>Max. Total 35 points</b>
Qualifications and experience relevant to the scope of services describe in Section II. B. Scope of Work	Max 25 points
Experience working with Public Housing Agencies	Max 10 points
Overall Quality and Depth of Proposal	<b>Max. Total 30 points</b>
Quality and organizational of proposal	Max. 15 points
Completeness of proposal (all information provided)	Max. 15 points
Fee Schedule	<b>Max. Total 15 points</b>
Overall fee schedule	Max. 15 points
Other pertinent information submitted	<b>Max. Total 20 points</b>
Minority-or Women- Owned Business Enterprise state certification	Max. 5 points
Veteran Owned Business	Max. 10 points

Timeline for Implementation	Max. 5 points
<b>Total Points</b>	<b>100 points</b>

**Atlas Technical Consultants**

Total Points: **211**

**Based on total cost provided under the RFP not to exceed \$25,000.00.**

In review of the bid result: Atlas Technical Consultants provided a responsive and responsible bid. After further clarification, the committee members determined to proceed with the award of a 3-year contract with an option to extend for two one-year terms.

The Guam Housing and Urban Renewal Authority Utility Study was last conducted in 2019 with the option to extend for two years. However, due to staff turnover and COVID-19 pandemic, the study was not extended. GHURA maintained the 2019 Utility Allowance Schedule into 2020 and 2021 with a HUD waiver. The waiver has since expired and GHURA must now update its Utility Allowance Schedule by conducting a study.

**Management Information System (MIS)  
FY2024 ACTIVITY REPORT**

<b>SECTION</b>	<b>GOALS</b>	<b>STATUS</b>
<b>INFORMAL HEARINGS</b>	To provide accurate S8/LIPH Informal Hearings/Grievances	<ul style="list-style-type: none"> <li>- Tenants:      S8    6            Terminations:  3</li> <li>                     PH    3            Terminations:  2</li> <li>- Applicants    S8    2            Denied            1</li> <li>                     PH    0            Denied            0</li> <li>- Referral for Participation in Renters 101:    3</li> </ul>
<b>PUBLIC HOUSING ON-LINE APPLICATIONS</b>	To ensure an accessible & user-friendly online application is available	<ul style="list-style-type: none"> <li>- Online applications for AMP3, &amp; AMP3 ELD</li> <li>- Total AMP3 on-line applications: 449</li> <li>- AMP2 scheduled to open 04/01/2024</li> <li>- Website on-line application down time = 0</li> </ul>
<b>VIRTUAL RECEPTIONIST</b>	To provide electronic technology in assisting Receptionist tasks	<ul style="list-style-type: none"> <li>- Digitizes and tracks log-in information.</li> <li>- Reduces foot traffic with on-line appointment requests and drop off of documents.</li> <li>- Notifies staff of client arrival.</li> <li>- Includes COCC, CPD, A&amp;E, Fiscal, Procurement, HR and MIS divisions. AMP4 work-in-progress</li> </ul>
<b>TIME &amp; ATTENDANCE S/W REPLACEMENT</b>	To procure and implement s/w	<ul style="list-style-type: none"> <li>- Conducted market research</li> <li>- Awarded to ADP Software</li> <li>- In use by Bank of Guam, Docomo, IP&amp;E, etc</li> </ul>
<b>PH ON-LINE RENT PAYMENT</b>	To accommodate tenants in online rent payments	<ul style="list-style-type: none"> <li>- Bank of Guam issues notice – no longer accepting coupons for GHURA rent payments.</li> <li>- Market research conducted</li> <li>- Awarded to Rent Payment Software</li> </ul>



**Management Information System (MIS)  
FY2024 ACTIVITY REPORT**

(Continued)	<b>GOALS</b>	<b>STATUS</b>
		<ul style="list-style-type: none"> <li>- Eliminates Tenants need to go to financial institution (BoG)</li> <li>- Discontinues MIS printing of coupons</li> <li>- Distribution of billing statement optional</li> </ul>
<b>IFB – COMPUTER SYSTEMS &amp; PERIPHERALS</b>	To procure I.T. equipment based on forecast & budgeted assessment	<ul style="list-style-type: none"> <li>- Agency-wide assessment of computer systems, printers, telecom equipment, etc conducted and submitted for Fiscal review since August timeframe.</li> <li>- Forecast data provided for replacement of equipment with lifecycle management 3-4 years.</li> <li>- In progress</li> </ul>
<b>REPORTING REQUIREMENTS</b>	To provide support in reporting requirements for Agency	<ul style="list-style-type: none"> <li>- Various reports for both requested and mandatory provided to reflect the Authority’s data capturing. Includes all HUD mandatory reporting (SEMAP, PIC, FDS, TRANSNET, etc).</li> <li>- Open Government Reporting, keeping GHURA transparent. Includes OPA audio, 37<sup>th</sup> Legislature Messages and Communications, Govt’ of Guam Public Notices Portal, &amp; GHURA website board announcements and packages. Zoom and YouTube Channel are included.</li> </ul>
<b>OPERATIONS MANAGEMENT</b>	To provide daily support in agency’s I.T. operations	<ul style="list-style-type: none"> <li>- Includes cyber security</li> <li>- Month end processing of S8, PH, GT, RP&amp;E</li> <li>- Year end processing</li> <li>- HUD mandated requirements</li> <li>- Hardware, software, network, etc troubleshooting</li> </ul>

# Guam Housing and Urban Renewal Authority

## PRESENTATION to the BOARD OF COMMISSIONERS

by



**MARCH 26, 2024**

# GHURA Human Resources



Personnel Services Administrator  
KIMBERLY KOWALSKI BERSAMIN, DBA, SPHR.  
SHRM-SCP

Personnel Specialist III  
*Vacant - Recruiting*

Personnel Assistant  
*Vacant - Recruiting*

**Guided by the**



***Code of Ethical and  
Professional Standards  
in Human Resources  
Management***

Board Meeting of March 26, 2024



**Identifies standards of behavior relating to fairness, justice, truthfulness and social responsibility.**

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S O C I E T Y F O R

**HUMAN RESOURCE  
MANAGEMENT**

G U A M C H A P T E R



# **Where the HR Division WAS**

**1. PRIOR – (2002) – The technical aspect and full range of HR services was non-existent;**

**2. No staffing and position control (position numbers);**

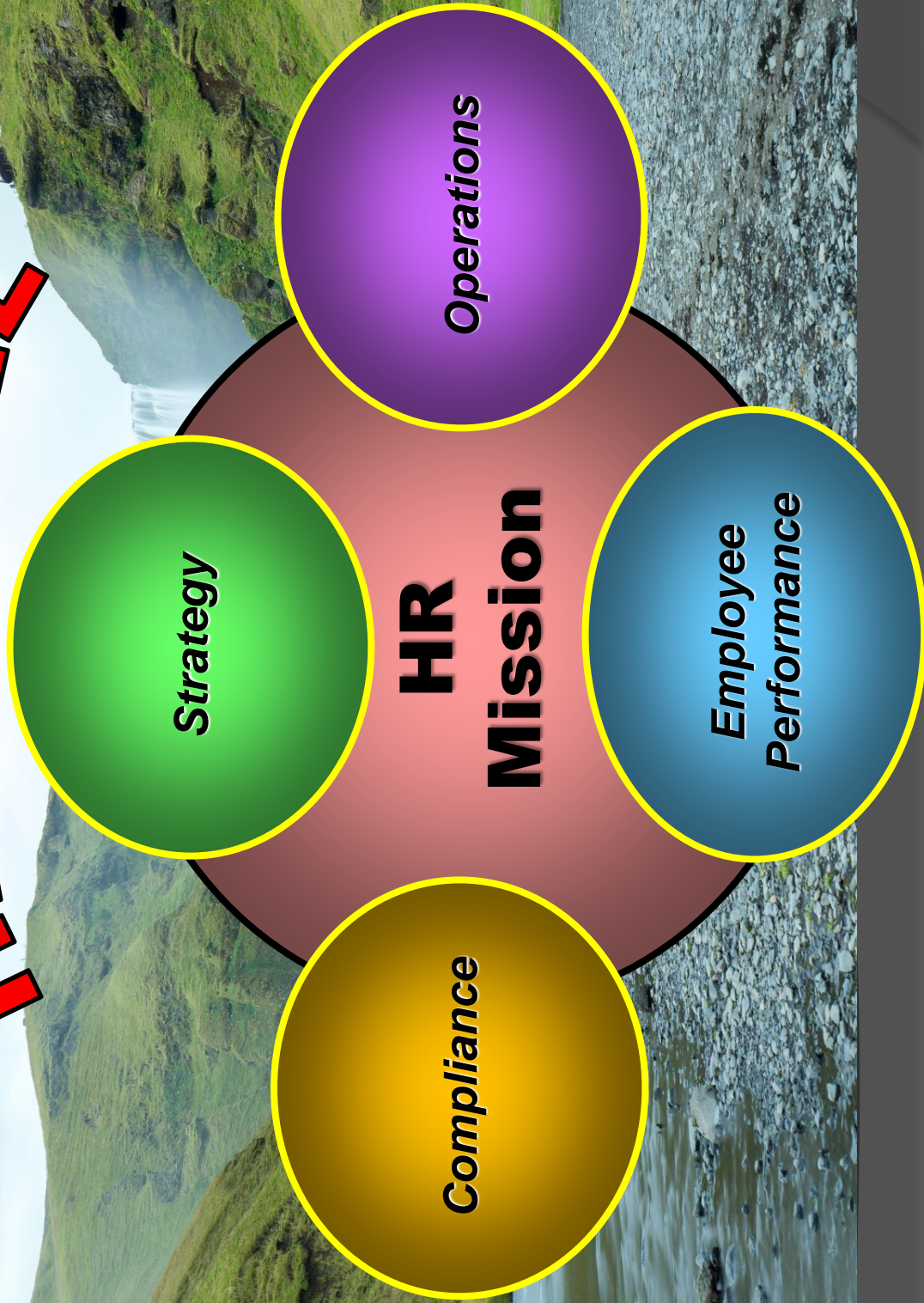
**3. No GG1's. Personnel Actions were not numbered;**

**4. No logs: GG1's, PA's, Interviews, Drug Testing, and Personnel Jacket entries; and**

**5. We have come a long way, offering the full HR services**

**Where We are NOW....**

# **HR MODEL**



# **HR ACTIVITIES**

- 1) Position Staffing**
- 2) Recruitment**
- 3) Records Management**
- 4) Classification/Compensation**
- 5) Benefits**
- 6) Employee/Management Relations**
- 7) Training & Development**
- 8) Risk Management**

# No. 1 POSITION STAFFING

*Identifying the organizational needs and attempts to provide an adequate supply of qualified individuals for jobs in the organization*

- 1. Work Collaboratively** – work with managers to forecast and plan staffing needs. Manpower assessment – as of 3/19/24 – 123 FTEs
- 2. Staffing Pattern** – maintained/updated staffing pattern on 15<sup>th</sup> and 30<sup>th</sup> of the month of changes (new hires, salary increments, etc.).
- 3. Update and Maintain** – Legislative report mandated by law to be posted quarterly. Maintained on monthly basis.



# No. 2 RECRUITMENT

## 1. Merit System (Classified Limited-Term)

- a. **Job Announcement** – Review vacancy list, draft, signature, photocopy 180 sets, deliver to Central Files, post on website)
- b. **Accept Applications** – 10 work days. Review employment dates, issue receipt
- c. **Evaluate** – Prepare file, rating sheets, review job announcement
- d. **Coordinate and Schedule Testing** – When required for position
- e. **Establish Eligibility List & Prepare Notice of Rating**
- f. **Appeal Period** – Wait 10 work days
- g. **For a Vacancy** – Prep GG-1 – Route for Signatures
- h. **Certify Eligibles** – Top 5
- i. **Coordinate Interviews** – Identify panel, location, date and time. Prepare Notice of Interview and mail, contact interviewees, develop questions and answers using Matrix-Weighted Average
- j. **Interviews** – Greet, issue suitability, proctor written (essay) & math questions
- k. **Verify Computations** – Forward packet to ED for review
- l. **Upon Selection by ED** – Contact applicant; conditional offer - DST
- m. **Contact Lab** – Prep DST forms
- n. **Upon DST Clearance** – Confirm offer of employment - Start date and pay
- o. **Non-Selection Notices** – Prep and issue
- p. **Update Recruitment File**

# No. 2 RECRUITMENT (continued)

## II. Provisional (Temporary, LTA, Unclassified)

Division Manager and Executive Mgmt determine Temps, LTAs

If no existing list – Executive Mgmt refers a candidate for evaluation, or agency can announce

Rate employment applications

Prep recommendation for Division Manager, DD, ED

Generate GG1- Route for Signature & Funding

After approval – Conditional offer, contact lab for DST – prep forms

DST results clear – Coordinate start date

## III. In- Process (Classified, LTA/Temp, Exempt)

a. Prepare In-Processing Packet

b. New Employee Orientation – 3 hours

c. Prepare Notice of Personnel Action – Route for signature; copies for payroll, personnel folder, retirement fund, chronology

d. Process Employee Benefits Document for payroll, health insurance, cafe plan, life insurance, etc.

e. Prepare Personnel Folder

f. Prepare and Transmit New Hire Form – Attorney General's Office

g. Transmit to MIS New Employee Information – Establish payroll info

h. Coordinate with MIS for Id-badge issuance

i. Advise EEO Coordinator for Employee Briefing

j. Introduce Employee to ED and DD

k. Deliver/Transmit Documents to GGRF, ASC, SelectCare, DOA, GEA

l. Prepare and Transmit Request for Personnel Folder – If needed

## IV. Above Step Recruitments – Requests by applicants (Exceptional/Recruit Diff)

# **No. 3 RECORDS MANAGEMENT**

***Responsible for planning, coordinating and processing employee record activities consisting of:***

**a.** Various employee notifications of personnel action relating to employment (e.g., salary increments, promotions, transfers, details, demotions, temp appts/LTAs., resignations, retirements, etc.)

**b.** Orientate and process new employees

**c.** Process exiting employees

**d.** Prepare and generate management information statistics and reports

**e.** Recording and maintaining active and inactive personnel folders for employees

**f.** Maintenance of Medical Folder and Workers' Compensation

**g.** Prepares verifications of employment

# **No. 4 CLASSIFICATION & COMPENSATION**

## ***Plans and coordinates classification and compensation activities***

- a. Administration and maintenance of GHURA's classification and compensation system**
- b. Conduct reviews to determine appropriate lines of communication and functional levels**
- c. Conduct position reviews that may involve desk audit, creation of position**
- d. Placement of job titles within the government of Guam and those unique (certified technical) to GHURA**

# **No. 4 CLASSIFICATION & COMPENSATION (continued)**

**Participate in conducting internal equity and external competitive reviews for GHURA; Participates in compensation surveys.**

**Maintenance of information on job duties for all positions under the jurisdiction of GHURA**

## **Pay-for-Performance – Salary increments**

- 1. Prepare monthly evaluating evaluations**
- 2. Determine outstanding evaluations**
- 3. Prepare reminder notice on outstanding evaluations**
- 4. Review completed evaluations and route to DD and ED for review**
- 5. Prepare Notice of Personnel Action and route for signature**
- 6. Make copies of personnel action for payroll, retirement fund, file**

## **Detail Appointment Pay**

- 1. Prepare detail appt memo for ED**
- 2. Track over 30 days per calendar year**
- 3. Prepare GG-1 and route for signatures**
- 4. Prepare personnel action and route to ED**
- 5. Make copies of personnel action for payroll, retirement fund, file**

# **No. 5 BENEFITS**

***Plans, coordinates and processes employee benefit activities consisting of:***

**a. Process enrollment health and life insurances, change of beneficiary, change of status, etc.**

**b. Coordinate employee insurance briefings**

**c. Coordinate quarterly orientation sessions for supplemental insurance (AFLAC, AllState, Moylan's)**

**d. Coordinate Section 125 Cafeteria Plan sessions (ASC)**

**e. Brief, process and monitor Employee Fitness & Wellness Program**

**f. Assists employees with insurance subscriber discrepancies with carrier**

# No. 6 EMPLOYEE / MANAGEMENT RELATIONS

## *Plans, coordinates and administers the following activities:*

Discipline:

Informal – Minor infractions – start progressive; depending on severity; can jump to formal adverse

Formal – Adverse Action Procedures

Code of Conduct – List of Offenses include:

- 1. Attendance**
- 2. Conduct**
- 3. Discrimination**
- 4. Intoxicants**
- 5. Performance**
- 6. Safety**

**b.** Grievance complaints filed – advises employees and management on program procedures

**c.** Drug Free Workplace Program Policy – Employment, random, reasonable suspicion, post-accident

**d.** Entry to personnel folder, medical folder and renewal of identification card

**e.** Resignations / Terminations – Exit Interviews

# No. 7 TRAINING & DEVELOPMENT

**Plans and coordinates training activities for GHURA to enhance the transfer of training and development. Training must be linked to enhancing organizational performance**

- **Training** – Process whereby staff acquire knowledge, skills and abilities specific to a job or task
- **Development** – Effort to prepare employee for future responsibilities while increasing their capacity to perform their current jobs
- **Types:**
  - 1) Mandatory/Basic
  - 2) Technical
  - 3) Interpersonal/Problem Solving – local
- **Training – 4 Stages**
  - 1. Assessment
  - 2. Design
  - 3. Deliver
  - 4. Evaluate



# No. 8 RISK MANAGEMENT

*Responsible for use of insurance and other strategies in an effort to prevent or minimize GHURA's exposure to liability in the event of a loss or injury*

## CATEGORIES OF RISK:

- ▶ **Personnel Risk** – Internal fraud, human error
- ▶ **Physical Assets** – Loss
- ▶ **Relationships** – Lawsuits
- ▶ **External/Regulatory** – External fraud

**A** Workers' Compensation

**B** Safety Programs (Active Shooter Awareness / Training)

# Where We Want to Go...

## Goals / Objectives

- **Certified Workforce**
  - PH Maintenance – Certified
  - S8 / Public Housing – Technical Training/Certification
- **Educated Workforce**
- **Enhanced Employee Relationship**
  - Through good work place, open door policy and work and life programs

# Where We Want to Go...

## Goals / Objectives

- **Training**
  - Train Supervisors/Managers/Staff
- **Succession Planning**

# Questions or Comments

*Thank You*

**GHURA**

