Speaker's Office <speaker@guamlegislature.org>

MC Fwd: Final Transition Report
1 message

Speaker's Office <speaker@guamlegislature.org> Thu, Feb 14, 2019 at 4:16 PM
To: Clerks Office <clerks@guamlegislature.org>
Cc: Rennae Meno <rennae@guamlegislature.org>, Tina Muna Barnes <tinamunabarnes@gmail.com>

02-14-19	4:05 PM	02-14-19	The 2018 Transition Advisory Committee Report	2018 Transition Advisory Committee	35GL-19-0149

---------- Forwarded message ---------
From: **Mary Okada** <mary.ay.okada@gmail.com>
Date: Thu, Feb 14, 2019 at 3:47 PM
Subject: Fwd: Final Transition Report
To: <speaker@guamlegislature.org>
Cc: Tony Babauta <tonybabauta@gmail.com>, Laura M.T. Souder <souder@betances.com>, Janela Carrera <janela.carrera@guam.gov>

Speaker Muna-Barnes,

Attached is the Final Transition Report with the 2 Exhibits (A &B) as referenced in the report.

Let me know if you have any questions.

Si Yu'os Ma'ase!

Mary

--
--
OFFICE OF SPEAKER TINA ROSE MUÑA BARNES
I Mina'trentai Singko na Liheslaturan Guåhan
35th Guam Legislature
Guam Congress Building | 163 Chalan Santo Papa | Hagatña, GU 96910
T: (671) 477-2520/1
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4 attachments

- **EXHIBIT B - BCA MASTER LIST - Final - BCA MASTER LIST.pdf** 339K
- **Transition Report.pdf** 2253K
- **EXHIBIT A - LIST OF BOARDS, COMMISSIONS & APPOINTMENTS - Final-3.pdf** 97K
- **TRANSITION REPORT Transmittal Letter to Speaker.docx** 187K

35GL-19-0149
Speaker Tina Rose Muña Barnes

FEB 14 2019
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0149

THE OFFICE OF THE GOVERNOR AND LT. GOVERNOR-ELECT

Lourdes A. Leon Guerrero and Joshua F. Tenorio

February 14, 2019

Honorable Tina Rose Muna-Barnes
Speaker
I Mina'trentai Singko Na Liheslaturan Guåhan
35th Guam Legislature
Guam Congress Building
163 Chalan Santo Papa
Hagatña, Guam 96910

RE: 2018 Transition Advisory Report

Håfa Adai Speaker Tina Rose Muna-Barnes,

On behalf of the 2018 Transition Advisory Committee, please see enclosed the Transition Report prepared by members of our Committee.

Please let me know if you have any questions or concerns.

Senseramente,

/s/ Mary A. Y. Okada, Ed.D.
Chairperson

/s/ Laura M. Torres Souder, Ph.D.
Vice Chairperson

TRANSITION REPORT



This Report represents the findings of the 2018 Transition Advisory Committee

Submitted to Governor Lourdes A. Leon Guerrero
and
Lt. Governor Joshua F. Tenorio

Mary A. Y. Okada, Ed.D.
Chair

Laura M. Torres Souder, Ph.D.
Co-Chair

February 7, 2019

Doc. No. 35GL-19-0149.*

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Exhibit B - Member Lists

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2018 TRANSITION ADVISORY COMMITTEE

Mary A. Y. Okada, Ed.D.
Chair

Laura M. Torres Souder, Ph.D.
Co-Chair

Boards, Commissions & Governance	Anita Arriola, Esq.
Economic Development	Dan Tydingco
Education, Culture, & Labor	Former Senator Rory Respicio Therese Matanane
Federal, Foreign Affairs, Military Affairs & Military Buildup	Former Senator Carlotta Leon Guerrero
Government Finances	Former Senator Antoinette Sanford
Health Care & Human Services	Former Senator Francis Santos Ruth Gurusamy
Housing, Land, and Natural Resources	Stephanie Flores
Infrastructure & Transportation	Former Senator Thomas Ada
Public Safety	Haig Huynh, Esq.

Transition Support
Connie Jo Shinohara
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Alice Taijeron
Angie Camacho
Shirley Cruz
Therese Obispo
Lynette Muna

Doc. No. 35GL-19-0149.*

Highlights of the Transition Report

The Transition Process

Assessing the status of each agency within the government of Guam ("GovGuam") is a formidable task, especially within a three-month period. Nonetheless, since we first elected our Governor and Lt. Governor in 1970, every incoming Administration has instituted a Transition Process to ensure that service to the public is uninterrupted and that changes in leadership do not detract from the missions of the myriad of agencies, programs, boards and commissions that have been created to meet the needs of our island community. Volunteer teams have worked tirelessly during these thresholds of change to gather vital information and make recommendations for new administrations to consider as they take over the reins of governance. The 2018 Leon Guerrero-Tenorio Transition Advisory Committee was no exception. By law, the Transition Team had approximately three months to complete its work.

Upon their appointments as Chair and Co-Chair of the Transition for the Leon Guerrero-Tenorio Administration on November 9, 2018 and immediately following the certification of the 2018 gubernatorial election results by the Guam Election Commission, Drs. Mary Okada and Laura M. Torres Souder convened the Transition Team comprised of nine Subcommittee Chairs selected to coordinate this assessment mission. The Subcommittee Chairs shortly thereafter recruited members, who met regularly, to plan and coordinate the information-gathering process. This cadre of professionals engaged in outreach sessions to gather pertinent information, assess current status and formulate recommendations for actions based on the Leon Guerrero-Tenorio Platform for Change. The outgoing Calvo Administration facilitated access to department and agency reports and information requested by each of the Subcommittees through an internal Transition Committee led by Governor Calvo's Chief of Staff, Mark Calvo.

Budget and shortfall implications, current staffing patterns, outstanding audit issues, legal considerations, training requirements, and asset inventories were an integral part of the information gathered during the fact-finding process. Subcommittee members documented perceptions of underperformance and significant challenges needing to be addressed. They reviewed documents, visited departments, spoke with agency staff and carefully listened as stakeholders expressed concerns.

This compendium is a result of the dedication and professionalism of Subcommittee members, all of whom were volunteers, which amply demonstrates the outcome of community public service at its best.

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Overview

The GovGuam is the largest employer of our island's labor force. Since its inception, it has evolved into an unwieldy bureaucracy based on an industrial model rooted in the early 19th century. This type of organizational structure is often slow to move, compartmentalized in its formation and heavily reliant on incremental output, which locks employees into a "job description" mentality. In short, this outdated bureaucracy breeds inefficiency, wastes resources, diminishes the potential of human capital, generates tedious procedures and counter-productive leadership hierarchies. Mission achievement and customer service suffer. Employees are not cross-trained. Technology is not leveraged. Silo-ism prevails and the public is underserved. GovGuam employees are demoralized.

The themes emerging from the efforts of the Transition Team to assess the status of GovGuam agencies today are clear and consistent throughout:

1) **Technology** is outdated. A deliberate effort to integrate technology into business practices and update platforms so that they can communicate with each other across government functions is necessary. The need for "online, real time" information is critical to the decision making process.

2) **Procurement** processes must be streamlined to facilitate efficiency and fairness in securing goods and services. This will go a long way toward improving interagency and vendor satisfaction, eliminate waste and reduce time spent on bureaucratic procedures and procurement protests.

3) **Customer Service** must improve throughout. Serving the public need requires that employees are well aware of how their duties connect with their respective agency missions. They must be continuously trained to upgrade or refit their skills to meet the changing demands of 21st century life and the ever- evolving needs of their customers.

4) **Government Infrastructure** - its facilities and processes- must be modernized to ensure the delivery of the most effective and efficient services. Developing user friendly or customer-centered solutions is imperative.

5) **Productivity** is an outcome of respect. If employees are demoralized or experience some form of discriminatory bias in the workplace, their productivity is diminished. Perceptions of gender bias, sexual harassment, and favoritism in some agencies have been shared. A positive work climate and zero tolerance of such practices are paramount to achieving mission.

The Leon Guerrero-Tenorio team is committed to tackling these challenges head on. Transforming GovGuam into a modern, collaborative, accountable, technologically based, efficient and highly productive system will take the full cooperation of all its members.

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Transformation will require radical changes in attitude and behavior. Many GovGuam employees are open-minded and eager to upgrade their skills. They embrace the opportunity to reinvent the organizational culture into a responsible, mission-driven innovative system for providing public service. Their professional energies and talents must be recognized and rewarded. We must make GovGuam an employer of choice. With upgrades in technology, less hierarchy in decisions, a conscious and deliberate commitment to create respectful climates in the workplace and with the capacity-building opportunity afforded by continuous training, our civil servants can unleash their full potential. When the system is broken, everyone gets sucked into keeping things afloat, patching leaks or putting out fires. Transformed, it can yield amazing results.

One of the hallmarks of the Lou & Josh Platform (the "Platform") is an emphasis on community engagement in the process of transforming GovGuam. There are numerous recommendations related to involving professional communities in solution-building summits and seeking citizen feedback through robust community outreach efforts on how best to address challenges we face in areas of profound concern to our island residents. Harnessing the synergy of voices that care promises a community-based, organic and from the ground-up approach to problem solving. It ascribes to the philosophy that we can co-create innovative solutions that are aligned with our hopes and aspirations as an island people. This transformational strategy is woven throughout the priorities and recommendations contained in this document.

The Subcommittee Reports, herein presented as chapters, summarize the current state of each agency and provide recommendations for maximizing productivity and efficiency in government. These finding and recommendations are presented to the Governor, Lt. Governor, members of the 35th Guam Legislature and new or re-appointed agency heads as a blueprint for innovative and transformational change.

Distribution

This Report is a public document and will be available electronically on the website of the Office of the Governor.

Disclaimer

The entire transition team and support staff greatly appreciate the immense amount of time, work, expertise, and efforts that the subcommittee team chairs and committee volunteers provided since the transition activities began in November 2018. Throughout this process, recommendations and opinions were discussed. This Report is a collaborative effort by committee members, employees of the organizations they represent and community representatives. As such, this Report may contain recommendations that do not reflect a concurrence of all who participated, or of the organizations they represent. These efforts have identified recommended priorities and actions for the incoming administration to consider.

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Chapter I

BOARDS, COMMISSIONS, & GOVERNANCE

Overview

The Subcommittee on Boards, Commissions and Governance was tasked with providing the Governor-Elect and Lieutenant Governor-Elect a list of all boards, commissions and individual appointments statutorily required under Guam law. The list of the boards, commissions and individual appointments is attached as Exhibit A. The list of the members of all boards, commissions, and individual appointments, the current members of such boards, the expiration of their terms, the statutory requirements for such members, and miscellaneous comments regarding the members of the boards is attached as Exhibit B. These lists are provided to inform the Governor and Lieutenant Governor of all of the board, commissions and individual positions required to be filled by law. Platform, p. 4 (Appointing the Right People in the Right Places).

There are approximately 112 boards, commissions, and councils, with a combined total of approximately 945 statutorily required members for all boards, commissions and councils. Currently, there are 632 sitting board members and 313 vacant or expired board positions.

Priorities

One of the key elements of thePlatform is to streamline the GovGuam and to make it more efficient. Specifically, the Platform states that the new administration will establish an Action Group "to review all government laws, rules and regulations tasked with examining governmental procedures and eliminating expensive processes and unnecessary waste, red tape, and bureaucracy." Platform, p. 3 (Cutting Red Tape and Bureaucracy)

Recommendations

A. Establish a Depository of the Lists of Board and Commission Members.

Most surprising to Subcommittee was the fact that no one person or department had a list of all boards and commissions required under Guam law, a list of all current board members, their expiration terms, and other information that could enable anyone to see, at a glance, who are current board members. The Guam Legislature had a list of only those board members confirmed by the current Legislature. The Calvo Administration's Legal Office had a partial list of current board members. Subcommittee members contacted the various boards and

commissions, only to find that most employees did not know whom their board members were, and they resorted to calling the Governor's office to find out who they were.

In addition, while many of the boards and councils were created by Executive Order, there is no one repository of Executive Orders. The current website of the Governor's Office, for example, has only those most recent Executive Orders in the past year. There is a listing of Executive Orders for prior years but the link for those Orders is not accessible. For this reason, some of the councils created by Executive Order do not have the pertinent information concerning their membership, purpose, or term of office. *See, e.g.*, Guam eHealth Collaborative, Guam Science & Technology Committee, and Prevention Education and Community Empowerment (PEACE) Council.

The Subcommittee recommends that the Governor's Legal Office maintain a current list of all boards and commissions, their members, dates of confirmation, expiration of terms, and other pertinent information. Exhibit A is a good start and is probably the most comprehensive list ever undertaken for any administration. One or more individuals should be delegated the responsibility of updating the list as new board members are confirmed, members resign, or terms expire.

B. Abolish Several Boards and Commissions.

The sheer number of boards and commissions is overwhelming. Recruiting and appointing board members is made difficult by the following factors: individuals do not want to submit financial, private information; they do not want to undergo what may be grueling confirmation hearings; there is an insufficient pool of knowledgeable, experienced individuals willing or able to serve on boards or commissions; and the time commitment required for such service is daunting. For these reasons, many of the boards and commissions lack appointments, they lack a quorum, and they haven't convened in years. In addition, while there may have been some need to create certain boards and commissions in the 1970's to the 1990's, their usefulness is now in question.

The following boards and commissions have not met in years and their abolition should be considered:

Commission on the Status of Women
Council on Post-Secondary Institution Certification
Guam eHealth Collaborative
Guam First Commission Advisory Council
Guam Grand Prix Commission
Guam Highway Commission
Guam Multi-Purpose Community Stadium Complex Commission
Guam Planning Council
Guam Procurement Advisory Council
Guam War Reparation Commission
Guam Workforce Investment Board
Guma Honra Commission
Komitea Para Tiyan

Doc. No. 35GL-19-0149.*

Reverend Dr. Martin Luther King, Jr. Human & Civil Rights Commission
Veterans Cemetery Task Force

Section 2 of P.L. 26-119 states: "[a]ny board, commission, council or oversight body that has not met in the last twelve (12) months, with the exception of bodies relating to the Department of Education, the Guam Community College, the University of Guam, the Guam Memorial Hospital, and the Guam Election Commission, shall hereby be abolished." There is some question about whether that law applies only at the time it was enacted in 1989 or whether it continues to apply prospectively. Further, since there is no listing of the boards and commissions that had not met in the 12 months prior to enactment of the law, there is no way to know whether any of the boards and commissions in Exhibits A or B were abolished or continue to exist. We recommend that, in order to abolish the above boards and commissions, new legislation will be required to repeal their enabling acts specifically and that a list of abolished boards and commissions be specified in the law so that there will be no question about whether such boards or commissions still exist. Alternatively, the new administration may simply not make any appointments to any boards or commissions they believe are no longer necessary.

C. Consolidate Several Boards and Commissions.

The new administration should consider consolidating the following boards and commissions since many of their functions and purposes are either the same, they are redundant, or they are consistent with each other:

1. Alcohol Control Board; and
   Guam Gaming Commission; and
   Guam Mixed Martial Arts Commission; and
   Guam Unarmed Combat Commission

2. Department of CHamoru Affairs; and
   CHamoru Language and the Teaching of the History and Culture of the Indigenous People of Guam; and
   Kosas Board of Advisors; and
   Kottura Board of Advisors; and
   Historic Preservation Review Board

3. Commission on Decolonization for the Implementation and Exercise of CHamoru Self Determination;
   CHamoru Registry Board; and
   Decolonization Registry Board

4. Council on Mental Health and Substance aka the Advisory Council; and
   Guam Behavioral Health and Wellness Center Advisory Council; and
   Guam Mental Health Planning Council; and
   Prevention Education and Community Empowerment (PEACE) Council

Doc. No. 35GL-19-0149.*

5. Department of Integrated Services for Individuals with Disabilities (DISID); and
   Guam Developmental Disabilities Council; and
   Guam System of Care Council for Children with Serious Emotional Disturbance

6. Guam Ancestral Lands Commission; and
   Guam Land Trust Commission

7. Guam Council on Youth Affairs; and
   Guam Juvenile Justice Advisory Committee

8. Guam Health Collaborative; and
   Guam Health Coordinating Council

9. Northern Guam Soil and Water Conservation District Board of Directors; and
   Southern Guam Soil and Water Conservation District Board of Directors

New legislation to consolidate the above boards and commissions may need to be enacted. Alternatively, the new administration may consider forming new policy boards, renaming them, and consolidating the functions and purposes of the above boards and commissions under the new policy board. For example, reorganize Department of CHamoru Affairs, rename it, and consolidate Department of CHamoru Affairs; CHamoru Language and the Teaching of the History and Culture of the Indigenous People of Guam; *Kosas* Board of Advisors; *Kottura* Board of Advisors; and, the Guam Historic Preservation Review Board under the new board.

D. Reduce the Number of Board and Commission Members

Some of the boards and commissions have ridiculously high numbers of board members. It is no wonder that they lack appointments or cannot meet due to a lack of quorum. For example, the Guam Emergency Medical Service Commission has eighteen (18) members, all of whom are GovGuam employees based upon their jobs (e.g., Department of Public Works representative, Guam Homeland Security representative, etc.). Guam Ocean and Fisheries Management Council has an unwieldy nine-member board to protect indigenous fishing rights, marine preserves and related programs. The Agricultural Board of Commissioners has nine members: three *bona fide* farmers from the north, three *bona fide* farmers from the south, and three members from private industries. There are also non-voting *ex officio* members who are nevertheless required to appear at board meetings, including those from *each* of the Northern Guam Soil and Water Conservation District, Southern Guam Soil and Water Conservation District, UOG, GCC, etc. *Each* of the Northern Guam Soil and Water Conservation District and Southern Guam Soil and Water Conservation District has a five-member board tasked with overseeing conservation and development of soil and water resources to control erosion and flooding.

The new administration should consider reducing the number of members for the following boards and commissions:

Agricultural Board of Commissioners (9 members plus *ex-officio* members)
Board of Allied Health Examiners (11 members)
Commission on Decolonization for the Implementation and Exercise of CHamoru Self-Determination (11 members)
Guam Banking and Insurance Board (9 members)
Guam Board of Nurse Examiners (9 members)
Guam Developmental Disabilities Council (28 members)
Guam Early Learning Council (22 members)
Guam eHealth Collaborative (13 members)
Guam Emergency Medical Service Commission (18 members)Guam Historic Preservation Review Board (10 members)
Guam Invasive Species Council (10 members)
Guam Memorial Hospital Authority Board of Trustees (10 members)
Guam Multi-Purpose Community Stadium Complex Commission (10 members)
Guam Ocean and Fisheries Management Council (9 members)
Guam Procurement Advisory Council (12 members)
Guam Product Seal Task Force (15 members)
Guam Public Library System Board of Directors (7 members)
Guam Real Estate Commission (7 members)
Guam Science and Technology Committee (14 members)
Guam Unarmed Combat Commission (10 members)
Guam Visitors Bureau (13 members)
Guam Workforce Investment Board (31 members)
Hagåtña Restoration & Redevelopment Authority (9 members + 9 *ex officio* members)
Northern Guam Soil and Water Conservation District and Southern Guam Soil and Water Conservation District (if combined as suggested above) (10 members total)
Rehabilitation Advisory Council for Dept. of Vocational Rehabilitation aka Guam State Rehabilitation Council (SRC) (13 members)
Serve Guam Commission (21 members)

Reducing the number of board members will require amendments to the enabling acts of each board and commission. The new administration should consider reducing the numbers of board and commission members to no more than five (5) and should also consider amending the enabling acts to allow board and commission meetings by Skype, videoconference, or other remote telecommunications means.

E. Appoint Members to Boards and Commissions Critical to the L&J Platform

The Guam Ethics Commission has never had any members appointed to it. Ethics in government is a key component of the L&J Platform. L&J Platform, p. 3 (pledge to ensure that all board members receive regular training, including in ethics in government) The new administration should consider making some of their first appointments to this Commission.

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F. Enforce the Law Concerning Posting of Minutes of Meetings

Five G.C.A. 8113.1 requires agencies, public corporations, departments, boards and commissions to submit electronic copies and audio recordings of their meetings and minutes of meetings with the Office of Public Auditor, which then posts them on the OPA website. A cursory review of the OPA website shows that a very small percentage of the total agencies, boards and commissions comply with this legal requirement. The new administration should liaise with the Public Auditor to ensure that the boards and commissions abide by the law and that, if they fail to do so, they will be penalized.

This requirement ensures accountability of all of the boards and commissions and informs the public and the administration whether they are fulfilling their purpose and mission.

G. Attain a Goal of Appointing Equal Numbers of Men and Women to Boards and Commissions.

Under 4 G.C.A. § 2105, each board or commission, of which the Governor appoints at least four members, shall include at least two members from each gender. The Subcommittee strongly encourages the new administration to strive for and attain a goal of appointing equal numbers of men and women to each board and commission. L&J Platform, p. 7 ("We will ensure that women are well represented as leaders and managers throughout the government. We will provide and promote opportunities to enhance the representation of women at all levels of our political, social, and economic institutions.") No new law or amendment of law is required for this.

H. Provide Sufficient Resources for Current Boards and Commissions.

The Guam Parole Board has not had a home office or hearing room for many years. Initially, parole hearings were held at the Department of Corrections. A lack of space forced the board to look for an alternative location. The board convened hearings at the DNA building for several years but then lost that space. In the past ten or so years the board has held hearings at various public schools, including Untalan Middle School and Jose Rios Middle School; Department of Parks and Recreation's office at Hagåtña stadium; and the Dededo sports complex. Hearings before the Guam Parole Board are stressful and difficult for the families of both victims and inmates and for parole board members. To require all of these individuals to appear at inappropriate locations (imagine sitting on the bleachers at the sports complex watching people work out while you wait your turn to be heard by the parole board) at all hours of the day and night is not good government service. An appropriate location should be found for the Guam Parole Board and all other boards and commissions that do not currently have permanent offices or meeting locations. Some possible locations: Gloria B. Nelson Public Service Building, Guam Judicial Center, Civil Service Commission Office, Hagåtña Public Library, SPIMA office, or Office of the Attorney General. Finally, all boards and commissions should be given the technological and other resources – for example, video and audio recording machines - for them to fulfill their statutory duties.

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Subcommittee Members:

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Chapter II

ECONOMIC DEVELOPMENT

Overview

This Chapter focuses on particular economic drivers for development and growth with specific reference to five agencies. The priorities and recommendations herein build on requested data, interviews and observations.

The Leon Guerrero-Tenorio Administration will find that of the $956 million appropriated for operations and services of the entire GovGuam, $122 million, or nearly 21% of said revenues, collected for said government budget this fiscal year are touched by two critical entities in the Economic Development Transition portfolio. The Tourist Attraction Fund generated approximately $44 million and the Bureau of Statistics and Planning monitors approximately $78 million in federal grants-in-aid revenue. The substantive and critical impact these two entities have on government operations cannot be understated. Support for their operations has to be further propped up with an accounting and proper expenditure of tax revenues associated with their missions. Presently, funds generated from tourism taxes, outside of the direct appropriations to the Guam Visitors Bureau, are not being expended efficiently for maintaining sites. And despite the planning and review and management of federal grants under the stead of the Bureau of Statistics and Planning, their mission is being cut piecemeal and residing throughout GovGuam; resulting in disjointed and non-uniform data collection, planning and reporting for the efficient benefit of the Executive Branch.

Insofar as agriculture and the impact it has on our economy, based on scant data, but generally held assumptions, this particular sector and its development have been disturbingly neglected over the years. Reports from all quarters indicate that at least 90% of all food products are imported to Guam. Further, biosecurity has been woefully inadequate for supporting, protecting and promoting local food, flora and fauna. A simple Agricultural Master Plan is immediately needed for the island to take our island from the weak and feeble agricultural state that exists to a level that is achievable, practical and beneficial. There exists the potential for episodes of strong, exponential growth in this sector for our economy.

As for economic development marketing, there exist two major vehicles, which simply need good operational management and direction: the Guam Economic Development Authority and Hagåtña Restoration and Redevelopment Authority. Each has programs and plans that have not been steered properly to optimal advantage for economic development. As a result of inept and disconnected leadership and maladministration at the Guam Economic Development

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Authority, the credibility of the entity and its programs have been sullied and stripped; as in the recent legislative seizure of the Qualifying Certificate program for legislative approval. The opportunity zone program established under last year's federal tax law is ripe for development and attracting new investment. In the case of the Hagåtña Restoration and Redevelopment Authority, so much opportunity exists, yet no directives have been made. Thus, rendering lost economic opportunity.

It would well serve the incoming administration and island to have qualified, focused directors/managers in place at each of these economic impacting entities to make the strides outlined in the enabling acts of their agencies, and overlay them with the planks of the Administration's platform.

Management leadership in each of these should possess skills and the backgrounds to market not only their agency missions and programs, but to adopt and foster the campaign planks to build upon the easy efficiency fixes and ideas for economic innovation. Replacing outgoing leadership with new management is crucial when it comes to raising productivity and success levels in these agencies. In line with the L&J Platform and views, the key messages that emerge from this Subcommittee is that qualified, energetic management should accompany economic development and investment.

BUREAU OF STATISTICS AND PLANS

Priorities and Recommendations

A. *Priority:* BSP mandate to be fully utilized by the GovGuam leaders, policy makers and departments/agencies. (Platform: Ensuring a Government of our trust/Leadership that matters/Long Term Strategy)
Recommendation: For the Governor to reaffirm BSP role as the lead agency for government wide plans and studies.

B. *Priority:* Reduce/eliminate return of federal funds. (Platform: Ensuring a Government of our trust/Leadership that matters/Procurement Reform)
Recommendation: Streamline Procurement processes that result in return of millions of dollars due to delay in procurement.

C. *Priority:* Prepare for 2020 Census Count. (Platform: Ensuring a Government of our trust/Leadership that matters/2020 Census)
Recommendation: January 2019 Contract Signing between Governor & US Census Bureau.
Recommendation: Establish Census office by March 2019.

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D. *Priority:* Re-establish the process through BSP, in which ALL Federal Grant Applications are prepared and tracked. (Platform: Ensuring a Government of our trust/Leadership that matters/2020 Census)
Recommendation: A planning meeting between BSP, BBMR and Lt. Governor's Clearing House.

E. *Priority:* Reduce Government expenditure on rental property to ensure government savings. (Platform: Ensuring a Government of our trust/Outreach/Government Center)
Recommendation: Return BSP Coastal Management Program currently renting office space at MVP Sinajana Business Center to Adelup, BSP main office.

F. *Priority*: Maintain current and accurate data for federal reporting and grant applications. (Platform: Ensuring a Government of our trust/Leadership that matters/Cutting Red Tape and Bureaucracy)
Recommendation: Modernize Data exchange process between Government Agencies and BSP to ensure timely data transmittal.

G. *Priority:* Eliminate government waste. (Platform: Ensuring a Government of our trust/Leadership that matters/Cutting Red Tape and Bureaucracy)
Recommendation: Dissolve Deputy Director Position.

H. *Priority:* Identify federal funding opportunities. (Platform: Ensuring a Government of our trust/Finances/Federal Grants)
Recommendation: Greater collaboration with Federal Offices (i.e.: Herbert Theweat, Economic Development Representative, Honolulu) that provide capacity development funding.

FY 2019 Budget Impact

Public Law 34-116 - BSP FY 2019 Budget

Salaries	$823,461	
Fringe Benefits	$284,577	
Travel	$2,000	Mileage Reimbursement for BEP
Contractual	$2,000	
Office Space	$22,000	Guam Developmental Disabilities Council rent
Supplies	$1,757	
Telephone	$2,000	

General Fund Appropriation:	$1,137,795
BSP Federal Grants (24 active):	$7,400,000
TOTAL BSP OPERATIONAL BUDGET:	$8,537,795

Financial Condition

For FY 2019, BSP received a decrease of $114,085 from their FY 2019 budget request of $1,251,880. Budget does not include funding of staff increments scheduled for FY19. The FY19 appropriation only provides funding for the Deputy Director through January 7, 2019. Public Law 34-116 (Budget Act) includes a lockbox provision mandating that a budget of $433,392 must stay within Business Economic Statistics programs, which eliminates managerial flexibility to maximize the limited funds.

Staffing Requirements

They have a total of 29 FTEs. Of those 29, 18 are locally funded (16 classified and 2 unclassified) and 11 are federally funded (8 classified and 3 unclassified). GDDC has a total of 3 FTEs that are federally funded (1 classified and 2 unclassified).

BSP has 7 vacant positions. Vacancies of entry-level positions do not allow for institutional capacity to be developed in the event senior personnel retire.

DEPARTMENT OF AGRICULTURE

Overview

The consensus of agriculture professionals and farmers is that there is great potential for the agricultural industry on our island with the potential to bring the region into the fold. It is estimated that Guam imports more than 90% of the food we consume but lack hard data to get accurate numbers especially with regards to local food production. There currently is a renaissance of small backyard subsistence and market gardeners that are interested in eating healthy, knowing where their food comes from, saving money, and supplementing their household income.

An agricultural industry has the potential to be a local economic driver while building food sustainability and resiliency in times of crises, both natural and manmade. With the right people in the right place, a clear vision and holistic planning, coupled with resources we can

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reduce our dependence on imported goods, promote a healthier lifestyle, protect our natural resources and keep money circulating on Guam.

The Department of Agriculture ("DOA") currently spends much of its time and resources providing supporting roles to other GovGuam agencies. This agency must be stood up with resources and make its primary mission be the leading role in agricultural development.

Priorities and Recommendations

A. *Priority*: Support agriculture, aquaculture and fishing, food security, agriculture and aquaculture incubator programs, trained agricultural crew, promotion of careers in agriculture and aquaculture, support Guam Fisherman's Coop and local fishing, crop damage compensation for farmers, Government agricultural procurement, mobile slaughterhouse, promotion of agroforestry, community gardens, composting alternatives, use of recycled water to conserve our aquifer, marine life, support regional collaboration.
Recommendation: Guam Agriculture Master Plan
For the past three GovGuam administrations, DOA has been a low priority department with no clear direction or business plan. For this administration's vision of economic development with an emphasis on agriculture the development of a Guam Agriculture Master Plan must be developed to identify Guam's current state of agriculture, compile valid agricultural baseline data, identify potential economic opportunities, priorities and set clear vision and mission goals.

B. *Priority:* Appoint the right people to the right place.
Recommendation: Qualified Leadership
Since 1995, DOA has had 18 different directors, many in acting capacity. What is needed to grow agriculture is a strong qualified director with passion and the vision to grow local agriculture. The director must drive the Guam Agriculture Master Plan and build a strong network between DOA other agencies and stakeholder groups.

C. *Priority:* Procurement Reform and E-procurement
Recommendation: Update Procurement and Administrative Policy and Procedures.
To move DOA forward the department must immediately address internal and external procurement and administrative procedures. Currently, there is a bottleneck at DOA when handling procurement and hiring causing delays on grant deliverables. Hiring of administrative assistants or program coordinators in each division would build much needed capacity and the implementation of government purchase cards would speed

D. *Priority:* Financial and Grant Management Reform
Recommendation: Engagement of Division Chiefs in budget formulation and management. Division Chiefs regularly defer to the Administrative Service Officer for all

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budget inquiries. Division Chiefs should be intimately involved in their division budget development that appears not to be the case.

Recommendation: A standard operation procedure with a tracking system must be internally adopted to ensure account creation, hiring and purchasing are occurring on a timely manner. Externally GovGuam must ensure timely digital processing and tracking system of UG-1's and processing of purchase orders thru the General Services Agency (GSA).

E. *Priority:* Adequate Staffing
Recommendation: Recruit vacant positions.
Reduction of staffing over time has left DOA vulnerable to institutional gaps. Many senior employees are close to retiring and very few new employees are in a position to take over senior employee duties. Most positions filled were in 1998 with 150 employees and by next quarter may be at 71 filled person staff positions. For example, the position of the Guam Invasive Species Coordinator has been advertised and closed but not filled. It is recommended that the position as written, not be filled until changes are made. As written the position sits within the DOA Biosecurity Division under the Division Chief. The Guam Invasive Species Coordinator should work under the Guam Invasive Species Council (GISC) and report to the chairman. This position is critical for local agency and regional invasive species cooperation. This should also be the first person the Governor or Legislature turns to for anything invasive species related and be leading agency coordination at the cabinet level.

Recommendation: Appoint Department of Agriculture Board of Commissioners.
The Department of Agriculture Board of Commissioners is currently vacant with no appointments pending. Board needs to be filled and be able to help guide DOA forward in priorities and mission.

F. *Priority:* Development of Master Plans
Recommendation: Develop the Guam Invasive Species Management Plan.
The Guam Invasive Species Council is mandated to have a Guam Invasive Species Management Plan (GISMP) since 2012 and to date only an "interim" GISMP exists. If local agriculture is to grow, GISC must maintain an updated prioritized listing of species of concern and provide funding thru the Guam Invasive Species Fee to act on identified priorities. The Guam Invasive Species Fee should be controlled by GISC and only administered thru DOA. Currently, the DOA Biosecurity Division insists the Guam Invasive Species Fee is designated only for their use but there is no way that the biosecurity division can handle all aspects of invasive species management. Invasive species can only be successfully handled thru cross-agency and stakeholder collaboration.

Recommendation: Develop the Guam Green Waste Management Plan.
DOA must coordinate with the Department of Public Works (DPW), Guam Environmental Protection Agency (GEPA), and GISC to develop an Island Wide Green Waste Management Plan to address the illegal dumping of green waste. This causes the

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spread and reproduction of invasive species. The 2006 Guam Disaster Debris Management Plan needs to be updated and DOA included into the plan as "Federal Executive Order 13122 – invasive species" requires all federal agencies to prevent the spread or movement of invasive species. Need to develop and plan for regular green waste and update permitted green waste landfills to require processing of green waste to prevent the spread of invasive species and develop a value added product and potential industry.

Recommendation: Develop the Guam Vegetation Ordinance.
DOA should be the lead agency for the protection of Guam's natural resources. The Division of Forestry and Soil Resources has begun developing a Guam Vegetation Ordinance to protect Guam's trees, promote island beautification which sets the backdrop for the "Guam tropical experience," hardens the power infrastructure and reduces loss of power during storm events and reduces pest and diseases. Ordinance will promote native and endemic local trees and plants framing the Guam identity, while preventing the use of invasive plant species.

Recommendation: Develop the Guam Forest System Plan.
Rules and regulations must be developed for the Guam forest System. Rules will outline responsible use of natural and conservation areas with the potential of creating a funding stream for park use and camping fees.

FY 2019 Budget Impact

The DOA was allocated $4,025,323 for its operations. The following is a summary of base operational appropriation:

Personnel Object Categories (111-113)	$3,155,955
Operations Object Categories (220-290)	$686,509
Utilities Object Categories (361-363)	$182,859
Capital Outlay (450)	$0

Additionally, $150,000 was appropriated for the operations of the Guam Animals in Need shelter, $43,076 for rabies prevention funding, $622,039 for hiring of Conservation Officers, and $118,408 for Conservation Officers' operational and equipment costs.

Financial Condition

In short, the financial condition of the agency is dire.

The Division of Aquatic and Wildlife Resources receives much of its funding via Sport Fish and Wildlife Restoration grants. As the division is funded fully with federal funding, obligating funds to the current year is challenging. The division uses as its repertoire of actions, grant extensions (USFWS form SF424), to extend grants. There is a limit to the number of times grants can be extended and is reviewed and approved by federal aid on a case-by-case basis.

The Biosecurity Division has the funds to conduct business; however, they do not have control of their budget. They currently do not have the ability to purchase resources in a timely fashion nor hire people when necessary.

The Agricultural Development Services Division is lacking an operational budget for outreach programs. They also need reliable transportation for field inspections. Their plant nursery is need of a structure upgrade.

The Animal Health Quarantine and Control operates on a budget allocated by the Director's office. The division is currently understaffed and in need of critical vehicles and computers. Any plan to update the equipment is blocked by budget constraints.

Staffing Requirements

Guam DOA has gone from 150 employees in 1998 to 82 in 2018, with at least 11 persons potentially leaving the department thru retirement and resignations. Guam DOA staffing by next quarter could be at a 10 year low at 41% operating with 71 employees.

There are currently 61 FTEs authorized for FY 2018. Three are unclassified positions.

The Biosecurity Division is in need of an administrative officer and clerk/typist. They also need additional inspectors and field workers to more adequately protect the public from invasive species and to conduct the federal grant programs. The Department's ASO is severely overtaxed. However, staff has not been replaced to distribute the workload. FTEs have decreased from 180 to 60.

The Agricultural Development Services Division has seen personnel shortfalls for program expansion and compliance. They currently need a clerk/typist for program intake and additional field inspectors for permit clearances and program compliance.

The Animal Health Quarantine and Control division is in need of more staff.

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GUAM ECONOMIC DEVELOPMENT AUTHORITY

Priorities and Recommendations

A. *Priority*: Improve economic growth, wages, development and opportunities; expand business opportunities.
Recommendation: Renew GEDA Mission as a driver for government economic policy.

Recommendation: Assess all staff positions to determine the need after reorganization of GEDA.

B. *Priority*: There is a need for a clear business approach to economic development.
Recommendation: Develop a strategic plan by which to guide the agency.

Recommendation: Update the Guam Comprehensive Economic Development Strategy (CEDS) from the 2011 initial Guam CEDS.

Recommendation: Develop a Marketing strategy to promote GEDA Programs and successes to the people of Guam.

Recommendation: Ensure that all business transactions are transparent to the people of Guam through live streaming, timely published board meetings and timely responses to FOI requests.

C. *Priority*: Appoint the right people in the right places.
Recommendation: Appoint competent and qualified leadership to GEDA and ensure candidate has economic business development experience and education.

Recommendation: Ensure proper training for administrator and board members.

D. *Priority:* Improve Federal and International Relations/Worker Visas.
Recommendation: Work with the Federal Government to improve the approval rating of H2B Visa applications.

E. Priority: Support agriculture, aquaculture and fishing.
Recommendation: Identify new revenue stream to support agriculture and aquaculture as a viable economic industry.

Recommendation: Develop a Loan Program that GEDA guarantees start up businesses in these industries, similar to the SSBCI Program.

F. *Priority*: Create Opportunity zones and revenue generating programs.
Recommendation: Develop a program to market Guam's federally identified "opportunity zones".

G. *Priority*: Market Guam's healthcare services.
Recommendation: Establish Guam as a medicinal tourism destination.
Recommendation: Implement Medical Marijuana Rules & Regulations.

H. *Priority*: Ensure public funds/GEDA budget is efficiently used.
Recommendation: Fill vacant in-house Attorney Position.

FY 2019 Budget Impact

	Fiscal Year 2018		Fiscal Year 2019	
	Approved	**As of 9/30/18**	**Increase (Decrease)**	**Amount Projected**
Summary				
Revenue	$3,218,302	$2,357,912	($405,327)	$2,812,975
Operating Expenses	$3,222,054	$2,966,381	($349,841)	$2,872,213
Net Operating Income	**($3,372)**	**($608,469)**	**($755,168)**	**($59,238)**
Non-operating Income	$85,792	$259,323	$15,888	$101,680
Depreciation Expense	$45,000	$36,211	($5,000)	$40,000
Net Income/(Loss)	**$37,040**	**($385,357)**	**($744,280)**	**$2,442**

Financial Condition

GEDA generates its own revenues to sustain annual operations from (3) primary sources:

1. rental income from Industrial Parks
2. application and surveillance fees from QC beneficiaries
3. management of the GALC lease properties under the current MOU

Bond fees and other federal/local grants are additional sources of revenues but may not represent a recurring annual income.

FY 2019 Projected Revenues

	Fiscal Year 2018		Fiscal Year 2019	
	Approved	**As of 9/30/18**	**Increase (Decrease)**	**Amount Projected**
Leases: Industrial Parks				
Cabras Industrial Park	$24,739	$24,739	0	$24,739
ET Calvo Memorial	$1,067,912	$1,081,184	($763)	$1,067,149
Harmon Industrial Park	$133,969	$128,186	0	$133,969
Total Leases	**$1,226,620**	**$1,234,109**	**(763)**	**$1,225,857**
GALC	$122,102	$121,962	($29,254)	$92,849
QC/Surveillance	$63,855	$99,355	($2,500)	$61,355
QC/Economic Development	$718,625	$350,000	0	$718,625
QC/Marketing	$75,000	$50,000	($5,000)	$70,000
Anticipated Bond Fee	$1,010,000	$501,486	($367,810)	$642,190
Guam Product Seal	$2,100	$1,000	0	$2,100
Non Operating Revenue:				
GHC	$1,680	$1,593	0	$1,680
Interest on Investments	$75,000	$85,251	$5,000	$80,000
Interest on Checking	0	$758	0	0
Other:	$9,112	$171,722	$10,888	$20,000
Total Other Revenue	$85,792	$259,323	$15,888	$101,680
Total Revenues	**$3,304,094**	**$2,617,236**	**($389,439)**	**$2,914,655**

Staffing Requirements

All of GEDA's staff are unclassified employees. There are a total of 29 positions. Seven are currently vacant, including an unfunded attorney position. Funding for these positions come from the GEDA General Fund and the GDFA-Guam Development Fund Act.

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GUAM VISITORS BUREAU

Overview

The visitor industry on Guam is a major economic driver on island. Generating approximately over a quarter billion in taxes (2016) and impacting 21,000 jobs or 34% of total employment (2016) on island, tourism has a significant presence and impact on the incoming administration's plans to "Restore Faith" in our island's future.

The Hotel Occupancy Taxes generated primarily from visitor stays in hotels generated $44.7m for the government. About 50% or $22.3m has been allocated to support the Guam Visitors Bureau; the entity primarily tasked with marketing, developing and managing tourism related activities and operations for GovGuam.

Priorities and Recommendations

Quick Fixes

To ensure this driver remains robust and stable, there are some quick fixes that the incoming Administration can and must attend to as follows:

First, take immediate control of the $549k appropriated to Parks and Recreation for maintenance and repair of public restrooms. The blight and unkempt condition of these public restrooms in beach parks throughout Tumon and the rest of the island are shameful are reflect poorly on our product for both local residents and visitors.

Second, undertake an accounting of resources and equipment at Parks and Recreation, which receives $2.7m in Tourist Attraction Funds for its budget to ensure parks maintenance duties are being performed.

Third, undertake an internal audit/assessment of the total $22m in Tourism Attraction Funds appropriated to external entities and recipients to gauge added value to tourism industry.

Fourth, direct RevTax, with proper resources, to immediately establish and vigorously undertake tax leakage recovery from unlicensed bed and breakfast and tour operators. It is estimated that $23m is lost to such operators who are vertically integrating their services for visitors from abroad.

Fifth, refresh the dated visitor-marketing plan to adapt to rapid industry changes which travelers have been making. The industry is in need of a strategic plan and model to move

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forward for protecting current market share and developing new share. Presently, efforts are disjointed, even though there are some good endeavors underway. The creation of an Ad Hoc Governor's Council of Tourism Advisors would serve the administration well in helping develop a roadmap for the industry.

Sixth, direct visitor industry impacted agencies to align efforts on a regular basis. The airport, Customs, GEDA, Parks and Recreation and GVB must collaborate at all times with cross functions. Whether site maintenance or data collection with surveys or business marketing and processing, each has to be in sync with one another.

A. *Priority:* Investing in Guam: Visitor Industry Assessment and Village Attractions Tourist Attraction Fund (TAF) Audit of External fund recipients obligated to undertake public destination sites maintenance.
    a. Unkempt facilities and sites
    b. Accounting and management of TAF and Hot Bonds

    Recommendation: Establish and require recurring Inter-agency coordination and procurement management.

B. *Priority:* Reduce/eliminate vertical vacation rentals revenue leakage.
    a. Loss of estimated $23m in Gross Receipts Tax revenue and Hotel Occupancy Tax revenues

    Recommendation: Collaboration with GVB, GHRA and RevTax for immediate allocation of resources for vigorous tax enforcement, regulation, collections.

C. *Priority:* Visitor Industry Refresh and Vision Re-alignment
    a. Maintaining and building new markets
    b. Refreshing the aging product and developing new sites
    c. Critical Assessment of nearly $18m in `Destination Market Contracts and Associated Contracts

    Recommendation: Create Governor's Advisory Council of Tourism Advisors, in tandem with GVB Board for New Visitor Industry Marketing Plan

D. *Priority:* Government Coordination for Improving Efficiency
    Recommendation: Government Code Enforcement and establishing uniform standards for signage and sites

    Recommendation: Automation between Guam Customs, GEDA, GIAA and GVB for surveys and data collection.

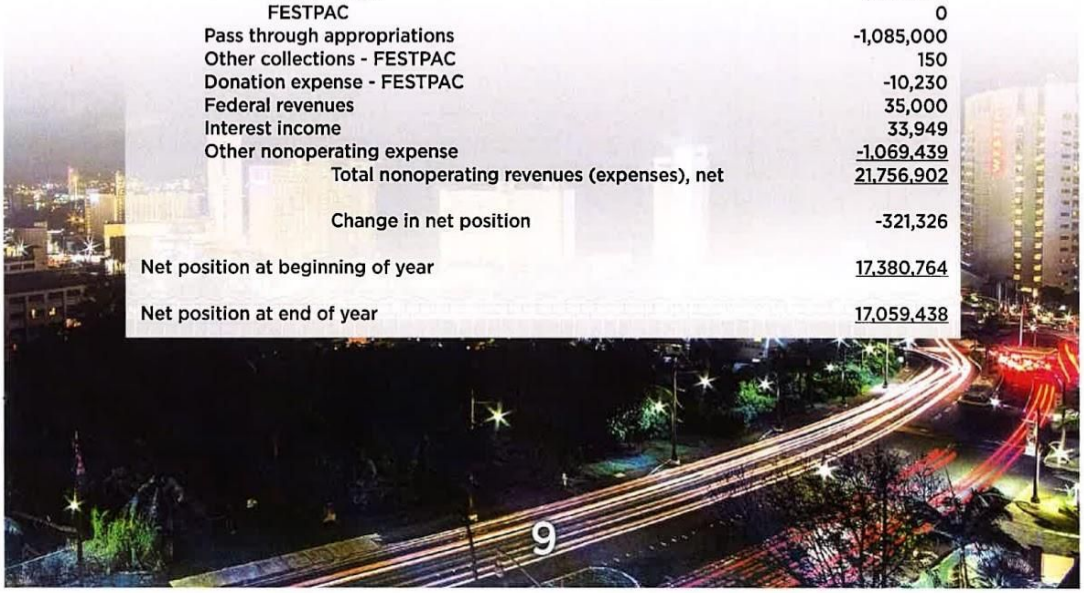
FY 2019 Budget Impact

FY 2019	Budget Request	Legislature Approved	MGMT Allocation
Administration	**3,600,000**	**3,600,000**	**3,600,000**
Marketing			
Japan	9,000,000	7,500,000	8,000,000
Korea	4,000,000	2,200,000	3,000,000
Taiwan	400,000	390,000	650,000
Pacific Micronesia	180,000	180,000	180,000
North America	250,000	250,000	250,000
China	1,000,000	1,900,000	1,000,000
Russia	250,000	250,000	250,000
Hong Kong	230,216	230,216	230,216
Philippines	400,000	260,000	350,000
Branding	600,000	500,000	500,000
Social Media	340,000	340,000	340,000
Global Website	300,000	300,000	300,000
Printing Promotion	300,000	200,000	200,000
Total Marketing	**17,250,216**	**14,500,216**	**15,250,216**
Research	**600,000**	**600,000**	**600,000**
Sports & Events	**850,000**	**850,000**	**850,000**
Cultural & Heritage	**750,000**	**750,000**	**850,000**
Visitor Safety & Satisfaction	**950,000**	**950,000**	**1,050,000**
Destination Development	**1,300,000**	**1,085,000**	**1,300,000**
Total Operations Budget	**25,300,216**	**22,335,216**	**23,500,216**
Supplemental			
Capital Improvement Projects Fund	1,000,000	-	3,000,000
Airline Development Fund	-	-	3,000,000
Total Supplemental	**1,000,000**	-	**6,000,000**

Financial Condition

FINANCIAL STATEMENTS
STATEMENT OF REVENUE, EXPENSES AND CHANGES IN NET POSITION
(Fiscal Year Ended September 30, 2017)

	2017
Revenues:	
Other income	551,303
Consumption tax refund	411,083
In-kind contributions from members and others	120,424
Memberships	93,411
	1,176,221
Expenses:	
Professional services	16,850,942
Personnel	3,148,675
Miscellaneous	1,139,485
Travel	809,853
Utilities	226,463
Rent/lease	225,449
Material and supplies	224,414
Promotional in-kind contributions	120,424
Grants	111,619
Printing	107,554
Repairs and maintenance	90,083
Depreciation	87,532
Consumption Tax	43,681
Equipment	37,231
Advertising	31,044
Total operating expenses	23,254,449
Operating revenues net of operating expenses	-22,078,228
Nonoperating revenues (expenses):	
Grants-in-aid from Government of Guam	
Operations	22,767,472
Pass through	1,085,000
FESTPAC	0
Pass through appropriations	-1,085,000
Other collections - FESTPAC	150
Donation expense - FESTPAC	-10,230
Federal revenues	35,000
Interest income	33,949
Other nonoperating expense	-1,069,439
Total nonoperating revenues (expenses), net	21,756,902
Change in net position	-321,326
Net position at beginning of year	17,380,764
Net position at end of year	17,059,438



Staffing Requirements

Personnel cost is 13.7% of GVB's total budget. As of the 2nd Quarter of FY 2018, GVB has a total of 41 positions, four of which are unclassified. These positions are General Manager, Deputy General Manager, Executive Secretary, and Business Development Specialist.

HAGÅTÑA RESTORATION AND REDEVELOPMENT AUTHORITY

Priorities and Recommendations

The Hagåtña Restoration and Redevelopment Authority ("HRRA") Transition Advisory Committee submits its recommendation based upon the Leon Guerrero Tenorio platform to maximize the City of Hagåtña as another economic zone. The revitalization of our capital city would use current development opportunities as provided in the Leon Guerrero Tenorio platform to further develop Hagåtña through maximizing its historic value, stimulate economic growth through the construction of the Capitol (Palacio, Governor's Office, Governor Manuel F. L. Guerrero building and the additional Legislative offices). HRRA had already approved 41 projects for restoration and redevelopment that would restore and redevelop Hagåtña.

Further, to revitalize Hagåtña, the Leon Guerrero Tenorio Administration will be committed to maximizing both the historic value of Hagåtña and its economic potential. Building on the construction of the Senator Antonio M. Palomo Guam Museum & Educational Facility and the renovation and opening of the Guam Congress Building, we will expand upon this progress through additional historic preservation efforts including enhancement of the Hagåtña Heritage Walking Trail with shading and seating where appropriate. To further enhance Hagåtña in accordance with the approved master plan, we will invest in more improvements at the Paseo as well as examine the feasibility of developing a pedestrian mall that will serve as a center for retail activity and as a tourist attraction. Additionally, we will promote development of sites for food truck vendors, residential housing, and the construction of a new capitol building.

A. *Priority:* HRRA Dedicated Funding Source - Limited Operational Budget
   Recommendation: Collect and transfer Real Estate Hagåtña Property taxes as mandated by law - (100%) designated funding source for HRRA.

   Recommendation: Detail additional staff to HRRA in order to meet its mandate and or fund positions to write grants (Planner IV)

B. *Priority:* Real Estate Control

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Recommendation: HRRA will seek legislative amendment to PL 24-110 to put the Plaza de Espana under the jurisdiction of HRRA (currently under Guam Legislature) to allow for future grants to be obtained for the Plaza construction by HRRA.

C. *Priority:* Revitalize Hagåtña - Hagåtña Master Plan
Recommendation: Transmit Completed Master Plan for Governor's approval and submittal to the Guam Legislature for action, 45-day timeframe.

D. *Priority:* The Guam Comprehensive Economic Development Strategy (CEDS)
Recommendation: Review and finalize current draft CEDS Report for finalization and submission to Magahaga Leon Guerrero and US EDA.

FY 2019 Budget Impact

Fund Source	FY19 Request (Option 1)	FY18 Authorization	Variance	% Increase (Decrease)
TAF	$135,366.00	$136,590.00	$1,224.00	(1.01%)

Financial Condition

The FY 2019 budget (passed as PL 34-42) included only salary and benefits for one (1) employee and rental space. Nevertheless, PL 24-110 codified as Chapter 79 (Restoration of Hagåtña), Title 21 GCA authorizes HRRA to use the Municipality of Hagåtña Real Property Taxes to further its mission. However, Section 22425 of Title 5 GCA was amended to require the deposit of all real property taxes into the Territorial Educational Facilities Fund. Although HRRA's position is that the *I Liheslaturan Guahan* exempted the HRRA through the passage of PL 24-110, DRT's position is that the *I Liheslaturan Guahan* has to correct Section 22425, Chapter 22, 5 GCA and Section 79501, Chapter 79, 21 GCA. HRRA attempted to correct this with the passage of Bill 358-32; however, the bill failed. In addition, due to silo priorities, the HRRA was not provided adequate funding or the opportunity to accomplish its mission. The Department of CHamoru Affairs has been instrumental in providing some administrative and logistical support.

Staffing Requirements

HRRA currently has two (2) employees--one board director and one planner staff. They currently are in need of the following positions:

- Chief Planner

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- Program Coordinator IV
- Engineer
- Administrative Officer
- Board Secretary

Because of the lack of personnel, HRRA is unable to meet its mandated governance responsibility.

Subcommittee Members

Dan Tydingco, Chair
Derrick Muna Quinata
Sonny Ada
Angie Camacho
Therese Arriola
Kamia Dierking
Roland Quitugua
Anthony Paulino
Rene Ramos
Laurie Tumaneng

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Chapter III

EDUCATION, CULTURE, AND LABOR

Education

Overview

The Education Subcommittee focused on the top five internal and external concerns and the top five goals of each of the following educational entities: University of Guam (UOG), Guam Community College (GCC), Guam Department of Education (GDOE), and Charter Schools.

For all three educational institutions and Charter Schools, the instability of their General Fund allotments is a major challenge. Each entity reported the stress budget shortfalls have on planning and implementation at all levels. UOG and GCC are seeking to diversify revenue streams through; for example, the establishment of public-private partnerships to support increased capacity and associated costs.

A critical concern of the two public higher education institutions is the fact that both answer to outside accrediting bodies - UOG to WASC, and GCC to ACCJC. Local legislation should never infringe on the self-governing components of the institutions, which would jeopardize their accreditation, causing a host of difficulties for the institutions and their students.

Another shared concern of all three entities is facilities expansion/maintenance and the pursuit of funding opportunities to support successful modernization/construction of new facilities. In committee meetings, representatives of each entity discussed the problem of cumbersome local procurement processes tying up federal funding, and ways to streamline the process for use of federal funds on projects/programs that are fully funded with federal monies. There was wide support for an overhaul of GovGuam procurement regulations.

Each entity also expressed concern about expanding capacity, improving efficiency in processes, and further developing pathway programs (GDOE to GCC, GDOE to UOG, GCC to UOG) that make earning a college degree attainable for more students.

Finally, all three entities share a goal of improved program-to-program articulation (GCC to UOG) and the development of a robust pipeline to provide high school students with

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access to college courses (GDOE to UOG, GDOE to GCC). Public knowledge of current pipeline GDOE to GCC courses, and articulation of GCC to UOG courses and programs, does not appear to be widespread or promoted well between the entities.

Priorities and Recommendations

The L&J Platform identified the following twenty-five (25) educational priority issues they would like to pursue during their administration.

1) Education and job training shall be matched with our strategy to expand the existing economy and develop new industries;

2) Establish an information technology eco-system and Silicon Village with goals of establishing superior educational and training programs;

3) Fully support STEAM (Science, Technology, Engineering, Arts, and Math) curriculum in GCC, UOG, and DOE to better prepare our youth for jobs in emerging industries;

4) Establish effective reentry programs for those returning to the community after long periods of detention and imprisonment;

5) Fully fund our major public educational institutions: UOG, GCC, and the DOE.

6) We must also invest in early childhood education, literacy development, lifelong learning, as well as arts, humanities, and music programs, and further support UOG and the GCC in their continuing development as regional centers of learning and training excellence;

7) Support an interim study for teachers and allied health professionals to make certain that they are properly compensated;

8) Rebuild Simon Sanchez High School and begin the repairs of other public schools. To fully meet the infrastructure requirements of the public school system, both now and in the future, commission a comprehensive educational facilities, maintenance, expansion, repair and procurement master plan to ensure that all schools are safe, well-equipped, modern centers of learning, as well as to develop alternatives to facilities adapted for school use such as Tiyan High School;

9) Work with the Superintendent of Education to make permanent the School Resource Officer program under the Executive Branch and develop a comprehensive school safety plan that includes on-site mediation services, character education, and the resources necessary to reduce school violence and ensure that our students are safe at school;

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10) Expand early childhood education such as Pre-K and Head Start programs to make them available to every child;

11) Support the charter school concept as a model for educational excellence and innovation, pledging to appoint qualified members to the Charter School Council and ensure that charter schools effectively manage public resources and advance the interests of our students;

12) Support the establishment of a CHamoru Language Immersion School within the charter school framework and encourage the use of effective models being implemented in the state of Hawaii and elsewhere;

13) Proactively support services and programs for children and young adults requiring special education services, including those with developmental disabilities, autism, severe emotional disorders, hearing and sight impairment, and mobility issues;

14) Work with educators, the board members of the respective educational institutions, and stakeholders as part of the strategic planning process to develop and expand intervention programs that meet the needs of all students;

15) Support funding for interscholastic sporting activities and competitions, and work to leverage these programs to expand the opportunity for college sports scholarships;

16) Work to ensure safe environments for our children in tobacco, alcohol and drug free schools, and continue to support educational programs that offer safe activities for our youth;

17) Support the continuation and enhancement of programs providing aspiring teachers with professional development opportunities such as the Guam Teachers Corps and Boots to Classrooms. Further support scholarship funding for nurses and allied health professions as well as for post-graduate studies in areas of concentration that are not available at UOG;

18) Advocate for affordable UOG and GCC tuition rates to ensure as broad an opportunity as possible for students to earn degrees from our institutions of higher learning;

19) Collaborate with the UOG and GCC to support continuing cooperative regional joint ventures in education with local, regional, national, and international institutions at all levels;

20) Work with our mayors and GCC to provide adult learning and education programs at the village level and to provide opportunities for adults to obtain their high school equivalency;

21) Work to establish an Information Technology Ecosystem with the private sector, GDOE, GCC, UOG, AHRD, and other public and nonprofit entities. This I.T. Eco-System will leverage Guam's strategic location in global telecommunications as

we develop a workforce and infrastructure to expand the number of information technology jobs and businesses;

22) Embark on a phased-in program of providing low cost computer tablets for every student in our public schools;

23) Work to expand our public library collections and facilities through public private partnerships and provide access to online resources;

24) Support effective literacy initiatives and other adult education programs to encourage literacy in our homes; and

25) Work with mayors and civic leaders to maximize the use of community centers, church social halls, and other public facilities in villages to expand learning opportunities in the villages and thereby bring them in reach of our citizens, particularly those with transportation challenges.

Based on the above L&J Platform education priorities, the Education Team makes the following recommendations:

A. Stabilize funding levels for all three entities by releasing cash pursuant to respective appropriated levels to promote improved planning and implementation at all levels.

UOG: In FY18, UOG's general operations appropriations budget of $30,740,431 was reduced to $26,534,782, a 13% or $4,205,649 decrease for the fiscal year. Of the $26,534,782, UOG only received $21,914,116, a total shortfall of 17% or $4,620,666. In FY 2019, UOG was appropriated $27,456,655 in FY19, an 11% ($3,283,776) decrease from the prior year.

For FY 2019, there is an estimated $1.8M shortfall for UOG based on receiving a weekly allotment of $604,196. We continue to experience unstable allotment payments and the total shortfall could be greater and similar to that of FY 2018. The FY 2019 shortfall is exacerbated by significant shortfalls for the last three fiscal years (FY16-FY18) amounting to $12.3M. Request consistent, stable levels of funding and reliable releases of scheduled allotments at legislatively authorized levels.

GCC: In FY 2017, GCC was appropriated $20.7M, but only received $17.95M, a 13% reduction. In FY2018, GCC was appropriated $20.6M, but only received $14.8M, or a 25% reduction, which resulted in GCC barely making payroll last fiscal year. For FY 2019, GCC was appropriated $18.5M, which was 11%, or $2.1M less than FY2018. Additionally, there was a further reduction of $2.6M, or 14%, based on BBMR reserve at the beginning of the FY 2019 fiscal year, so GCC's anticipated appropriation for this fiscal year is only $14.34M, or a 14% decrease. These decreases have resulted in service contracts not being renewed, cost-cutting measures being implemented, and at some points, the College barely being able to make payroll.

GDOE: Pursuant to GDOE's FY 2019 Spending Plan as adopted by the Guam Education Board of Education (GEB Resolution No. 2018-16), GDOE's FY 2019 Overall Projected Shortfall is $18,321,941. This is based on projected expenditures of $238,280,402, and an appropriation or allotment of $219,958,461 or less $10,410,480 reserved for Charter Schools. We would note, the $238M baseline projected expenditures have been adjusted and already include such cuts including: 5% fewer on-call substitute teachers; further postponement of Pre-Kindergarten or Early Child Education expansion; foregoing local procurement on SPED buses; minimal overtime to address emergency school facilities' needs and staff shortages; and over $3M in reductions of scale and scope of critical school maintenance services and contracts, and supplies associated with central operations.

B. Support Public-Private Partnerships, which include long-term land leases, to increase capacity, resources and advance mission.

UOG: The Guam Aquaculture Development and Training Center (Fadian) long term lease with private sector partner focusing on the sale of pathogen-free shrimp broodstock and other species for the local and Asian markets; PPP for the residence halls for both the local and international markets; and other potential partnerships to utilize UOG land to advance mission and develop additional revenue streams.

GCC: GCC's recently signed MOU with Hyatt Regency Guam for hospitality supervisory training and job opportunities for students is an example of the fact that most GCC programs have practicum agreements (either formal or informal) with local companies in a respective field of study, so as to offer students the opportunity for unpaid, for-credit work experience. This experience often turns into a part-time job offer if the student is still in school, and then a full-time offer after the student graduates.

C. Charter schools delink from GDOE budget and build-in broader enforcement authority/accountability with regard to Charter School budget; provide stronger support for the Guahan Charter Council.

D. Allow educational entities to manage their budgets and determine priorities for expenditures within their appropriation.

E. GDOE, GCC, and UOG collaborate on development of physical master plans to capture pipeline activities, such as STEM, K-16 that support student success in specific areas.

UOG: Contract to construct 16,000 sq. ft. Engineering School executed 11/29/18. Includes three classrooms; three laboratories for hydraulics, soil and structure, and environmental engineering; a computer lab, and faculty office space. Physical Master Plan has been developed and is subject to review/update by President Krise and administrative team.

GCC: GCC retained the architectural firm of TRMA to develop a five-year Physical Master Plan to carry the college through 2020. Three new planning factors of this plan include:

- ❖ The renovation of Building 300 into a larger Multipurpose Auditorium, for which the college broke ground earlier this year;
- ❖ The development of a GCC Annex on 6.9-acres of property north of the campus; and
- ❖ A new ponding basin that will be constructed in the property to the west of the existing GPD Forensic Laboratory Building. This site was previously intended for a parking structure, but a more optimal site for a new parking structure is being pursued at the existing firing range.

F. Pursue funding opportunities for renovation, strengthening, and modernization of facilities.

UOG: DOI and FEMA PDMG funding for key infrastructure construction, maintenance and/or strengthening of facilities and EPSCoR funding proposal due 7/2019 for potential of $20M to support marine sciences research and biorepository and connectivity.

GCC: Obtained $1.19 FEMA Hazard Mitigation grant to harden Butler Building 300. The college plans to apply for FEMA hardening grant for Butler Building 600 in January 2019. Construction for renovation of the Gregorio D. Perez Crime Lab extension (to include GCC classroom/lab for Criminal Justice program) expected to start in 2019.Expansion plans include a GCC Wellness Center (workout gym for students) Building B (Student Support Services) plans for expansion include a 2-story structure with another computer lab for students.

G. Explore the utilization of GDOE high school campuses for GCC and UOG night classes to facilitate increased enrollment, more efficient usage of high school facilities and more access to college-level courses for residents throughout the island.

UOG: Currently offers English courses at Tiyan High so that students are able to test into college level English courses at UOG.

GCC: Currently offers Adult Education courses at Astumbo Senior Citizen Center, Ironwood Estates, and at New Beginnings in Hagåtña. The GCC Office of Continuing Education & Workforce Development offers on-site professional development courses such as Basic Project Management and Procurement at the request of businesses.

H. Work with 35th Guam Legislature to revise procurement laws to allow for a streamlined procurement process and eliminate the need to return unused federal funds because of lengthy and cumbersome procurement issues.

UOG: Utilizes RCUOG to support federally funded research projects while ensuring efficiency and compliance in daily operations.

GCC: Concern is that changes in local legislation not jeopardize accreditation standards.

I. Enhance college, career and life readiness by collaborating to strengthen, create, and promote curricular pathways from GDOE to UOG, GDOE to GCC, and UOG to GCC.

UOG: Summer science-based research internships through various grants UOG and high school students.

GCC: Through Dual Credit Articulated Programs of Study, GCC offers 12 Career & Technical Education programs in GDOE high schools. With program requirements met, these programs allow students to earn college credit in GCC postsecondary programs upon graduation from high school. Also, GCC allows high school students who qualify to take college level math and English courses in high school, and has worked with GDOE to allow students to use these courses to count for both high school and college credit. GCC is working with UOG on program-to-program articulation (2+2 concept).

J. Strengthen and/or establish public-private partnerships to provide student work experience, internships and training that can lead to gainful employment upon graduation.

GCC: The GCC High School Work Experience component of the DCAPs program accomplishes this goal. The 2018 High School Work Experience program paired 178 students with 51 different employers. GDOE, GCC and UOG collaborate to ensure the efficient sharing of student and program data to facilitate a coherent progression for students from high school to higher education.

K. Provide training to institution personnel in the identification of the cultural needs of our diverse student populations and adopt policies and practices that support their success; help foster a more welcoming and supportive educational culture.
L. Explore linkages and partnerships between GDOE, GCC, and UOG and non-governmental organizations that address community wide issues such as drugs and alcohol use/addiction and violence within the school system.

M. In consultation with GDOE, support recruitment and retention goals for GCC and UOG.

UOG: Retention rate for first-time, full-time freshmen that returned the following fall is 72.2 percent and has consistently been above 70% for the last six years. UOG's first-time, full-time freshmen six-year graduation rate is 32.6%. New transfer student full-time and part-time six-year graduation rate is 35.4%. For fall 2017, 481 first-time freshmen were recruited from public and private high schools in Guam and the region. In Academic Year 2017-2018, 74% of UOG students were full-time and 26% were part-time. UOG's tracks performance on key indicators, including retention and completion rates, and measures performance against open admissions peer institutions as well as selected aspirant institutions.

GCC: GCC's retention rate for students enrolled in two consecutive fall semesters or two consecutive spring semesters. The retention rate for fall 2016 to fall 2017 was 49%, and for spring 2017 to spring 2018, it was 48%. The graduation rate for first-time, full-time degree-seeking students who graduated within three years is 18%. The issue is that more of our students attend college part-time (56%) as opposed to full-time (44%), and a completion rate within three years' time is difficult at a part-time pace.

N. Increase, track and share completion rates for GDOE, GCC, and UOG; include data on students taking advantage of the pipeline programs/pathways.

UOG: Retention and graduation rates and other information are available in the Fact Book: https://www.uog.edu/_resources/files/administration/_institutional_effectiveness/AY2017_2018_FactBook_final_8218_wBookmarkTOCLink.pdf

GCC: Enrollment and completion information are available in the GCC Fact Book, available at www.guamcc.edu under About GCC, Public Reports.

O. Strengthen funding for and access to career and technical education; establish goals for recruitment and completion for existing programs.

GCC: There are 12 CTE programs in Guam high schools, all programs articulate from six to 19 credits over to GCC postsecondary programs through DCAPS program.

FY 2019 Budget Impact

GDOE: Pursuant to PL 34-116, GDOE's FY 2019 budget amounts to $230,368,941; the FY 2019 Budget Act provided a lump sum appropriation to the department. The Budget Act appropriates an additional $20,402,787.34 under debt service and miscellaneous provisions for base rent and insurance and maintenance costs associated with lease payments for Tiyan properties, Okkodo High School Expansion, and John F. Kennedy High School.

Additionally, under PL 34-118, $1.5M in FY2018 General Fund Tax Amnesty Proceeds has been appropriated to GDOE for Owner's Agent Engineer and Architectural & Engineering

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services associated with the planned reconstruction for Simon Sanchez High School. However, DOA has indicated that there is no cash to support this appropriation.

Based on the GDOE's FY 2019 Spending Plan as adopted by the Guam Education Board of Education (GEB Resolution No. 2018-16), GDOE's FY 2019 Overall Projected Shortfall is $18,321,941. This is based on projected expenditures of $238,280,402, and an appropriation or allotment of $219,958,461 or less $10,410,480 reserved for Charter Schools.

We would note, the $238M baseline projected expenditures have been adjusted and already include such cuts including: 5% fewer on-call substitute teachers; further postponement of Pre-Kindergarten or Early Child Education expansion; foregoing local procurement on SPED buses; minimal overtime to address emergency school facilities' needs and staff shortages; and over $3M in reductions of scale and scope of critical school maintenance services and contracts, and supplies associated with central operations.

GCC: As compared to the FY18 appropriations budget of $20,641,444, GCC was appropriated $18,473,437 in FY19, which resulted in an 11% ($2,168,007) decrease from the prior year. Additionally, there was a further reduction of 14% ($2,564,999.56) out of $18,473,437 appropriation based on BBMR reserve at the beginning of the fiscal year.

UOG: In FY18, UOG's general operations appropriations budget of $30,740,431 was reduced to $26,534,782, a 13% or $4,205,649 decrease for the fiscal year. Of the $26,534,782, UOG only received $21,914,116, a total shortfall of 17% or $4,620,666. In FY 2019, UOG was appropriated $27,456,655 in FY19, an 11% ($3,283,776) decrease from the prior year. For FY 2019, there is an estimated $1.8M shortfall for UOG based on receiving a weekly allotment of $604,196. We continue to experience unstable allotment payments and the total shortfall could be greater and similar to that of FY 2018. The FY 2019 shortfall is exacerbated by significant shortfalls for the last three fiscal years (FY16-FY18) amounting to $12.3M.

Staffing Requirements

GDOE: As of November 28, 2018, vacant positions include a total of 93 Non-Teacher Positions (combination of local & federally funded and Full Time / Part Time), 36 Teacher Positions & 16 Substitute Teachers.

Due to funding constraints, the filling of vacancies are prioritized as follows:

1. School based teaching/certified positions,
2. Other school based positions, and
3. Lastly on non-school based or central division/office positions.

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Public Law 34-116 Prohibits filling of non-teaching positions from September 2018 to December 2018. Additionally, the language in law prohibits promotions. Although a recent Attorney General's (AG) opinion states the hiring freeze imposed by the Legislature is inorganic, because of the budget appropriation levels, GDOE is being judicious in filling positions. Although the AG did not address the prohibition on promotions, GDOE also believes this legislative provision is inorganic.

Other contributing factors to vacancies are employee turnover or lack of applicants. Vacancies in teaching and certified positions are largely due to the pool (or lack of) of certified applicants. As prescribed by law, GDOE is allowed to temporarily fill teaching positions with retired teachers, and individuals on a Limited Term Full/Part Time basis, until such time as certified applicants become available and are selected.

GCC: Staffing needs for GCC include 255 positions for academic personnel & staff (117 faculty, 39 academic administrators, 99 staff). As of October 31, 2018, GCC has 237 filled position at a cost of $16,109,309; 255 filled & vacant positions as of October 31, 2018 at a total cost of $17,092,411. There are currently 18 vacant positions due to shortfall in funding, recent hiring freeze and resignations. The college is in the process of recruiting for the recently vacant positions (2).

UOG: Staffing for UOG include 451 positions for academic personnel & staff (189 faculty, 40 academic administrators, 222 staff), totaling $36,503,184. There are currently 40 vacant positions (14 faculty, 2 administrators, 17 classified and 7 non-classified primarily IT staff) with a total cost of $2,246,627. Unfilled positions are due to funding challenges, hard to hire faculty positions, and retirements. (Note: the total cost of the 451 positions and associated cost of $36.5M represent all appropriations and not just general fund appropriations.)

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Culture

Overview

The L&J Platform clearly established this new administration's commitment to promoting our culture and diversity - "Our island way of life is rooted in our CHamoru culture and the values of hospitality, family, and respect for others. This legacy is strengthened by the contributions of all those who call Guam home and the varied cultural traditions that add to the rich social tapestry that makes Guam the special place it is and provides a solid foundation for the future progress of One Guam."

This Subcommittee was tasked with reviewing the following entities:

Department of CHamoru Affairs (DCA)

Enabling Legislation

'Dipattamenton I Kaohao Guinahan CHamoru' or 'Department of CHamoru Affairs' is a non-stock, non-profit public corporation as defined in Guam Code Annotated:

5 GCA GOVERNMENT OPERATIONS CH. 87 DIPATTAMENTON I KAOHAO GUINAHAN CHAMORRO (DEPARTMENT OF CHAMORRO AFFAIRS) 3 (a) The purpose and authorized activities of the Corporation are to assist in the implementation of an integrated program for the preservation, development and promotion of the Chamorro Heritage of Guam, for the public benefit and to provide specific services to the Chamorro people. It is intended that this Corporation be a catalyst in the preservation, development and promotion of language, arts, humanities, historic and cultural preservation, research, restoration, presentation, museum activities and support programs significant to Guam's history and culture, and to enhance the future of the Chamorro people of Guam. It is a further purpose of this Chapter to enable the Corporation to aid private enterprise without unfairly competing with it in the expansion of cultural and historical resources for Guam.

DCA was added to 5 GCA, through P.L. 25-069 on July 8, 1999. It was later reorganized by Reorganization Advisory No. 6, dated October 6, 2011 and Reorganization Advisory No. 6A, dated May 7, 2015.

Governance

5 GCA, § 87105 outlines the responsibilities of DCA's Board of Trustees. *(a) All functions and powers of the Corporation shall be vested in and be exercised by and under the direction of a Board of Trustees ('Trustees'), composed of nine (9) members. The Trustees shall be U.S.*

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citizens and residents of Guam and no less than five (5), or fifty percent (50%) of the members of the governing body, must be Chamorro, defined as residents of the Marianas Islands as of 1898, or descendants thereof. Trustees shall be appointed who possess the qualities, knowledge, experience and diversified ability necessary to pursue effectively the programs of the Corporation. The Chairperson shall be a Trustee and shall be elected by a majority of the Trustees.

DCA Board of Trustees is currently functioning and consists of eight (8) members.

The managing director of DCA is the Mås Ge'Hilo' or President through §87106 of 5 GCA. *The Mas Ge'Hilo' shall be an ex-officio member of the Board of Trustees, without the right to vote, and shall serve at the pleasure of the Trustees, unless sooner terminated by the Trustees.*

Assets

MOU for use of third floor of Angela Flores Building across Hagåtña Library for 10 year lease beginning in 2018, no rental charge. $40,000 was invested by DCA for renovations. This space is designated for use by CAHA for office space and for the storage of human remains currently located in the 3rd floor of the DNA building in Hagåtña which has been rented for storage of overflow of Museum artifacts and human remains in the collection.

Latte of Freedom and Hall of Governors, unknown status.

Agencies Under Dca Umbrella

Council of the Arts & Humanities (CAHA)

Enabling Legislation

Council of the Arts & Humanities Agency (CAHA) was created through 5 GCA, Chapter 85, which was also added as Title XLVIX of the Government Code by P.L. 16-122:3 (Dec. 23, 1982), effective January 1, 1983. P.L. 16-122:4 contained a sunset provision that stated that the law would "expire by its own terms on January 1, 1985, provided that legislation may be enacted earlier than 1985 causing this Section to be of no effect." However, the sunset provision was repealed by P.L. 18-008:1 (July 8, 1985); accordingly, CAHA became a permanent agency of the Executive Branch.

Incorporated under DCA per Reorganization Advisory No. 6, dated October 6, 2011 and Reorganization Advisory No. 6A, dated May 7, 2015.

Governance

5 GCA, § 85103. Governing Board. (a) Board. The Council shall be governed by a governing board as hereafter constituted and provided. The governing board shall consist of thirteen (13) members, twelve (12) of whom shall be appointed by I Maga'lahi (the Governor) with the advice and consent of I Liheslatura (the Legislature). The thirteenth (13th) member shall be appointed by I Maga'lahi from among the members of the Mayors Council of Guam, and shall not be subject to the advice and consent of I Liheslatura. I Maga'lahi, when making initial appointments, shall designate six (6) members to serve for two (2) year terms, and six (6) members to serve for four (4) year terms. Subsequent appointments shall be for terms of four (4) years, except that when a vacancy occurs, it shall be filled by appointment of I Maga'lahi with the advice and consent of I Liheslatura for the remainder of the vacating member's term.

§ 85105. Director. The Director shall be the chief administrative officer of the Council. The Director shall carry out the policies established by the governing board and shall employ, supervise and discharge such professional, administrative, technical, consultative and other personnel as may be necessary to implement the policies established by the Council.

Today, CAHA has a Council of seven active members with staggered terms. There are six vacancies on the Board.

Assets

- Art Bank: Inventory of local artwork on display in government and private institutions
- Cargo Van for transporting artwork for displays

Guam Museum and Educational Facility (Guam Museum)

In 1994, the Guam Museum opened an exhibition hall at Adelup. A branch of the museum opened in Tumon in 1996 but was closed several months later, and the administrative office and repository was opened in Tiyan, the site of the former Naval Air Station. Former Senator Tony Palomo, a journalist and Guam historian, served as the Director of the Guam Museum from December 1995 until his retirement in 2007. Palomo supported the creation of a permanent building for the museum.

In 1999, Public Law 25-69 created the Department of CHamoru Affairs and the Guam Museum was incorporated as a division of DCA. In 2002, however, Typhoons Chata'an and

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Pongsonga damaged the Adelup and Tiyan facilities, forcing the Adelup site to close. Nevertheless, the museum continued to operate and offer exhibitions for the public. Under Palomo's leadership, satellite exhibit facilities were opened at the Guam Premier Outlets in Tamuning for a year, and at the Micronesian Mall in Dededo from 2004 to 2007, attracting thousands of visitors.

In 2005, an executive order by Governor Felix Camacho created the Guam Museum Facilities Construction and Cultural Heritage Task Force to plan for the construction of a permanent facility for the Guam Museum. The Guam Museum Foundation was incorporated in 2006, and with public support, the architectural firm of Laguaña and Cristobal was selected to design the new museum facility. Governor Eddie Calvo directed the new museum be located in Skinner Plaza and it be renamed in honor of former director Palomo. Construction of the new facility began in 2014. Officially named the Senator Antonio M. "Tony" Palomo Guam Museum and Chamorro Educational Facility, the museum currently has over 250,000 unique artifacts, documents and photographs in its collections.

Enabling Legislation

5 GCA GOVERNMENT OPERATIONS CH. 87 DIPATTAMENTON I KAOHAO GUINAHAN CHAMORRO (DEPARTMENT OF CHAMORRO AFFAIRS) § 87103. Purposes and Authorized Activities of the Corporation; General. (a) The purpose and authorized activities of the Corporation are to assist in the implementation of an integrated program for the preservation, development and promotion of the Chamorro Heritage of Guam, for the public benefit and to provide specific services to the Chamorro people. It is intended that this Corporation be a catalyst in the preservation, development and promotion of language, arts, humanities, historic and cultural preservation, research, restoration, presentation, museum activities and support programs significant to Guam's history and culture, and to enhance the future of the Chamorro people of Guam. It is a further purpose of this Chapter to enable the Corporation to aid private enterprise without unfairly competing with it in the expansion of cultural and historical resources for Guam.

Governance

As a division of DCA, they are governed by the same board as Department of CHamoru Affairs in addition to the KOSAS Advisory Board. Through 5 GCA, CH. 87, § 87136. Kosas Board of Advisors. (a) Purpose. Kosas or Guam Museum is mandated to promote increased understanding of Guam's geology, biota, prehistory, history and contemporary culture. As the official repository and custodian of historical artifacts of Guam, Kosas is mandated to acquire, preserve, and make available for public viewing artifacts and archival materials relating to the cultural, historical and natural heritage of Guam. (b) Composition. There is created within the Corporation a Kosas Board of Advisors. The Kosas Board of Advisors shall consist of five (5) members appointed by I Maga'lahen Guåhan, subject to the advice and consent of I Liheslaturan Guåhan, one (1) of whom may be a Saina representative, one (1) of whom may be a Manhoben

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representative, and one (1) of whom shall be a member with extensive formal experience or education in Guam History or Museum Administration. (c) Term. Members of the Kosas Board shall serve a term of four (4) years, commencing with the date of appointment, and until their successors are appointed and qualified. When a vacancy occurs, it shall be filled by appointment of I Maga'lahen Guåhan for the remainder of the vacating member's term with the advice and consent of I Liheslaturan Guåhan. Members serve at the pleasure of I Maga'lahen Guåhan and work directly with the Board of Trustees. (d) Qualifications. Members of the Kosas Board shall be residents of Guam and must demonstrate extensive knowledge of Guam's history and culture.

Assets

- Senator Antonio M. Palomo Guam Museum Chamorro Educational Facility
- Exhibits and artifacts

Chamoru Village: I Sengsong CHamoru

Enabling Legislation

5 GCA, Chapter 87, # (8) Allows DCA, the Corporation, authority over and supervise the Chamorro Village (I Sengsong Chamorro). SOURCE: Subsection (b) (8) added by P.L. 28-068:IV:55 (Sept. 30, 2005).

Governance

As a division of DCA, they are governed by the same board as Department of CHamoru Affairs.

Assets

- CHamoru Village facilities
- Sagan Mañaina-ta huts

Hagåtña Restoration & Redevelopment Authority (HRRA)

Enabling Legislation

Doc. No. 35GL-19-0149.*

Hagåtña Restoration & Redevelopment Authority (HRRA) was created by Public Law 24-110, which is now in 21 GCA Div. 2 Ch. 79. The establishment of HRRA is: (a) To protect and promote the restoration and development and redevelopment of Hagåtña and the general welfare of the people of Guam by remedying such injurious conditions through the employment of all appropriate means. (b) That whenever the redevelopment of Hagåtña cannot be accomplished by private enterprise alone, without public participation and assistance in the acquisition of land, in planning and in the financing of land assembly, in the work of clearance, and in the making of improvements necessary therefore, it is in the public interest to employ the power of eminent domain, to advance or expend public funds for these purposes, and to provide a means by which Hagåtña may be redeveloped, restored or rehabilitated. (c) That the redevelopment of Hagåtña and the provisions for appropriate continuing land use and construction policies in them constitute public uses and purposes for which public money may be advanced or expended and private property acquired, and are governmental functions of government and are governmental functions of government concern in the interest of health, safety, and welfare of the people of Guam.

Incorporated under DCA per Reorganization Advisory No. 6, dated October 6, 2011 and Reorganization Advisory No. 6A, dated May 7, 2015.

Governance

Chapter 21, GCA § 79303. Powers and Duties of the Authority.
There is within, a public corporation and autonomous instrumentality of the GovGuam, the "Hagåtña RESTORATION & REDEVELOPMENT AUTHORITY."
The powers, rights, privileges, functions and duties of the Authority shall be vested in nine (9) Commissioners, selected in accordance with the provisions in this Section. Seven (7) Commissioners shall be appointed by I Maga'låhi (the Governor), with the advice and consent of I Liheslaturan Guåhan (the Guam Legislature), to serve for a term of five (5) years. The eighth and ninth Commissioners shall be selected as follows: one of the Commissioners shall be the Mayor of Hagåtña, who shall serve for the duration of his/her term(s); one (1) member shall be appointed by the Speaker of the Guam Legislature, who shall serve at the pleasure of the Speaker, and whose appointment shall be effective until the conclusion of the term of the Guam Legislature in which he/she was appointed.

The Governor shall designate a Chairman and Vice-Chairman from among the Commissioners. The Commissioners shall constitute the Board of Commissioners of the Authority. The Board may employ an Executive Director of the Authority who shall serve at the pleasure of the Board, technical experts, such other officers, agents and employees, permanent and temporary, as it may deem necessary, and shall determine their qualifications, duties, tenure and compensation. For such legal services as it may require, the Authority may employ or retain its own counsel and legal staff.

There are currently seven active members and two vacancies on the HRRA board.

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Guam Public Libraries System (GPLS)

The Nieves M. Flores Memorial Library or also referred to as Guam Public Library System (GPLS), has been serving Guam residents since 1949. Its mission is to provide free and open access to information and ideas fundamental to democracy. The library system protects intellectual freedom, promotes literacy, encourages lifelong learning, and maintains cultural materials that are useful to the people of Guam.

Enabling Legislation

5 GCA, Chapter 80, § 80102, provides for the Agana Branch Library within the Guam Public Library System and shall have the name Nieves M. Flores Memorial Library.

Incorporated under DCA per Reorganization Advisory No. 6, dated October 6, 2011 and Reorganization Advisory No. 6A, dated May 7, 2015.

Governance

§ 80106. Library Board Members. The Board shall be composed of seven (7) members, to be appointed by I Maga'lahi with the advice and consent of I Liheslaturan Guåhan. Of the appointed members, one (1) member shall be a full-time student, in compliance with 4 GCA § 2105.1; at least one (1) shall be employed as a librarian throughout the term of appointment; at least one (1) shall be a classroom teacher throughout the term of appointment; at least one (1) shall be employed in the field of Information Technology throughout the term of appointment; at least one (1) shall be a business owner or a senior manager employed with a private business throughout the term of appointment.

Currently there are four active members and three vacancies.

Assets

In terms of assets, the GPLS has as its capital assets, the main branch in Hagåtña, and satellite facilities in Dededo, Barrigada, Yona, Merizo and Agat. They also have/had a Bookmobile that has been down since November 2013. Matson is currently refurbishing a bus that will probably be available to GPLS in late January or early February 2019.

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PBS GUAM/KGTF

Established in 1970, through Public Law 12-194, the 12th Guam Legislature created a non-profit, public corporation – Guam Educational Telecommunications Corporation – to operate PBS GUAM, located in Mangilao, adjacent to the George Washington High School campus. Formally known as KGTF, the station's call letters, it was rebranded during the Camacho Administration to PBS Guam – which provides national recognition with other public television stations partially funded by the Corporation for Public Broadcasting (CPB).

Enabling Legislation

12 GCA AUTONOMOUS AGENCIES CH. 3 GUAM EDUCATIONAL TELECOMMUNICATIONS CORPORATION, § 3102. Corporation. There is hereby created a public corporation to be known as the Guam Educational Telecommunications Corporation hereinafter provided. § 3103. Purposes and Authorized Activities. (a) It is the purpose of this Chapter to create a public corporation which will present educational television to the people of Guam and which will involve the people of Guam in its activities to the maximum extent possible. (b) The Corporation is authorized to own, and be the licensee of that television facility now having the station call sign of KGTF, and any other like facilities which the Corporation may hereafter acquire, all for the purpose of fostering cultural and educational growth for the people of Guam, through the medium of television and electronic visual media. (c) The Corporation is authorized to make studies, cause to be conducted investigations into the needs of the people of Guam, and their desires as it relates to the productions of the Corporation and programs shown by it. (d) The Corporation is authorized to promulgate through its facilities such educational and cultural programming as it determines is proper, and to accept from any similar educational and cultural television stations or networks any programming, which the Corporation desires to present on Guam. (e) The Corporation is authorized to affiliate itself with any educational and cultural television station or network which would aid its functions on Guam, including, but not limited to such entities as the Public Broadcasting Service, and any educational satellite service, which may be available. (f) The Corporation is authorized to obtain land belonging to the GovGuam as required to carry out its purposes and objectives, under such terms and tenure as the Legislature may prescribe by appropriate legislation. (g) The Corporation at no time may be authorized to broadcast commercially.

Incorporated under DCA per Reorganization Advisory No. 6, dated October 6, 2011 and Reorganization Advisory No. 6A, dated May 7, 2015.

Governance

§ 3105. Board of Trustees. The Corporation shall be governed by a Board of Trustees, who shall consist of seven (7) members of the general public: one (1) of whom must be employed as a classroom teacher with at least three (3) years of teaching experience, none of whom, except the

classroom teacher, may be an employee of the GovGuam, who shall be appointed by I Maga'lahen Guahan with the advice of and consent of I Liheslaturan Guahan. The membership representing the general public shall serve for a term of four (4) years; provided, however, that in making the first appointment, I Maga'lahen Guahan shall designate three (3) persons to serve a one (1) year term, two (2) to serve a three (3) year term and two (2) persons to serve a four (4) year term. If a member appointed under this Subsection shall, during his term of office, permanently depart from the Island, resign or otherwise be unable to fulfill the responsibilities of the position, I Maga'lahen Guahan shall appoint a new member to fill the unexpired term in the same manner as prescribed for appointment to a new term. All members of the Board shall serve for the term specified or until their successors are appointed and qualified.

Assets

- Mangilao Facility near GWHS
- Broadcast Tower in Barrigada Heights (property belonging to the CHamoru Land Trust Commission)
- OB Van (Outdoor Broadcasting Van)
- Aged Six Passenger Van and Toyota Corolla

AGENCIES OUTSIDE OF THE DCA UMBRELLA

Kumisión i Fino' CHamoru yan i Fina'nå'guen i Historia yan i Lina'la' i Taotao Tåno' (Kumisión)

Enabling Legislation

CHAPTER 88 THE COMMISSION ON CHAMORU LANGUAGE AND THE TEACHING OF THE HISTORY AND CULTURE OF THE INDIGENOUS PEOPLE OF GUAM SOURCE:
Entire chapter added by P.L. 33-236 (Jan. 9, 2017).
This Chapter may be cited as the "CHamoru Heritage Commission Act of 2016."
§ 88102. Establishment.
There is within the GovGuam the Commission on CHamoru Language and the Teaching of the History and Culture of the Indigenous People of Guam, which shall perform the duties and purposes set forth in this Act.

Governance

§ 88103. The Commission shall consist of: (a) the President of I Dipåttamenton I Kaohao Guinahan CHamoru (the Department of Chamoru Affairs) or a representative who is fluent and proficient in the CHamoru language and actively engaged in its promotion and preservation; (b) two (2) members from I Unibetsedåt Guåhan (the University of Guam) and two (2) members

from the Guam Department of Education Dibision Inestudion Espisiåt na Prugråma Siha (CHamoru Studies and Special Projects Division) who are fluent and proficient in the CHamoru language, and active in its cultivation and preservation through either education or through involvement in their institutions' respective CHamoru language programs; (c) two (2) members, appointed by the Legislative chairperson with oversight over culture/cultural affairs, who are fluent and proficient in the CHamoru language, and have been actively engaged in its promotion and preservation; and (d) two (2) members appointed by I Maga'låhen Guåhan (the Governor of Guam) who are fluent and proficient in the CHamoru language, and actively engaged in its promotion and preservation Commission members shall serve for a term of four (4) years, commencing with the date of appointment and until their successors are appointed and qualified; and members may serve multiple terms.

All nine (9) Kumision members have been appointed, the terms of eight members end in 2021. The ninth member sits by virtue of title as DCA's President.

Assets

MOU with Legislature to utilize Garden House at Plaza de España for office space.

Historic Resources Division, Department of Parks and Recreation

The Guam Historic Resources Division is currently housed under the Department of Parks and Recreation. It is a federally mandated and operations are largely federally funded. It is a regulatory agency that ensures important historic sites are protected and maintained; and, that archaeological artifacts, ancestral burials are treated with respect and dignity. There are six program areas within the division:

> Administration, Preservation and Planning, Survey and Inventory, Review and Compliance, State and National Registers of Historic Places.

Enabling Legislation

21 GCA § 77103. Divisions. The Department is divided into three divisions, to be known as the Parks Division, the Recreation Division, and the Guam Historic Resources Division.

§ 77301. Guam Historic Resources Division Created. There is hereby created the Guam Historic Resources Division within the Department of Parks and Recreation, which division shall be responsible for establishing a comprehensive historic preservation program for Guam.

§ 77302. Guam Historic Preservation Officer. The position of Guam Historic Preservation Officer is hereby created in the classified service under the Department of Parks and Recreation

(the "Department"), the holder of which position shall be the State Historic Preservation Officer for federal purposes. The Director of Parks and Recreation (the "Director") shall select a qualified candidate to fill the position based on training, work experience and education pertinent to cultural resources management. The Guam Historic Preservation Officer shall be under the supervision of the Director and shall be the head of the Historical Resources Division of the Department and Executive Director for the Guam Preservation Trust Fund.

Governance

§ 77106. Same: Composition: Compensation: Meetings. The Commission shall consist of seven members two of whom shall be youth members in their first terms on the Board who are between the ages of eighteen (18) and twenty-two (22), when appointed, who shall be appointed by the Governor with the consent of the Legislature. The Governor shall appoint Commission members within thirty (30) days of the effective date of this Section. Members shall serve for four (4) years, provided that the members first appointed three, including one youth member, shall serve for two (2) years. Commission members shall be paid at the rate of Fifty Dollars ($50) per day for each day on which the Commission meets, such compensation not to exceed One Hundred Dollars ($100) per month. Commission meetings shall be public.

There are currently five active board members, no alternates, and 5 vacancies.

Assets

- Office building (10 thousand square feet) at 490 Palasyo Rd., Hagåtña Heights
- 7 vehicles
- Public properties under Historic Register

Guam Preservation Trust (GPT)

Enabling Legislation

GPT is a non-profit public corporation created in 1990.

21GCA, CH.76, Article 6, § 76601. Guam Preservation Trust. There is hereby established as a public, non-profit corporation, the Guam Preservation Trust. The Trust shall have the following purposes, which are within its powers: (a) To seek grants and donations; (b) To acquire title to threatened Guam properties for the preservation of their historical value, whether in fee simple, by leasehold, or by easement, and whether through donation, transfer, dedication, or purchase; (c) To award grants for the following: (1) Historic property documentation and historic register nomination; (2) Architectural and archeological history and documentation of historic structures and sites; (3) Protection of historic structures and sites through stabilization, rehabilitation, reconstruction, or restoration, including adequate lighting when appropriate on such sites being

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utilized for non-profit and non-commercial purposes, such as private homes, schools, churches, public buildings and facilities, except that commercial activity is allowable on such sites pursuant to a signed covenant between the Guam Preservation Trust and the registered owners when part of the proceeds of such commercial activity is used for the general maintenance of such sites; (4) Ethnography and oral history of Guam; and (5) Archival and archaeological research and investigations for locating, recording and protecting sites of historic or prehistoric interest and value. (d) To prepare a Guam Preservation Trust Master Plan identifying, by order of priority, the buildings, structures and sites which in the opinion of the Trust are deserving of preservation and which shall be preserved. The Trust shall hold a public hearing on the proposed plan and shall transmit the plan to I Liheslaturan Guåhan sixty (60) days prior to its implementation; and (e) To support other activities directly related to increasing the public appreciation of and benefit from historical places including public interpretation and presentation.

Governance

Guam Preservation Trust's Governing Board is the same as the Historic Preservation Review Board that advises the Historic Resources Division. The Guam Historic Preservation Review Board is comprised of ten members (five principals and five alternates) in the discipline of History, Archaeology, Architecture, traditional CHamoru Society and Culture, and Community Planning (Title 21 GCA Sec. 76507, and GHPRB By-Laws). The members are appointed by the Governor and confirmed by the Guam Legislature. Currently five vacancies on the Board.

Assets

Most of GPT's funding initial seed funding originated from 100% of the fees collected for building permits. Late Senator Bell Arriola authored the legislation in the hopes that there would be an entity with the mission to preserve and protect Guam's historic sites, culture and perspectives for the benefit of our people and our future. Private contractors ran the trust until 2000 when the non-profit was created to carry out its mandates.

Outside of grants and investment interest, the major source of funding for the trust has been in the collection of Building Permit Fees from DPW. In 2016 this funding was cut by 50% as the legislature passed a law redistributing the other half of permit fees to the Department of CHamoru Affairs. These fees are allotted quarterly and make $400-$600,000/year of the $1.9million dollar annual budget of GPT depending on construction market activity.

Net assets of $12,637,995.00 that includes land owned and investments as of FY 2017 audit report.

Commission on Decolonization

(Assigned to Federal, Foreign Affairs and Military Build-up Subcommittee)

Ancestral Land Claims Commission, Department of Land Management
(Assigned to Housing, Land and Natural Resources subcommittee)

CHamoru Land Trust Commission, Department of Land Management
(Assigned to Housing, Land and Natural Resources subcommittee)

Priorities and Recommendations

A. *Priority*: Enhancing the Mission of the Department of CHamoru Affairs to provide more effective support for the CHamoru culture and to broaden its purview to include the wider social and economic challenges facing the CHamoru People.

Recommendation: Establish a short-termed CHamoru Heritage Task Force to plan and facilitate the reorganization of DCA and related programs into a collaborative structure that will be aligned with specialized funding requirements.

Recommendation: Reorganize DCA and enhance related programs through establishment of the CHamoru Heritage Authority. DCA as it is currently structured does not promote collaboration and effective use of staff and resources and the proliferation of government entities, boards and commissions engaged in promoting the history, language and culture of the CHamoru people of Guam has created a scattered and fragmented approach. This diminishes the potential effectiveness of these programs to lead CHamoru revitalization and preservation efforts. All would benefit greatly from sharing staff and physical resources, leadership, grants, funding streams, and a shared vision for accomplishing collaborative goals.

Recommendation: Extend current contract with Galaide Group LLC to manage the Guam Museum as an external contractor for 60-90 days to insure continued service and a smooth transition of management and operations during which time the Museum's management needs can be properly assessed.

Recommendation: Support the Guam Museum and its efforts to obtain AAM Accreditation. This new museum serves the public interest in preserving our heritage and adding to our competitiveness as a tourist destination. In order to expand Museum funding resources, accreditation is paramount. The museum must demonstrate capacity to manage operations and fulfill the criteria for accreditation.

Recommendation: Move PBS Guam from under the umbrella of DCA. PBS Guam's federal funding requirements are not aligned with incorporation into the DCA reorganization structure.

Recommendation: Celebrate Guam's Ethnic Diversity through formalized networking under the DCA umbrella. Guam's rich ethnic diversity is an asset and must celebrated

and leveraged for community development. Events that showcase the island's ethnic and cultural diversity would engage community organizations and local artists to highlight music, food, the arts, and traditions of their diverse heritage groups.

Recommendation: Collaborate with the CNMI on cultural and language revitalization efforts. As an integral part of the Mariana Island Archipelago, Guam and the Northern Marianas share thousands of years of cultural history and language. These ties need to be nurtured through a formalized relationship to promote and perpetuate our common indigenous heritage.

Recommendation: Promote regional collaboration as integral to our celebration of our island heritage. Initiate the establishment of a Task Force along with our neighboring Micronesian islands to explore opportunities and make specific recommendations for regional cultural heritage projects that would be mutually beneficial. Guam's role as a residential destination for islanders from all the Micronesian Islands and our central role in economic development of the region necessitates that we collaborate to strengthen our relationships at the cultural level. GVB (Micronesian Island Fair), Micronesian Area Research Center at UOG and other programs with a regional and cultural focus can spearhead this effort.

B. *Priority:* Promote CHamoru Language and Cultural Practices as a top priority**.** We will fully support the work of Kumision I Fino' CHamoru Yan I Fina'na'guen I Historia Yan I Lina'la Taotao Tano' (Kumision) to further aid in the preservation of the language; expand available activities for young people to learn about CHamoru cultural practices, traditions, and art forms; foster efforts for the active utilization of the CHamoru Language in our public institutions and promote its expanded use in civic life throughout the island; support the teaching of CHamoru in the public and private schools, UOG and GCC; support the establishment of a CHamoru Language Immersion School within the charter school framework and encourage families to speak and teach CHamoru to their children and grandchildren.

Recommendation: Fully fund and support the Kumision's mission and vision and amend enabling legislation to provide for the Kumision's autonomy and legal powers to acquire and dispose of assets; and to sanction violations. The scope of the Kumision is broad-ranging with its legislative mandates aligning with our goals in support of culture, history and language. However, without adequate resources, staff and legislative authority, it cannot carry out its mandates.

Recommendation: Require all government agencies to collaborate with the Kumision in developing departmental capacity to speak and write CHamoru. Currently, there is a lack of adherence to the CHamoru Orthography and limited capacity in written CHamoru throughout GovGuam agencies.

Recommendation: Facilitate the establishment of a CHamoru Language Immersion Pre-k to 12 Charter School. The CHamoru language is on the United Nations

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Endangered Indigenous Language List. Almost all of the dwindling numbers of CHamoru speakers (80-85%) are over 55 years of age. Unless we take urgent and vital steps to produce a new generation of young speakers, we will suffer the same fate as other indigenous languages, which disappear at the rate of one every two weeks. A viable remedy is through immersion school programs and language nesting, similar to the Hawaiian and Maori models. The Hurao Academy programs are the only existent immersion programs on Guam. Their efforts must be supported and expanded in partnership with the Department of Education's CHamoru Language and Culture Program.

Recommendation: Prioritize and support the full implementation of the requirements in PL 14-53, PL 15-09, PL 21-34, and PL 31-45 by the Department of Education; and, appoint a member of the Kumision or language advocate to sit on the Board of Education to advocate for language policy and practice. Due to competing priorities and lack of funding and adequate staffing, the Department has not been successful in executing these mandates and has not been held accountable. Efforts for CHamoru language revitalization and teaching our children their history and culture should be an urgent mission of our educational institutions on Guam.

Recommendation: Support Non-Profit Chamorro Cultural Programs through a collaborative network. Strong and fiscally viable non-profit CHamoru cultural programs generate pride in our indigenous legacy and add value to our competitiveness as a tourist destination. Efforts to fund culturally related non-profit entities are scattered as they are done independently by the individual organizations. Currently the primary sources of revenue for non-profits come from governmentally related entities such as GVBs' Tourism Attraction Funds, and grants from CAHA and the Guam Preservation Trust. The creation of a division under DCA or the CHamoru Heritage Authority that fosters community partnerships and facilitates obtaining grants for the use of nonprofits is one way of supporting all existing CHamoru cultural non-profit organizations, encouraging collaboration and aiding in their growth and sustainability.

C. *Priority*: Financial Reform – aggressively pursue a policy of cost reduction, the collection of all revenues due the government, and more effective use of public assets.

Recommendation: Resolve OPA's FY 2017 Audit Findings for uncollected revenues for the Percent of the Arts and Guam Museum receivables from contractor.
Funding for CHamoru language, culture and arts is extremely limited. A robust collection of revenues that are either due or earmarked for the promotion of our language, cultural practices, artistic expressions and traditions would provide a stable revenue stream for the proposed consolidated CHamoru Heritage Authority.

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Recommendation: Collect outstanding rentals of $40,000 due from tenants at CHamoru Village. Additional financial resources collected from aging accounts receivables will allow for reinvestment and much needed improvements to facilities.

Recommendation: Consolidate local funding, staffing and resources to maximize utilization and efficiency; and, eliminate competition for resources.
The scarcity of resources among entities under the DCA umbrella has minimized effectiveness. This has created a competitive, adversarial operational culture and fragmented efforts, which are counterproductive. The entities currently under DCA function as silos, each with their specifically-designated staff, budgets and boards. The proposed consolidation vis. the CHamoru Heritage Authority would facilitate integrated operations, foster and ensure collaboration and maximize efficiency and service outcomes.

Recommendation: Provide adequate funding for staffing, utilities, security and maintenance to provide basic services. Entities under DCA and Historic Preservation Program reported that they are understaffed and inadequately funded to carry out their respective missions. Current funding levels for utilities fall way short of usage at the Guam Museum, the Libraries, PBS, and CHamoru Village. Stabilizing revenue sources and maximizing resources through a consolidated structure [CHamoru Heritage Authority] is critical.

The construction of a Cultural Repository will begin by next year 2019 at the University of Guam Campus. This is based on a grant from the Department of Defense, Office of Economic Adjustment (OEA) with The Office of the Governor at Adelup managed under the Guam BuildUp Office. Once this $12 million facility is built, the keys to operate, maintain and sustain this Repository will be turned over to GovGuam. Funding for and management of this repository must be determined.

Recommendation: Assign the CHamoru Heritage Task Force with the responsibility of assessing facilities and grants currently under DCA management and Historic Preservation entities to determine most effective usage of space, programs and resources.

DCA, with 2 classified employees, an Administrative Officer and an Executive Assistant, is in the process of moving into the Guam Museum Administration Office, as the lease with the Terlaje Building has not been renewed. This will also be the office space for the incoming President for DCA. This move should be complete by December 2018. DCA has moved CAHA and HRRA to the Flores Building in Hagåtña with an estimated 3000 sq.ft. Mr. Phil Flores has granted permission for DCA to utilize the office space that he owns for a cultural repository for up to 10 years. The office space will have a total of 8 government employees in this space as well as the human remains under the auspices of the Museum, which must be moved from the 3rd floor of the DNA Building by February of 2019. The Flores Building is being renovated to include an air-conditioning and dehumidifying system for the safe storage of remains and other artifacts at an estimated cost of $46,000.00. Once the moratorium on receiving human remains

and artifacts from archaeologists is lifted, this space will not be able to accommodate the CAHA and HRRA staff.

The Public Library system has five branches in the villages of Yona, Agat, Barrigada, Merizo and Dededo in addition to its main facility. These facilities are opened only one day a week due to limited staff and a shortage of maintenance personnel; they are totally underutilized. Upgraded and properly staffed, they could become vibrant community resource centers.

Recommendation: Repurpose *Sågan Mañainá-ta* at CHamoru Village so that the structures are functional for community use. Leverage the millions invested in the concrete huts built for FESTPAC by renovating and repurposing them for cultural entities. These huts would be ideal spaces for traditional artists, demonstration spaces, performing arts groups, and community activities.

Recommendation: Revitalize Hagåtña as Guam's capital city. Hagåtña, once the central hub of commerce, government and culture, has languished as a capital until recently. These efforts to maximizing both the historic value of Hagåtña and its economic potential must be pursued with full commitment. Building on the construction of the Senator Antonio M. Palomo Guam Museum & Educational Facility and the renovation and opening of the Guam Congress Building, provide an opportunity to expand upon this progress through additional historic preservation efforts - including enhancement of the Hagåtña Heritage Walking Trail with shading and seating where appropriate; invest to further enhance Hagåtña in accord with the approved master plan; fund improvements at the Paseo; examine the feasibility of developing a pedestrian mall that will serve as a center for retail activity and as a tourist attraction; and, promote development of sites for food truck vendors, residential housing and construction of a new capitol building.

D. *Priority:* Promote Historic Preservation - Support the mission of the Guam Preservation Trust and the work of the Historic Preservation Program.

Recommendation: Ensure that sites on the Guam and National Register of Historic Places are well maintained and appropriately interpreted. Add new sites to the Register. There are over one hundred sites on the Register, many of which are not known to the public. Many sites that are eligible are not being documented and processed. These valuable community assets are part of our island cultural treasure and are significant for teaching about the culture and history of Guam. Funds that are available for enhancing the sites and adding new listings to the Register are not being optimized.

Recommendation: Establish clear understanding of administrative roles and responsibilities of Gov. Guam Agencies, UOG and the Military in the Guam Cultural Repository and the Naftan I Mañaina-ta. An official determination of authority must be clearly established to protect the historic resources that will be housed and managed in these repositories. The draft MOU between the entities involved should

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be reviewed and executed to facilitate cooperation and collaboration as the Repository and Naftan are designed and built.

Recommendation: Pursue the recovery of CHamoru artifacts and remains from various local and off-island sources. Lift the current moratorium on receiving materials from archaeological teams hired to excavate historically significant construction and development sites due to limited storage space. Our ancestral remains, cultural and material artifacts are our island's heritage treasures which must be sought after, returned to Guam if off-island or received, processed and stored for appropriate transfer to the planned Guam Cultural Repository and the Naftan I Mañaina-ta once these facilities are constructed.

Recommendation: Ensure a responsible and responsive Military Build-Up for the protection of cultural, archaeological, and environmental resources beginning with a review of the 2011 Programmatic Agreement by the Office of the Attorney General.

A responsible military buildup must be based on an effective working partnership with the federal government at all stages of the process. The attainment of this goal will require a transparent and accountable process that respects the legitimate concerns and contributions of both the civilian community and the military. Resources that represent the heritage of the people of Guam and should not be sacrificed to militarization. The recent destruction of Magua Village at the Marine Corp Cantonment Site is an unfortunate example of why this is needed. Their protection should involve the enforcement of federal and local environmental and land use laws, ensuring diligence in environmental testing and monitoring to safeguard the public interest. The public should be fully apprised of ongoing efforts and potential outcomes as the buildup proceeds.

Outstanding Legal Issues

CHamoru Village has $40,000.00 of uncollected rental fees past due from tenants. No funds for litigation or legal collection process.

Budget Impact and Financial Condition

Agency/Entity	FY 2018	FY 2019	Shortfall/Increase	Funding Source
DCA	$536,437**	$300,773	($235,664)	TA Fund
				Guam Museum Fund
CAHA		$158,510		General Fund
	$451,064	$162,243	($130,311)	TA Fund
MUSEUM	$1,125,640**	$754,355	($371,105)	TA Fund
	$1,017,713	$968,836	($48,877)	Guam Museum Fund

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CHamoru Village	$330,241**	$259,562	($70,679)	TA Fund
HRRA	$136,590	$132,357	($4,233)	General Fund
PBS Guam	$624,063	$371,443	($252,620)	TEFF*
	$598,148	$611,478	$13,330	Comm. Service Grant
Public Libraries	$1,246,021	$793,910	($452,111)	TEFF*
Kumision	$230,000	$202,200	($27,800)	General Fund
Historic Preservation Program, DPR	$394,868	$394,868	-0-	TA Fund
	$413,040	$413,040	-0-	NPSHP Fund
Guam Preservation Trust	$759,225	$695,458	($63,767)	Building Permit Fees ***

* Territorial Education Facilities Fund (Property Tax Assessment)
** Combined budget for DCA Admin, CHamoru Village and Guam Museum
*** 50% of building permit fees go to GPT, 25% go to Museum Fund and 25% remains with DPW.

Staffing Requirements

Agency/Entity	**Classified Positions**		**Unclassified Positions**		**Vacancies**	
	Funded	Unfunded	Funded	Unfunded	Funded	Unfunded
DCA	3	0	1	1	0	0
CAHA	6				0	0
MUSEUM	4	1	1 (LTA)		1	1
CHamoru Village	5	2			1	2
HRRA	1	5				5
PBS Guam	9	1	1	1	0	2
PBS CSG			13	1	1	1
Public Libraries	22	10	1(LTA)			10
Kumision	0	0	2		1	
Historic Preservation Program, DPR	3	2	3	0	0	2

OPA/IG/GAO Considerations

1. Audit findings regarding Galaide Group Inc. Management Contract with Museum. "The contractor has not deposited all FY 2017 revenues despite DCA's repeated attempt to collect the amounts due. As a result of the $95K in gross museum revenues, $66K was deemed uncollectable and was reserved in the allowance for doubtful accounts. DCA plans to obtain an expected payment date from the contractor, as well as an AG opinion, to possibly offset the amounts owed with contractor payments. The late recording of the related revenue and receivable resulted in a material weakness in DCA's schedule of findings. " *(OPA Report on non-appropriated Funds for FY 2017 Financial Highlights)*

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2. Audit findings for the Percent of the Arts. " Construction Remodeling or Renovation Cost of Public Buildings subsidized by local or federal government funds exceeding $100K must include local artwork or set aside 1% of total cost to the Percent for the Arts Program Fund. No revenues or expenses were reported in 2017. However, a $600K prior-period audit adjustment was recorded for the understatement of income and receivables relative to an agreement reached with the recipient of a QC in FY2016. The recipient was allowed to pay the QC assessment over a period of time as a condition for receiving clearance for a full occupancy permit. The understatement resulted in a material weakness. *(OPA Report on non-appropriated Funds for FY 2017 Financial Highlights)*

3. The GovGuam is a partner with the National Park Service in the preservation of the nation's history. The National Park Service provides an annual grant to the GovGuam to support activities related to history, heritage, and cultural resource management. These funds, averaging about $400,000 annually, may be spent by the territory to address their own priorities, as determined through the historic preservation planning process and subject to funding program limitations. The grant dollars Guam receives are from the Historic Preservation Fund administered by the National Park Service. Broadly, grants from the Historic Preservation Fund are given to all states and territories and to the Freely Associated States and eligible tribes to carry out and "make real," the vision for management of our nation's history as described in the National Historic Preservation Act of 1966.

4. Historically, the GovGuam has taken longer to expend grant funds than is typical. Almost all other recipients complete grant work within the standard two-year cycle, the Historic Preservation program on Guam still has grants open from FY 2013, 14' 15, 16' and 17'. National Park Service wants to work with the GovGuam to move from "high risk" status for NPS grants to a lower risk status. The National Park Service is also working with the territory to spend down and close out older grants, again with the objective of assuming a standard period of performance common among other grant recipients.

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Labor

Department of Labor (DOL)

Overview

The sole agency that fell within the purview of this subcommittee is the Department of Labor.

Function

The Department oversees labor regulations and regulatory compliance, workforce development and training, administration & finance functions, and preparation of labor statistics.

Mission

The Department's mission is to foster, promote and develop the welfare of the wage earners of Guam, to improve their working and living conditions, and to advance their opportunities for occupational training and profitable employment.

Divisions

The Department is organized into the following divisions.

- Regulatory/Compliance
- Alien Labor Certification Processing Division
- Workers' Compensation Commission
- Fair Employment Practice
- OSHA Consultation
- Wage & Hour Division
- Mine Safety & Health
- Division of Occupational Safety & Health (Unfunded)
- Bureau of Apprenticeship Training (State Agency)
- Workforce Development & Training American Job Center (Workforce Innovation & Opportunity Act)
- Adult, Youth & Dislocated Worker
- Business Services
- Guam Employment Services
- Senior Community Service Employment Program

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- Disabled Veteran Outreach Program
- Apprenticeship Program

Priorities and Recommendations

A. *Priority:* Address critical staffing issues.
Four years ago, DOL had approximately 100 employees; staffing has dropped to the low 70s due to attrition and retirement

Recommendation: Fill Critical Vacancies

a) Wage and Hour Administrator. The Wage and Hour Administrator position is currently vacant and is considered by DOL to be high on the list of positions that need to be filled. It is recommended that the position be filled with someone with following skill sets: HR management background; strong accounting background; strong database skills; developing, interpreting, or applying policies, procedures, and operating standards in determining compliance for an organization or government-based program; conducting interviews and providing information about laws and/or regulations, related to industrial personnel or salary and wage administration; analyzing and applying labor legislation; reviewing and evaluating operations and procedures through analysis, audits, or surveillance inspections; and experience with federal, local, or self-regulatory agency work involving maintaining compliance with appropriate program requirements.

b) Legal Counsel. DOL has been without a legal counsel for some time. The Department had been in discussions with the Office of the Attorney General (OAG) to share the cost of one legal counsel with one other agency. A completed Memorandum of Understanding is currently pending at the Office of the Attorney General; it should be reviewed and executed as soon as possible.

Recommendation: Prepare Succession Plans for Critical Areas

a) Workers' Compensation Commission (WCC). Senior staff in this division are near or at retirement and are the only existing employees with the institutional knowledge to run the WCC. However, they are not experienced with using the technology necessary to improve efficiency of handling WCC cases. Existing staff should be identified and trained to fill these positions or outside staff should be recruited.

b) Bureau of Labor and Statistics. Sole economist Gary Hiles is at retirement. There are neither existing staffers with the qualifications and institutional knowledge to fulfill his role, nor funds to hire new staff for Gary to train. He should be kept as long as possible, but if he retires, DOL should consider hiring new staff and entering into a limited-term contract with Gary for training purposes.

Recommendation: Review Current Hiring/Staffing Practices Guam Employment Service. Areas in this section that should be examined are the use of LTAs and the HireGuam job bank. Among the concerns is the lengthy employment as LTA before placement and the over-reliance on LTA labor instead of recruitment for permanent positions.

Recommendation. Review the status of the current LTAs employed. Explore expanding the reach of HireGuam by requiring the participation of all GovGuam contractors.

B. *Priority:* Revamp the Workers' Compensation Commission.

The volume of pending cases is not being adequately addressed by the WCC as currently configured. At this point, attorneys for WCC claimants are threatening lawsuits due to the slow pace of claims processing. Among the problems identified are: difficulties holding regular meetings; no legal representation; no effective policies and procedures in place; discussions are often contentious given the subject matter; decision-making is slow; and there is a lack of automation for filing, processing, managing claims.

Recommendation: Secure DOL legal counsel and highlight WCC.

Recommendation: Upgrade IT system.

Recommendation: Review effectiveness and applicability of current rules and regulations and policies and procedures, particularly regarding regulatory enforcement.

Recommendation: Provide compensation to WCC members along the same lines as that provided to the Civil Service Commission members in order to establish a more dedicated and focused process.

Recommendation: Consider adjusting makeup of Commission to find individuals who are more readily available for meetings, case review, etc.

Recommendation: Review current structure for enforcement, hire someone for enforcement, and consider fines as possible source of increased revenue.

C. *Priority:* Prepare for outsourcing of American Job Center.

DOL had to transition from administering the requirements of the Workforce Investment Act (WIA) to those of the Workforce Innovation and Opportunities Act (WIOA). WIOA requires more substantive review, tracking, and outcomes reporting. The current system allows for all of these functions, but case managers need to be able to use the system to maximize efficiency. Furthermore, it is expected that 97/98 participants of SNAP and TANF will be exiting these programs and will become constituents of the AJC as they seek gainful employment.

Recommendation: Review makeup of WIOA Board and the current Workforce Development Plan to meet Administration policy objectives. The Board is responsible for

developing the Workforce Development Plan, which guides the utilization of most of the WIOA job training funding.

Recommendation: Consider structuring collaboration between the WIOA board and the Guam Apprenticeship Council.

Recommendation: Develop a MOU with Department of Public Health and Social Services to allow for cross training between agencies to oversee transition between DPHSS welfare programs and DOL employment programs.

Recommendation: Prioritize implementation, updating and execution of local Guam Workforce Development Plan.

Recommendation: Review use of 15% discretionary funding.

D. *Priority*: Apprenticeship Program

The program is in its second year, funded by a $1.8 Million federal grant and holds great potential.

Recommendation: Strengthen apprenticeship programs to align with the Administration's objections and re-establishing partnerships with Government agencies, e.g., GPA, for future staff shortages.

Recommendation: Strengthen partnerships with DOE, GCC, and GCA Trades Academy to develop job training and apprenticeships for youth not going to college.

Recommendation: Reinstate the summer youth job-training program.

Recommendation: Prioritize convening an Apprenticeship Council to oversee all apprentice programs, funds and certification, in collaboration with the Guam Workforce Development Board.

Recommendation: Encourage employers to become registered apprenticeship trainers.

E. *Priority:* Work Experience (WE) Placements

The majority of WE participants through the American Jobs Center are placed in GovGuam agencies and not in the private sector. GovGuam placements are estimated to cost triple that of private sector placements. WIOA requires the use of industry and private sector partnerships to address the workforce needs of multiple employers within an industry. Recommendations:

Recommendation: Outsourcing the AJC in accordance with WIOA Guidelines may provide the vehicle for immediate placements outside of the Government, as is the current process. Otherwise, adjust process to allow for more private sector placements.

Recommendation: Track where individuals are being placed and for what period of time.

F. *Priority:* Address important issues of concern.

Recommendation: WIOA Funding. The bulk of WIOA funding goes to job training companies who are identified to provide training in areas designated by the Workforce Development Board. Funding flows to the job trainers based on the clients utilizing their services. Because the direction of funding is driven by client demand within the established parameters, the program operates largely on autopilot in that respect. There are two avenues by which funding can be redirected: 1) the Workforce Development Board can adjust targeted job training for areas that better meet policy goals such as in agriculture or information technology for example; 2) the Governor has discretionary authority to utilize 15% of WIOA for job related purposes. FY 2018 WIOA discretionary funding was approximately $400,000. Some of the reported uses of this discretionary authority are: funding a Special Programs Coordinator at $65,000.00 annually to support the MagPro program; training services to help nursing graduates pass the National Council Licensure Examination (NCLEX); partnering with DOE for outreach for the HireGuam job bank in JP Torres School.

Recommendation: Review the Workforce Development Plan and the current 15% discretionary authority for opportunities to utilize this funding in support of Administration economic growth objectives. Possible initiatives that this could be used to support include the establishment of a Trained Agricultural Crew to provide seasonal labor for local farmers and an Information Technology Ecosystem that would develop an information technology workforce.

Recommendation: Manpower Development Fund. Current law requires monthly proration of the annual application fee paid by employers for H2 visa applications for employment periods lasting less than one year.

Recommendation: For a fairer application of the fees. The prorated daily fee in place of the current prorated monthly fee,

Recommendation: Wage-and-Hour Trust Fund. Seek legislation to have the Trust established by law; through that legislation, authorize remaining interest to be used for Wage-and-Hour Division operation; and, allow the unclaimed back wages to escheat to the government to be used for Wage-and-Hour Division operations.

The Wage-and-Hour Trust Fund was a fund established through an Executive Order to expedite the process of returning back wages to employees from employers who wrongfully withheld earned wages. The Trust holds the back wages and the statutorily assessed fees of 12% of the back wages for violation of Title 22, GCA. Additionally, the account is currently an interest-bearing account, but the interest can only be used for bank service fees. Under the EO, the Dept. of Administration is tasked with conducting audits of the account but has not done so.

G. *Priority:* Alien Labor Shortage

There are three pathways to secure H2 visas: The traditional pathway, which has been effectively closed due to federal denials; the second pathway is as a consequence of pending litigation over the federal denials; the third pathway is through National Defense Authorization Act (NDAA) allowances for military-related projects. Federal denials of H2 visa waiver requests for non-military projects continue to be a threat to the growth of the civilian economy. A pending lawsuit by the Guam Contractors Association has produced an additional 20 approvals for civilian projects this year as a consequence of a TRO in that case. The remaining 465 have all been due to efforts to define as many projects as possible as being related to the military realignment. This has been achieved through securing certifications from the current Commander of Joint Region Marianas. NAVFACS has developed a multi- year estimate of skilled construction labor needed that incorporates demand for both DOD and civilian projects. However, the civilian demand has not been broken out from the Navy report and GovGuam has not developed its own projection of its labor needs.

Recommendation: Continue work with the commander and work more closely with our congressional delegate and federal officials to approve applications for military-related, off-base projects.

Recommendation: Promote public awareness on H2 demand for civilian economy, military buildup and the role of the Apprenticeship Programs in addressing these demands.

Recommendation: Develop the data for projection of skilled construction labor for civilian construction projects in order for Guam to effectively press the case of expanded use of H2 visa waiver.

H. *Priority*: HireGuam Technology

DOL received a $2.1M Grant for 2014/2015 to produce the HireGuam mobile app, which has been completed and now has over 100 registered employers. The grant period is almost over. Remaining tasks under the grant are to assist with the development of the same/similar app for Palau.

Recommendation: Increase awareness of the free services available through this app.

I. *Priority*: User-friendly Website

The DOL website needs to be ADA accessible for the hearing and sight impaired. Issues with access to the DOL website need to be addressed to improve easy access to the site and to avoid confusion over whether the site is down. The first result in a Google search of "Guam Department of Labor" directs a user to gdol.guam.gov, which is not a valid domain name. Depending on the browser being used, an error message redirects the user to dol.guam.gov, which is the correct domain name.

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Recommendation: Bring website into compliance with the ADA.

Recommendation: Resolve Google search/domain name issue.

J. *Priority*: DOL Data Management
Much of DOL's data management is based on Microsoft Excel spreadsheets or paper copies rather than automated databases. This inhibits DOL's ability to more effectively and efficiently manage programs, utilize historical data, and contribute useful data for comprehensive government planning, economic planning in particular.

Recommendation: Find consultant to review DOL-specific needs and develop a long-term process to upgrade DOL's data processing capabilities.

Recommendation: Follow-up on application for Dept. of Interior Grant to provide technical assistance.

Recommendation: Take the necessary steps to retain Gary Hiles in order to complete pending automation projects.

K. *Priority:* Aging Vehicles
Aging vehicles presents an impediment to outreach.

Recommendation: Upgrade vehicles.

L. *Priority:* Labor Union Issues

Recommendation: Revisit the empaneling of a Labor Union Coordinating Counsel to advise the governor on labor union issues.

M. *Priority:* Revisit structure/operations of certain programs.

1. The Bureau of Women's Affairs. The Bureau of Women's Affairs was established by Public Law 21-23. Executive Order 88-14 issued during the Camacho Administration, and retained by the Calvo Administration, realigned the Bureau of Women's Affairs as part of the Department of Labor. Its functions have been folded into DOL's employment and training programs and the Bureau essentially exists only on paper and as a reference on the DOL's website.

   Recommendation: Revoke Executive Order 21-23 and re- establish the Bureau of Women's Affairs under the Office of the Governor. In tandem with this action, take the necessary steps to unwind the Bureau of Women's Affairs from DOL operations and remove references to it in DOL's website and related documentation.

2. Division of Occupational Safety & Health (DOSH). DOSH is the GovGuam counterpart for federal OSHA; the division exists but has been completely unfunded for a period of

time. The local OSHA office does not handle enforcement, but rather work safety consulting. Enforcement is left to the Hawaii offices for federal and private sector workplace.

Recommendation: Fund and reinstate DOSH to address workplace safety. Staff with at least two employees.

3. Disabled Veterans Outreach Program. There is a concern that management changes to federally required reports are resulting in reports being returned by the federal government for correction.

   Recommendation: Review the reporting process for this program and prepare for program audit in March 2019.

4. Senior Community Service Employment Program. GGIs are not being processed quickly enough to meet program quotas for employment under this program.

   Recommendation: Work with Department of Administration to create an expedited process for this program.

Outstanding Legal Issues

Issue 1: Pending Legal Counsel. DOL has been without a legal counsel for some time. The Department had been in discussions with the Office of the Attorney General (OAG) to share the cost of one legal counsel with one other agency. A completed Memorandum of Understanding is currently pending at the Office of the Attorney General.

Action item: Follow up with OAG to execute MOU as soon as possible.

Issue 2: Expired/Expiring Building Leases. The Department of Labor is housed in the GCIC Building. Its lease is scheduled to expire in April 2019. The American Jobs Center (AJC) is housed in the Bell Tower in Hagåtña. Its long- term lease expired and it is now operating on a month-to-month lease, with a renewal planned for January 2019. There have been some discussions regarding purchasing and renovating the old Legislature building to house some government agencies or programs, including the AJC, but no plans have been finalized.

Action Item: Whether a public or private building, it is recommended that a single space be identified large enough to house DOL and AJC, perhaps even all WIOA partners.

Issue 3. Pending Draft Rules and Rules and Updates to Labor Laws. Drafts of updated statutes and rules and regulations relative to 'wage and hour administration' are pending with

the Legislature.

Action Item: Follow up with Senator Regine Biscoe Lee.

Issue 4: Pending Updates to Job Titles and Position Descriptions. The inconsistency between job duties performed and job titles and position descriptions prevent an accurate review of employee performance and advancement. Additionally, some employees are concerned with being assigned to positions they are not qualified or certified to perform.

Action Item: Confirm all employees are properly placed 2. Action Item: Compile list of all positions requiring updating 3. Action Item: Work with/follow up with Department of Administration to updated relevant job titles and position descriptions.

Issue 5. Serve Guam Commission (SGC). The SGC is a commission on National and Community Service within the Office of the Governor established by Executive Order No. 2015-15, under the National and Service Community Act of 1990. The SGC provides grants to help establish, operate, and expand national service programs such as AmeriCorps. The Commission, through the National Service Trust, provides education awards to, and certain interest payments on behalf of, AmeriCorps participants who successfully complete a term of service in an approved national service position.

Action Item: There are a few time-sensitive sub-grantee contracts pending at the Office of the Attorney General that need to be followed up on if not executed soon: Guam Homeland Security; University of Guam; and Sanctuary, Incorporated. 2. Consideration: The SGC is currently housed with DOL at GCIC but the executive director reports to the governor so it might be worthwhile to consider transferring the SGC to the Office of the Governor.

Issue 6. OSHA Compliance. The local Occupational Safety and Health Administration (OSHA) office does not handle enforcement, but rather work safety consulting. Enforcement is left to the Hawaii offices for federal and private sector workplace. The local OSHA office is currently in high-risk status because of a lack of compliance with federal requirements. Current efforts are underway to get out of high-risk status.

Action Item: The department should pay close attention to ensure these efforts continue and it should explore possible development of local enforcement capabilities. The GovGuam counterpart for Occupational Safety and Health is the Division of Occupational Safety and Health, which exists but has been completely unfunded for a period of time. *See above*, Section II(C)(3).

Issue 7. Audit of Wage-and-Hour Trust Fund. Under the EO, the Dept. of Administration is tasked with conducting audits of the account but has not done so. Allegedly, DOL has requested for an audit from the OPA.

Action Item: Confirm if the request was received; if so, follow up on the status of the request.

FY 2019 Budget Impact

General Fund	$1,687,252.00	
Special Fund (MDF)	$406,666.00	Match $ 47,000.00
Total Local	$2,093,918.00	
Federal Funding	$4,656,841.00	
TOTAL FY 2019 FUNDING	$6,750,682.00	

Staffing Requirements

Classified:	Locally Funded	15
	Federally Funded	17
	Combination Funding	5
Total	*Classified*	37
	Unclassified	35
	Vacancies	5

OPA/IG/GA Considerations

For every federally funded program, the federal agency overseeing the program generally conducts an annual review of the program. The relevant federal agency would issue an annual report addressing the department's performance in meeting goals and objectives of the program.

Action**:** Gather and review the annual reports for 2018 to determine action plan for 2019 and beyond.

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Chapter IV

FEDERAL, FOREIGN AFFAIRS, MILITARY AFFAIRS, AND MILITARY BUILDUP

This Subcommittee was tasked with reviewing the following entities: The Guam National Guard/Department of Military Affairs, the Office of Veterans Affairs, Compact-Impact, Military Build-up and Commission on Decolonization.

Guam National Guard/Department of Military Affairs

Overview

The Guam National Guard has a federal mission to provide combat ready troops as needed; a Guam mission to protect life, property preserve peace, order and public safety; and, a community mission to provide support to local programs that add value to the community.

Due to world events that require combat ready personnel, the Guam National Guard as a unit is in a growth phase as evidenced by the recent deployment of soldiers to provide security on Andersen Air Force base for the THAAD, Terminal High Altitude Area Defense system.

An increase in deployment of service members from the Guam Army and Air Guard units to all theaters of military operations across the globe indicates confidence in the quality and commitment levels of Guam service members.

Financial Condition and Staffing

There are 1,600 Army soldiers and Air Force airmen in the Guam National Guard with a federal payroll of $50 million per year of which GovGuam contributes only $373,000.00

Challenges

Field Interviews during this transition period have indicated the following areas of concern, which will require the full attention of the Governor and Lt Governor. Inequities in promotions, position assignments, performance reviews, training opportunities, Title 10

activation opportunities, disparate application of the physical fitness requirements, abuse of power, erroneous pay vouchers (underpaid, overpaid, delayed payments), fraternization, sexual harassment, privileged few, untenable ratio of men versus women in senior leadership positions, low morale, environmental fear and intimidation/hostile work environment.

In addition, GovGuam agencies are often impacted significantly by loss of key personnel due to mobilization/deployment of policemen, firemen, prison guards, court marshals, custom agents, engineers, teachers, and medical professionals.

Recommendations

A. The concerns of equitable treatment of officers and enlisted personnel in the OER process must be evaluated to determine the level of fairness administered by top leadership with comparison to recent and past OER reports. Top leadership decisions should be re-evaluated in light of statements of discriminatory practices and unfair enforcement of the fraternization policy and necessary training programs put in place.

B. An evaluation/audit/investigation should be undertaken to understand the full scope of past leadership decisions and practices that has led to a climate of fear and intimidation. The efficiency and effectiveness of the role of the Council of Colonels in key decisions deserves a hard look.

C. It is believed that a substantial reduction in erroneous pay issues can be obtained quickly with the retraining of those charged with administering the financial management systems and practices. Those tasked with pay issues should be held accountable in order to alleviate the hardship caused to service members that in some cases have stalled career advancements and contributed to morale problems.

D. The Governor should set an attainment threshold for moving women service members into top leadership positions to include percentage and timelines.

E. Utilize provisions with FY 2019 budget law that allows GovGuam to hire retired court marshalls, fire fighters, customs, and police and prison guards on a temporary status until service members complete deployment. Investigate where employment impact is to other agencies and push for similar language in upcoming budget law as needed.

F. Deployment services members should be made more aware of financial support services available to them to ease extra burdens that affect household expenses while away from home.

G. Cognizant that mental stress of deployment can affect wellbeing of returning service members and their households, a contributing factor to the suicide rate for soldiers, extra care should be given to their mental health needs.

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H. There should be an appropriate review and analysis of available data to determine whether there is a higher rate of Inspector General complaints filed per service member as compared with other jurisdictions and whether the number of legitimate complaints indicates that a corrective course of action is required.

I. The Guard should conduct climate surveys of all service members on a regular basis, the results of which should be reported to the Governor.

Immediate administrative action is needed to correct the dire circumstances expressed by many service members who wish to protect the integrity of the Guam Guard and to raise the level of morale and commitment to excellence that drives many soldiers to enlist in the first place.

Office of Veterans Affairs

Overview

Guam Veterans Affairs Office's mission is to provide veterans with the world-class benefits and services they have earned, and to do so by adhering to the highest standards of compassion, commitment, excellence, professionalism, integrity, accountability, and stewardship.

The agency coordinates veterans' affairs programs, offers informational and advisory services to all veterans, active duty personnel and their dependents and assists in presenting claims to the United States on their entitlements under federal laws.

Counseling: The Office of Veterans Affairs assists veterans and their families in establishment of all claims and entitlements which covered Combined Federal Regulations (CFR) Title 38, United States Code for veterans' benefits.

Home/Hospital Visits: Home and/or hospital visits are made to those veterans or family members who are incapacitated and are unable to come in to the office for assistance.

Health Services: All veterans with income of less than $30,000.00 are eligible for health services under VA care. With proper processing of the required forms will eliminate this veteran from the public health assistance programs.

The Office of Veterans Affairs will continue efforts to increase veterans' access to benefits and end veterans' homelessness. The VA has now extended health care using the

southern and northern clinics to assist with the backlog of the Community Based Outpatient Clinic in Agana Heights.

Burial Benefits: Burial at the Guam Veterans Cemetery for all veterans and their eligible dependents. The average monthly burial for veterans and dependents is eleven. The agency coordinates all burials for veterans with the notification of the respective branch of service for military honors on all veterans.

Financial Condition and Staffing

Office of Veterans staff says priority is to attain additional five (5) staff to assist in cemetery maintenance. Currently maintenance is supported with resources from the Guam National Guard operations.

Staff also requesting an additional two (2) staff to assist in aggressive veterans registry outreach and sign up. Veterans Affairs does not have permanent Director position with equivalent pay scale, instead a special assistant details from the Governor's Office. Staff is struggling to deal with homeless/housing veteran needs. Requesting additional training in small engine repair in order to keep bush cutters and lawn mowers operational.

Veterans Affairs has seen a dramatic cut in its budget, FY 2018 $631,767 and in FY 2019 cut to $409,930.00 they should be fully funded so that they can help veterans get benefits that improve their quality of life and ease financial burden to their family.

Recommendation

A. Veterans Affairs would benefit from expert advice on how to develop and fund, health and homeless/housing programs for veterans utilizing HHS, HUD, USDA grant/loan programs to include special needs of women veterans

B. Support Agent Orange efforts with registry support and testimony preparation.

C. Close revenue loopholes in Military Buildup Construction projects and direct funds to support Veterans Affairs

In first 100 days, the administration can direct attention to Veterans Affairs by examining federal programs that can develop health, housing and homeless options to improve quality of life.

Doc. No. 35GL-19-0149.*

Regional Affairs/Compact Impact Issues

Overview

Why is there a Compact Impact fee assessment with the Marshalls, FSM & Palau? United States and leaders from the islands negotiated a political relationship treaty that benefits FSM and RMI signing parties on September 30, 1985, Palau in 1994. The U.S. gets the right to keep foreign governments from establishing military and diplomatic footprints and U.S. government services, funding sources and passport free entry to US and ability to further access work, health and education opportunities.

Challenges

GovGuam and State of Hawaii have yet to accept 2012 OIA assigned and accepted role to tackle Compact Impact methodology. Government of Guam methodology to calculate impacts concludes in annual report to Interior due mid-January, one FTE in BSP coordinates stakeholders.

- ➔ Annual impact to Guam estimated between $142-148 Million.
- ➔ Guam receives between $14-16 Million.
- ➔ In 2015 Gov. Guam report, Governor suggested revisiting 2003 Federal law that allowed upwards of $200 million in debt relief for Guam. Interior agreed in transmittal letter of report to Congress.
- ➔ No follow up action from Guam leaders to support Interior support for GovGuam debt relief.
- ➔ Compact funding for FAS and to Guam ends in 2023.

Recommendations

A. Re-submit 3 yr. $1.2 million grant to Interior for technical assistance to fix methodology. AG Barrett Anderson Submitted in 2018 but no action taken by Interior.

B. Submit Jan 2019 Compact Impact Report with same language as 2015 report asking for debt relief with reminder that Interior supported it also.

C. Work with Guam leaders here and in Congress to support Congressional bill for debt relief.

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D. Work with Federal officials and FAS leaders to have 2023 date tied to an economic accomplishment rather than a date.

E. Bifurcate DOE costs and submit for funding to Federal Govt. because DOE has the strongest and most defensible statistics and offers best chance for reimbursement relief.

F. Re-examine all Federal reports for ground gained over the years to inform policy strategy going forward.

Military Buildup

Overview

Guam Buildup Office established in 2008 to support GovGuam/DoD in addressing Buildup Impacts. Guam Buildup Office - Office of the Governor serves as the central clearinghouse for all military realignment and buildup/DoD information. Ensures the islands equities are represented, as well as ensuring the Government of Guam is responsive to the highly dynamic, challenging and pivotal Department of Defense program.

Status: Marine Relocation costs estimated at 8.7 Billion. US to fund 5.6B and GOJ will fund 3.1B. A total of 3000 Marines to be stationed on Guam on a rotational basis with 1300 dependents at any given time. Projected boots on the ground 2024, Completion of build-up activities 2028.

Financial Condition and Staffing

Budget for FY 2019: $399,249.00
- Salaries: **$273,859.00**
- Travel: **$96,000.00**
- Office Lease: **$29,390.00**

100% Federally Funded by Dept. of Defense Office of Economic Adjustment (OEA); DoD Point of Contact: Mr. Gary Kuwabara, Director Western Region (Guam, California, Washington, Hawaii, CNMI, Nevada, Arizona, New Mexico). Grant falls under the purview of the Office of the Governor and assigns the Governor's Chief of Staff as Grant Authorizing Official (AGO). Budget Performance Period – October 1, 2018 – Sept. 30, 2019

Open Grants:

Port Authority of Guam Transition/Sustainment

- ➔ Performance Period: May 1, 2018 – Dec 31, 2019
- ➔ Grant Amount: $900,000.00
- ➔ Grant Description: Program Management, Annual Tariff Verification/PUC Report, CIP Bond Program Project Support, Facility & Equipment Maintenance Program, STS Crane Replacement, Terminal Operating System (TOS) Implementation & Refinements
- ➔ Current Status of the Grant: Open

Guam Cultural Repository- University of Guam

- ➔ Performance Period: Sept. 1, 2017 – Nov 30, 2020
- ➔ Total Grant Amount $12M
- ➔ Grant Description: Construction of Cultural Repository
- ➔ Current Status: Construction RFP tentative release date April 2019
- ➔ Deliverable full construction of repository by Dec 2021

Compatible Land Use Project – Matrix Design Group

- ➔ Performance Period: July 1, 2017-Dec. 31, 2019
- ➔ Grant Amount: $850,000.00
- ➔ Grant Description: Integration, Analysis of the "Guam Compatibility Sustainability Study" and the "Joint Region Marianas Encroachment Action Plan"
- ➔ Current Status
- ➔ Kickoff Meeting Scheduled
- ➔ Stakeholder identification in progress

Recommendations

A. Review Guam Buildup Grant and develop strategic plan for the organization to include increasing staff capacity/expertise to support the Office of the Governor in executing Build-up initiatives. Explore increased funding from OEA to cover all other agency/community impacts. Hire Consultants, Program Management, Lobbying expertise in federal and DoD to increase Federal/DoD funds to Guam.

B. Create/Establish the Defense Liaison Office or Office of Military & Regional Affairs to cover defense activities/collaboration outside of the buildup. The opportunity exists to further strengthen the relationship beyond the buildup. Consider renaming to the Guam

Buildup Division and place under the purview of the Defense Liaison Office or Office of Military & Regional Affairs as a grant program to expand reach beyond DoD grant oversight and grant administrative requirements that may be too restrictive and again to add strategic /relationship value beyond buildup.

C. Governor/Lt. Governor should schedule courtesy meeting with Secretary of Defense.

D. Assess/evaluate non-compliance of the Guam First Commission.

E. Assess/evaluate work products of the former Civilian Military Task Force (CMTF)

F. Research best practices of other US communities impacted by a buildup and have established functioning commissions/councils.

G. Establish Leon Guerrero/Tenorio Military Buildup Advisory Council.

H. Establish protocols that ensure high-level military/federal visits include Guam Governor.

I. Previous administration had a One Guam Agreement executed by DoD at the Deputy Secretary of the Navy level during the Final EIS. Four pillars of this agreement are as follows:

- One Guam Initiative
- Green Guam Initiative
- 24/7 unimpeded access to Chamorro historical sites
- Pursue Net-Negative or Net-Minus strategy for DoD owned land. Smaller footprint
- Re-establishment of the Ship Repair Facility & Registered Apprentice Program **Requires more involvement from the Guam Congressional Office

J. Review Civil Military Coordinating Council (CMCC)

Background

The August 2015 SEIS and ROD acknowledged the benefits of the operation of the CMCC and retained the commitment of DoD to preserve the CMCC, its structure, roles and responsibilities as outlined in the 2010 ROD; fully participating in the CMCC; and considering its advice and recommendations in adjusting the pace and/or sequencing of military construction projects.

The basic functions of the CMCC are to:

(1) Gather, share, and analyze data;

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(2) Coordinate discussion among DoD, GovGuam, and federal agencies regarding any significant environmental, sociocultural, socioeconomic, general/public services, public health and safety, environmental justice and protection of children, or infrastructure resources impacts on Guam affected by the Marine Relocation effort (discussion includes evaluation of outcome satisfaction, and not just whether an identified alternative is/was feasible);

(3) Develop advice and recommendations to adjust current and future DoD construction tempo and sequencing of construction activities on Guam to directly influence workforce population levels and/or indirectly influence induced population growth or other recommendations as appropriate; and

(4) Develop advice and recommendation on actions undertaken by GovGuam or federal agencies associated with the Marine Relocation.

The team recommends review of the CMCC in consultation with the Chief Advisor on Military Affairs/Governor to consider expanding participation to add one member of the Guam Legislature to CMCC. Also note that the current makeup of the CMCC is heavily reliant on DoD and should have a balance of GovGuam participation in the CMCC.

Commission on Decolonization

Major Programs/Initiatives

- Education – The Commission, as a whole, aims to educate the community on decolonization (what it is, why it is needed, and about the different status options available)
- Three Task Forces: Free Association, Independence, and Statehood. Each of the task forces represents one status option and advocates for its option.
- COD operates using local funds as well as federal funds from a $300,000 grant from the Department of Interior Office of Insular Affairs, which expires in September 2019.

Current/Ongoing/Future Projects

- Self-Determination Study - COD has approved the use of $120,000 from DOI grant funds for the University of Guam School of Business and Public Administration Regional Center for Public Policy (RCPP) to conduct a self-determination study. RCPP will develop a self-governance assessment for Guam that analyzes Guam's current political status as an unincorporated territory of the United States. A written report compiling the data and findings from the study as well as a PowerPoint with deliverables shall be presented to the Commission. The report shall provide a complete political portrait of

Guam in its current unincorporated territorial status and shall contain a detailed discussion of the ways in which Guam falls above or below the minimal standards for a self-governing territory. RCPP will also develop (3) political status models. RCPP shall develop and prepare a draft model that discusses Guam's future under each of the three political status options (Free Association, Independence, and Statehood). The three models shall be based upon what Guam currently has in terms of resources, limitations and advantages, and it shall propose model frameworks of political, social, cultural and economic advancement that are in line with Guam's realities and the direction represented by each political status option. There is a sub-committee formed which will work closely with UOG RCPP throughout the time the study is conducted. The MOA between COD and RCPP has been signed by both parties as well as BBMR. It is currently at the Attorney General's office.

- Social Marketing Plan - COD has approved up to $84,500 of the DOI grant funds for an extensive social marketing plan, as done by the University of Guam. The mission would be to raise awareness through extensive educational media campaign program on decolonization. It will feature the three political status options and enable the people of Guam to make an informed decision. The budget categories would cover a traditional media campaign as well as a social media campaign. The MOA/MOU is still being made.

- Decolonization Conference - COD has approved up to $50,000 of the DOI grant funds for a decolonization conference. It is intended for September 18-20 2019 to allow for new Governor to get acquainted. The conference is budgeted for 120 people for two days of conference with Day 3 to be for small-scale consultations. This two-day conference will engage in-depth discussion on the state of decolonization on Guam and in the region. It will examine the three-status options and explore specific governance models from varying administering powers. The next step would be to establish a subcommittee. The event would be co-sponsored by the Social Work and CHamoru Studies Programs from the University of Guam.

- Task Force Projects - The three task forces each conduct their own smaller scale projects, funded through local funds. These include general assemblies, teach-ins, concerts, pamphlets, and various presentations at schools, village meetings and other events. Task forces are also aiming to conduct social media outreach through the use of podcasts and videos.

Issues/Challenges

A. The main issue with our three main projects (self-determination study, social marketing plan, decolonization conference) is that they are funded through the DOI grant which expires in September 2019. All projects must be complete by that time, as an extension will not be granted. COD is currently trying to push for the self-determination study to be

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approved before the end of the year. With the hold-up with contracts, the hope is that the projects are still carried out.

B. There may be significant change in the Commission's membership with the new administration and newly elected legislators. The new Chairperson would be the Governor, and there will be new Commission members appointed from the legislature.

C. The budget bill passed for Fiscal Year 2019 does not account for office supplies or equipment needed for COD operations. The appropriation for COD outside of task forces only covers salaries, benefits, and telephone services. The director's office has some supplies on hand, but it is unsure whether it will last the entire fiscal year.

Subcommittee Members

Carlotta Leon Guerrero, Chair	Guam Guard, Compact Impact, Regional Affairs
Vera Topasna	Military Buildup
Mathews Pothen	Military Buildup
Mariana Pangelinan	Commission on Decolonization

Chapter V

GOVERNMENT FINANCES

Overview

The L&J Platform on finances promised government reforms for financial stability, enabling changes in education, healthcare, public safety, job creation, infrastructure, sustainability and economic opportunity to provide a brighter future for our families.

The government's financial team is comprised of the Bureau of Budget and Management Research (BBMR), the Department of Administration (DOA) and the Department of Revenue & Taxation (DRT). The Finance Subcommittee[1] prepared this report based on information obtained from various agency reports and actual interview notes from the numerous meetings conducted with agency personnel.

The fiscal health of our government is best described through a review and analysis of actual government revenue collections versus projections, the cumulative General Fund balance as of the end of the most recent fiscal year, and the cash flow projections for FY 2019. The Financial Condition section of this report will cover these items in detail.

Close attention to several recent events influencing government finances is imperative for accurate and effective fiscal management. These concerns, which directly impact the government's cash flows, include the Tax Cuts and Jobs Act of 2017 (TCJA), the Tax Refund Permanent Injunction in 2013 requiring timely payment of income tax refunds, Guam's Federal Medical Assistance Percentage (FMAP) and the Guam World War II Loyalty Recognition Act.

The most critical yet challenging initial financial tasks for a transitioning administration are to determine the government's actual cash balance, and administrative and operational expenditures that will be immediately due and payable in January 2019. Thereafter, the on-going challenge is to ensure that revenues can provide for all anticipated government expenditures, outstanding obligations, and projected capital enhancements.

This chapter presents the priorities and related recommendations for delivery of the Leon Guerrero/Tenorio Administration's vision "to build a new Guam that is Fair, Prosperous, Safe and Compassionate, in which every citizen may participate and benefit." and to build a government worthy of the people's trust.

[1] Committee Chair: Antoinette Sanford; Sub-committees: BBMR – Chair Dafne Shimizu, Joey Duenas, John Onedera; DOA – Chair Joe Rivera, Jerry Filush, Fe Ovalles; DRT – Chair Siska Hutapea, Andy Jordanou, Jerry Paulino, Stan Wilson; Administrative Support: Ricky Hernandez, Meg Tyquiengco.

Priorities and Recommendations

A. *Priority:* Bring Order & Accountability to Government Finances

One of the highest priorities is to improve the delivery of government service and to earn the public trust that government funds are properly spent on urgent priorities and invested to build a brighter future for our people. The Leon Guerrero/Tenorio Administration will face immediate financial challenges upon taking office. These issues are attributable to the Tax Cuts and Jobs Act of 2017, a federal tax overhaul that has greatly impacted the GovGuam's income tax revenue stream. Bringing order to the government's finances involves a dual approach to enhancing revenues through economic development and tax collection enforcement plus streamlining and prioritizing cash disbursement needs through fiscal and budgetary discipline and government cost reductions.

Recommendation: Implement a real-time Financial Management System government-wide. A Financial Management System that provides real time financial information, fully integrated, government wide, for timely and accurate reporting of financial information and capital asset control.

Current users of the existing Financial Management Information System are not happy with their application software. It is out-of-date, the various systems and software applications are not integrated and do not provide real-time updates to all data files. This forces the staff to create manual excel worksheets to prepare required reports.

The computer systems at DOA, DRT, and Department of Public Works (DPW) are not fully integrated, thus, manual updates are required.

Recommendation: Update current Procurement Process and Policy Our procurement law is 30 years old and must be reviewed to provide greater efficiency in process and greater returns on procurement consolidation discounts.

It is public knowledge that the existing procurement process is outdated, slow and inefficient. Recommendations to implement a real time Financial Management system should include an integrated procurement application module.

It appears that time and expense could be reduced without facing exceedingly high risk by increasing all the limits for obtaining quotes. The initial $500 threshold should be analyzed along with the $25,000 limit for advertising. Furthermore, it is recommended that GSA explore the use of the "Tenda" cards to reduce paperwork and increase efficiency in the central warehouse distribution process.

Recommendation: Redefine Capital Outlay Priorities - Decrease of Debt Service**.**

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In FY 2020, debt service on BPT bonds will be $4.8 million less in cash outlay. In FY 2021, debt service on GO Deficit bonds will be $5.5 million less in cash outlay.

Consideration should be given to applying these funds to accelerating the reduction of long-term debt, investing in capital projects such as a new government office building, achieving investment grade status for GovGuam bonds and/or enhancing the use of federal funds "matching" opportunities.

Recommendation: Aggressive & Timely Collection of Tax Receivables.

Implement a more aggressive Tax Collection process of all taxes due to the government. DRT is carrying as much as $200 million in tax receivables. While this amount may have been reduced somewhat by the recent tax amnesty program, it is paramount that the collection of tax receivables be made a priority. The DRT management team must review and finalize a valid tax receivables listing, and develop a strategy for enforcing collection of these monies. Additionally, an improved and concerted effort in the enforcement of tax collection must be pursued through a Tax Recovery Unit dedicated to upholding the tax laws of Guam and collecting all taxes owed to ensure and achieve parity amongst all taxpayers.

Recommendation: Create a "One Line, One Stop Shop" for Business & Individual Licenses.

Streamline and consolidate all government permitting and licensing processes to allow a true "one-stop" process for the taxpayer. The current process of obtaining a new license or renewing an existing license needs serious review and improvement. Some licenses require approval from various other government agencies. Processing must change to enable taxpayers to obtain all information and approval for all agencies in one line at one location. DRT, DPW and other applicable agencies should take the lead to ensure all required government agency approvals for compliance are addressed.

Recommendation: Create a Daily Cash Flow Report, which is Critical for Cash Management. Attention should be given to cash flows and the immediate revenue/disbursement requirements due, upon inauguration. Cash flow requirements should be readily available to the Guam Legislature and the public for accountability and transparency purposes. Requisite tasks include:

- Confirm accuracy of Revenue Projections by Fund Source, identify peaks and valleys of revenue collections, and review cash availability to understand the cyclical nature of GovGuam cash collections.

- Review Line Agency expenditures and encumbrances, autonomous agency disbursements and all other GovGuam payments/encumbrances to identify the cyclical nature of funding requirements.

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- Prepare a Cash Flow report that incorporates Revenue and Cash data (both Collections and Disbursements) into a "Master Daily Cash Flow Schedule" to manage GovGuam's cash requirement, daily.

Recommendation: Coordinate Allotment Release Scheduling between DOA and BBMR to more closely mirror actual cash availability.

The scarcity of financial resources as a result of the negative impacts to income tax revenue collections due to the Tax Cuts and Jobs Act of 2017, coupled with the increased demand that will be required due to the separation pay of all the outgoing government employees (estimated at up to $3mm for the Executive Branch), will require great vigilance to ensure that funds are not temporarily exhausted at any time.

Recommendation: Centralize Cost containment/Expenditure control decisions.

BBMR ultimately, manages the Executive Branch budget for all line agencies and although each agency Director and the Administrative Services Officer must be responsible for developing agency expenditure priorities, BBMR should ultimately be accountable for ensuring that agency expenditures are in line with the budgeted amounts.

This will streamline the cost containment requirements of the government, prevent inefficiencies of a decentralized decision-making process, and ensure that the ultimate responsibility of managing the budget continues to rest with the BBMR.

Recommendation: Complete a balanced FY 2020 Budget by April 8, 2019 for submission to the Guam Legislature. 5 GCA § 4107(b) states that "*I Maga'låhi* shall present the proposed comprehensive program and financial plan in a message to *I Liheslatura* not later than January 31 prior to each fiscal year. If *I Maga'låhi* is in the first year of his first term or an additional non-consecutive term, then the message shall be presented not later than April 8 of that same year. The message shall be accompanied by a budget document, which shall contain *I Maga'låhi's* recommended goals, plans and appropriations. The budget document shall be furnished to each member of *I Liheslatura* and each department or agency of the government […]".

Recommendation: Work with Guam Economic Development Authority (GEDA) on Revenue Enhancements such as "Special" Qualifying Certificates (QCs) for various industries.

There are two primary ways to enhance the GovGuam's bottom line, 1) increase revenues and 2) reduce expenses. Although expense reduction is necessary, excessive reduction may result in an erosion of the ability of the Government to provide needed services. In FY 2018, BBMR was required to develop a fiscal realignment plan and went through multiple iterations of the FY 2019 budget due to the expected and ongoing impacts of the Tax Cuts and Job Act of 2017, as well as due to actual General Fund revenues coming in significantly below expectations.

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Clearly, it is imperative that other sources be sought to increase government revenues. One potential option is the development of Special QCs. With the support of the Legislature, many years ago, Special Hotel QCs were developed by GEDA. Perhaps, QCs for other industries can be developed to encourage new, additional investment on our island.

Recommendation: Pursue Department of the Interior funding for DRT Technical Training. Government must be aggressive in pursuit of tracking and securing external sources of funding. Training support has been identified by DRT personnel as a required and critical resource need. Federal funding and technical support for training purposes is available from the Department of the Interior.

Recommendation: Improve Accounting and Control of Equipment, Real Property and Capital Assets.

Given the amount invested in capital assets, the government does not exercise responsible accounting to confirm, quantify, record and control such assets responsibly. This issue warrants the highest priority for fiscal management of assets.

In July 2018, the Office of Public Accountability (OPA) issued the GovGuam FY 2017 Compliance Highlights and noted that since FY 2012, fixed assets accounting had been reported as a recurring material weakness, with the following *still open* issues:

(1) property inventory was not completed;
(2) inventory records and general ledgers were not updated, nor reconciled;
(3) capital assets were not recorded in accordance with the capitalization policy; and
(4) construction costs were not easily identifiable by project.

B. *Priority:* Process & Policy Reforms

The L&J Platform promised a "leadership that matters" and to "end business as usual". Ultimately, this requires implementation of needed reforms to stabilize finances, redirect resources for greater return and to provide government services focused on convenience for our constituents.

Recommendation: Create an "Action Group" tasked with examining government regulations, policies and procedures with a focus on eliminating expensive, wasteful processes and obstructive "red tape" bureaucracy.

Government services are challenged with many outdated rules and regulation that are in serious need of updates to be worthy of continued execution. Given the benefits of modern technology, many existing processes are cumbersome, archaic, inefficient, and expensive. A comprehensive evaluation is needed to update policies and improve efficiency of their attendant processes.

Recommendation: Re-evaluate the process for the Attorney General's (AG) Review of GSA Procurements. Careful consideration on which bids require the AG's review.

An analysis should be made to determine if the required AG's review of bids priced at $500,000 or more is still "cost effective" in reducing protests and in identifying substandard bids, given the delays to complete the bid processing cycle. The bid amount criteria for this requirement should also be revisited, with the mandated full participation of the GSA, OPA and AG in this review process.

Recommendation: Update DOA Personnel Rules & Regulations.
Existing Personnel Rules and Regulations need review and updating.Analyze existing personnel rules, regulations and procedures to streamline processes and to enhance efficiency through improved processing time. Government personnel processes have always been notoriously time consuming and inefficient therefore speeding up the process would improve performance and at the same time reduce costs significantly.

Recommendation: Update DRT's Operational Procedures and Fee Schedules.
Existing processes in the Tax services and Compliance Divisions are very cumbersome, time consuming and frustrating. Additional resources in equipment, supplies and manpower are required. Also, some fees have not changed in years while the cost of service delivery has risen. Identifying equitable fee adjustments is warranted.

Numerous rules, procedures, requirements and fees need revision to improve constituent services, to increase employee efficiency and to recover costs. DRT Tax Services and Taxpayer Compliance policies and operational procedures must be streamlined to achieve these goals. As to Fees, for DRT to recover the cost of providing services (e.g., Weights & Measures), fee schedules must be updated and implemented. Some fee schedules have already been updated, but are awaiting approval.

Recommendation: Establish a legal working relationship between DRT and the Guam Police Department (GPD). As needed, GPD is requested to assist DRT's enforcement processing with the tax and compliance divisions.

GPD must support the tax and compliance enforcement efforts of DRT. It is both important and necessary. DRT and GPD must work together to ensure that when they deal with the taxpayer, both government agencies are on the same page.

A formal legal and operational Memorandum of Understanding (MOU) to govern the working relationship between DRT and GPD must be negotiated and implemented to strengthen their working relationship in the enforcement of Guam law.

Recommendation: Eliminate Service Fee on Credit Card payment of taxes.
Service fees create a disincentive for taxpayers to use their credit cards to pay taxes.

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Negotiate acceptable discount rates from banks and credit card companies; perhaps based on an average transaction size sliding scale, to minimize the cost such that DRT and taxpayers can absorb it and will not have to pay a service (or "convenience") fee. This should encourage payments via credit cards and potentially reduce existing collection costs related to returned checks.

Recommendation: Develop a strong, mutually beneficial relationship between DRT and the Internal Revenue Service (IRS). IRS can provide support and assistance in conducting a Management Audit (or similar) of all DRT functions and activities. IRS can also assist with specialized staff training.

Recommendation: Revisit BPT "Exemption Definitions".
Definitions have been in place for several years and need updating.

The BPT exemption provided to main contractors by law suffers serious abuse. There is no easy way to fix this problem. The recommendation is to suspend the exemptions, until the BPT exemption law is updated. This would provide immediate additional revenue for the government.

C. *Priority:* Improving Economic Growth, Wages, Development & Opportunity: HR & Training The L & J Platform promised a "leadership that matters" which encompasses improving constituent service, appointing the "Right People in the Right Places," and empowering the Government Employees to serve.

Recommendation: Appoint Qualified Directors for DRT, DOA, and BBMR. These three agencies are critical in managing the Government's finances. DOA, DRT and BBMR are a "three-legged stool" in the area of finance for the GovGuam. All three legs of the stool are needed to provide a strong foundation for proper management of the government's finances.

Recommendation: Fill critical Management Positions.

Currently vacant – potential retirement of current personnel.
DOA: Financial Manager, Deputy Financial Manager, and Controller.
GSA: Buyers
HR: PIN Administrator, Record Management Officer, and Disclosure Officers.
Succession planning – potential retirement of current personnel
BBMR: 4 Senior Analysts.
GSA: Chief Procurement Officer, buyers.
New Position – Proposed by Transition Committee
DRT: In-house Legal Counsel

To effectively function, these critical positions must be filled. There are dangers of losing institutional knowledge as various retiring staff departs without replacements on board.

Recommendation: Add seven (7) additional personnel at the DRT Tax Examination Branch. This branch is critical to the core functions of DRT. Insufficient personnel are preventing the development of Division SOP's with senior staff nearing retirement.

Recommendation: Share Divisional Employees – During Peak Service Season (Cross-Training). Employee sharing could assist when a branch has a peak workload, such as GRT Branch on and just before the 20th of the month; vehicle registration and driver's licenses for the last couple days of each month; and income tax branch on or before March 15th and April 15th.

Recommendation: Improve Communications between Agency Directors and Legislative Oversight Chairs.

When legislative oversight chairs and interested senators are kept informed, they will have greater knowledge of the issues and likely be more supportive of proposed legislative updates. This communication strategy is apparently underused.

Recommendation: Provide critical training programs. Review existing training programs to ensure effectiveness and appropriateness for the delivery of agency mandated services. Specialized training should be outsourced.

D. *Priority:* Advancing Technology & Modernization Improving public services and efficiency, implementing order and accountability of government finances, economic diversification and developing a qualified future workforce are all highlighted platform objectives of the Leon Guerrero/Tenorio Administration. Delivering these objectives requires investing in an innovative, modern technology infrastructure.

Recommendation: Automate Budgeting Processes: Create an Open Budget Website to facilitate budget preparation and analyses, while providing real-time information for more accurate cash flow management, as well as improved transparency.

Currently the budget is produced manually using excel worksheets. Although specific formats are used, there are variations in the worksheets across agencies. Implementing new budget software to manage the budget and track performance would reduce preparation time and provide for more uniformity. Automation will also minimize the human errors inevitable when manually keypunching data into worksheets.

Recommendation: Replace the outdated HR and Recruitment Management Information System (RMIS). These systems are comprised of outdated equipment and software that hamper the efficiency of DOA's Human Resources division. Many computers are obsolete and do not function properly and the current software license has not been renewed since 2015. Implementing a comprehensive Human Resources Information System (HRIS) that increases efficiency and seamlessly integrates with other GovGuam IT systems will provide a more effective and legally compliant workforce management tool.

Recommendation: Create a Technology Task Force (TTF) tasked to develop an Information Technology Masterplan for the entire government; standardizing systems, applications and security specifications, user policies and guidelines, this task force will work to transform government-wide technology usage to improve the performance of all government agencies. This can be accomplished within the first twelve months for approximately $100,000.

Recommendation: Mandate Online Filing of Simple Tax returns. Where online filing of simple tax returns is already available, generally all taxpayers should be required to file online. Approximately 30% of taxpayers are already filing online. Online tax return filing reduces DRT employee workload and minimizes errors and omissions. Computer access should be provided for those taxpayers that do not have access to computers.

Recommendation: Convert paper printing of government documents to electronic softcopy. Conversion from paper reporting and printing of government documents to providing such as electronic soft copy will minimize paper waste, storage requirements and printing costs.

Current payroll checks and tax refund checks should be converted to direct deposits processing. Accounts payable checks should be converted to an ACH payment process.

E. *Priority:* Securing a Responsible & Responsive Military Buildup Given the anticipated military buildup, an improved and effective working partnership with the military is critical. Close alliances will provide an open dialogue for business information and support for tax collection from off island businesses providing services for military projects. A strong and friendly partnership nurtures effective and productive results. The anticipated growth of military presence is welcomed and is expected to increase economic benefits both in federal contracts and individual spending. There is serious concern that a good percentage of externally sourced military contracts for services provided on Guam have not paid Guam BPT and Use taxes. It is critical that a business partnership with the military contracting office is secured so accurate contracting information is obtained to ensure local taxes are collected.

Recommendation: Identify and Remove Tax "Leakages."
Identify and remove tax "leakages" in Business Privilege tax and Use taxes by working with the military procurement division of federal contracts to identify "master contracts" for services provided on Guam.

Recommendation: Expand "local preference" mandates. Work with military contracting offices to identify how improvements can be made to provide a more beneficial local business opportunity for services provided on Guam through military contracts. This effort should include working closely with the Legislative Oversight Chair.

FY 2019 Budget and Financial Condition

In order to ascertain the financial condition of the GovGuam, the Government Finance Subcommittee conducted a cursory review of several interim and draft financial reports provided by the Bureau of Budget and Management Research and the Department of Administration. The fiscal health of the GovGuam can be described through a review and analysis of actual government revenue collections against what has been projected, the health of the cumulative General Fund deficit as of the end of the most recent fiscal year, and the cash flow projections for FY 2019.

There have been several events and items that continue to be of great importance and influence on the manner in which government finances have been and can be conducted. Identifying and understanding these important issues allows for the best planning to navigate the government's finances for the Leon Guerrero/Tenorio Administration. Most imminent has been the recent enactment of United States (US) Public Law No.: 115-97 – The Tax Cuts and Jobs Act of 2017 (TCJA) and the material impacts such federal fiscal policy has had on the GovGuam's ability to generate revenues to ensure it provides the necessary services to the people of Guam.

The District Court's tax refund permanent injunction and final judgment[2] (Tax Refund Permanent Injunction) ordered on January 30, 2013 has mandated the requirement of timely payment of tax refunds[3]. This Tax Refund Permanent Injunction requires the government to ensure it manages its cash flow properly such that adherence to this final judgment is maintained. In furtherance to the topic of cash flow impacts of the payment of tax refunds, Section 21, Chapter XII of Public Law 34-116 makes the requirement of formulaic deposits[4] of income tax receipts into the Income Tax Refund Efficient Payment Trust Fund a ministerial duty.

The cash requirements necessary for the Guam Medicaid Program present immediate cash flow difficulties and the potential loss of tens of millions of federal Medicaid matching dollars. Guam's Federal Medical Assistance Percentage (FMAP) is currently 55%, meaning that a local funding match of 45% is necessary to access the federal Medicaid matching funds. Public Law 34-116, the General Appropriations Act of 2019 appropriated approximately $16 million as a local match toward the Guam Medicaid Program. It is estimated that this amount will fall short of not only being able to avail of the tens of millions of dollars in additional Affordable Care Act matching funds which are set to expire on September 30, 2019 but will also leave millions of dollars in claims unpaid.

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[2]Civil Case No. CV 11-00009, Paeste, et al., v. GovGuam; Eddie B. Calvo in his official capacity, et al.

[3] Timely payment of tax refunds means for any income tax return which has a claim for a tax refund and is designated with an "A" status or otherwise determined to have a refund owed, the government shall pay the corresponding tax refund no later than six months after the filing of the claim for refund or six months from the due date for filing the claim for refund, whichever is later in time.

[4] § 50103, Chapter 50, Title 11 GCA requires a percentage deposit of income tax receipts based on the ratio of the provision for tax refunds and the total gross income tax revenue projection identified in the General Appropriations Act of each fiscal year.

Doc. No. 35GL-19-0149.*

The Guam World War II Loyalty Recognition Act requires that the US Department of Treasury deposit into the Guam World War II Claims Fund duties, taxes, and fees collected under Section 30 of the Organic Act of Guam[5] (Section 30 funds) in excess of amounts collected during FY 2014[6]. According to a letter dated August 14, 2018 from the Douglas W. Domenech, Assistant Secretary Insular and International Affairs of the US Department of the Interior to Governor Calvo, approximately $6,442,665 of 2019 Section 30 funds were diverted to the Guam World War II Claims Fund. The total amount necessary to exhaust the claims pursuant to the Guam World War II Loyalty Recognition Act is unclear and may continue to reduce the available local General Fund available to the GovGuam.

GovGuam debt service paid by the annual budget act is expected to increase from $88.2 million in FY 2019 to $93.4 million in FY 2020. These nondiscretionary obligations will also continue to have direct impacts on the government's cash flow until such debt service is reduced in fiscal years subsequent to FY 2019.

A review of the General Fund revenue collections as of the end of the first month in FY 2019 (October 30, 2018) presents an outlook on the GovGuam's ability to fulfill the appropriation priorities of the government budget. The Consolidated Revenue and Expenditure Report (CRER)[7], as provided by the Bureau of Budget and Management Research, projects that there will be $32.4 million collected in excess of the adopted General Fund revenues. It is assumed that this estimated amount includes approximately $20 million related to Additional Child Tax Credit (ACTC) reimbursements received from the US Department of Treasury, which is not recognized as revenues in the government-wide audit. This projected revenue in excess of adopted levels should be offset with the (ACTC) reimbursements therefore presenting an adjusted estimate $12.4 million to be collected above the adopted revenue levels. Additionally, due to the limited actual revenue data of one month and the limited experience of a full year of impacts of the TCJA, such General Fund projected excess revenues should be cautioned until more revenue collection data is received.

The Department of Administration needs to provide a draft, unaudited copy of the Statement of Revenues, Expenditures, and Changes in Fund Balance report as of the end of September 30, 2018. Until then, the Committee finds that based on media reports the draft cumulative General Fund deficit may have been reduced by nearly $20 million leaving a cumulative General Fund deficit of around $50 million. The continued reduction in the cumulative General Fund deficit is imperative to ensure that the government is not expending more government funds than it is collecting in revenues. The final government-wide audited financial statements are expected in the upcoming calendar year and it is necessary to perform a further analysis of the continued positive health of the General Fund.

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[5] Cited as 48 USC 1421 LH

[6] Section 1703(c) of the National Defense Authorization Act for FY 2017

[7] *See* Attachments, *See* Page 3 of 7 of the Consolidated Revenue and Expenditure Report of the General Fund as of October 30, 2018

Doc. No. 35GL-19-0149.*

Although identifying and understanding the method and manner in which General Fund revenues are projected or the status of the cumulative General Fund deficit as of the end of FY 2018 is important, the imminent cash flow needs of the GovGuam is necessary to ensure that financial obligations such as debt service, tax refunds, and government payroll is paid. The Department of Administration provided a Draft Projected Cash Flow (PCF) for FY 2019[8] and projects that as of the end of December 2018, the ending available cash balance is estimated to be $187,497. The total estimated cash outlay for the month of January 2019 is $81.5 million and includes disbursements or set-asides for debt service payments ($4.9 million), tax refunds ($10.3 million), payroll ($16.6 million), cash releases to autonomous agencies ($32.2 million), MIP, Medicaid, and GMHA Pharmaceutical Fund ($1.2 million) and other items ($16 million). The estimated cash receipts for January 2019 is $86.1 million, leaving an estimated ending cash balance at the end of January 2019 of $4.8 million.

Although a positive cash balance is estimated, further review and analysis is necessary to ensure that the cash releases that are anticipated to the autonomous agencies such as the Guam Memorial Hospital Authority, the Guam Department of Education, the University of Guam, and the Guam Community College will fulfill the appropriation level authorized by the budget act.

Based on this cursory review of the foregoing financial reports provided by the outgoing administration and subject to continued review of the veracity of such reports as updated in the coming weeks by the Leon Guerrero/Tenorio Administration's appointed fiscal team, the financial condition of the GovGuam continues to face challenges as a result of the unforeseen negative revenue impacts of the TCJA, the additional funding needed for the Guam Medicaid Program, a further review of the adequacy of cash releases to the autonomous agencies, and the lack of adequate data to present a more accurate estimate of the projected General Fund revenues for FY 2019.

[8] *See* Attachments, Draft Projected Cash Flow for FY 2019

Overall Financial Condition

Government of Guam		Statement of Net Position Primary Government	Statement of Net Position Primary Government	Statement of Net Position Primary Government
Reconciliations of Total Net Assets (Deficit)		At 2010	At 2017	Amount (Increase)/Decrease
Deficit at September 30, 2010				**$ (234,695,645)**
Change in Deficit Due to:				
Financial Matters:				
Bond payable		723,072,174	1,181,188,256	(458,116,082)
Provision for tax refunds		284,868,839	114,717,893	170,150,946
Deferred revenues		35,286,328	78,482,461	(43,196,133)
COLA liability		23,100,732	4,585,535	18,515,197
Other Noncurrent liabilities		46,053,500	16,186,087	29,867,413
Payable to Federal agencies		11,894,669	8,170,230	3,724,439
Accounts Payable		116,917,598	85,136,795	31,780,803
Cash		33,399,105	86,390,781	52,991,676
Receivable: Taxes		35,105,662	65,540,213	30,434,551
Capital assets		755,195,456	1,062,225,726	307,030,270
Non-cash matters:				
Deferred outflows on pension		-	107,489,707	107,489,707
Deferred inflows on pension		-	11,581,430	(11,581,430)
Land endowment	b	-	461,302,203	461,302,203
Net pension liability	a	-	1,117,803,682	(1,117,803,682)
Capital lease obligation		62,470,000	200,062,016	(137,592,016)
Other (Plug)				(99,795,750)
Deficit at September 30, 2017				$ (889,493,533)

FY 2019 Budget Overview

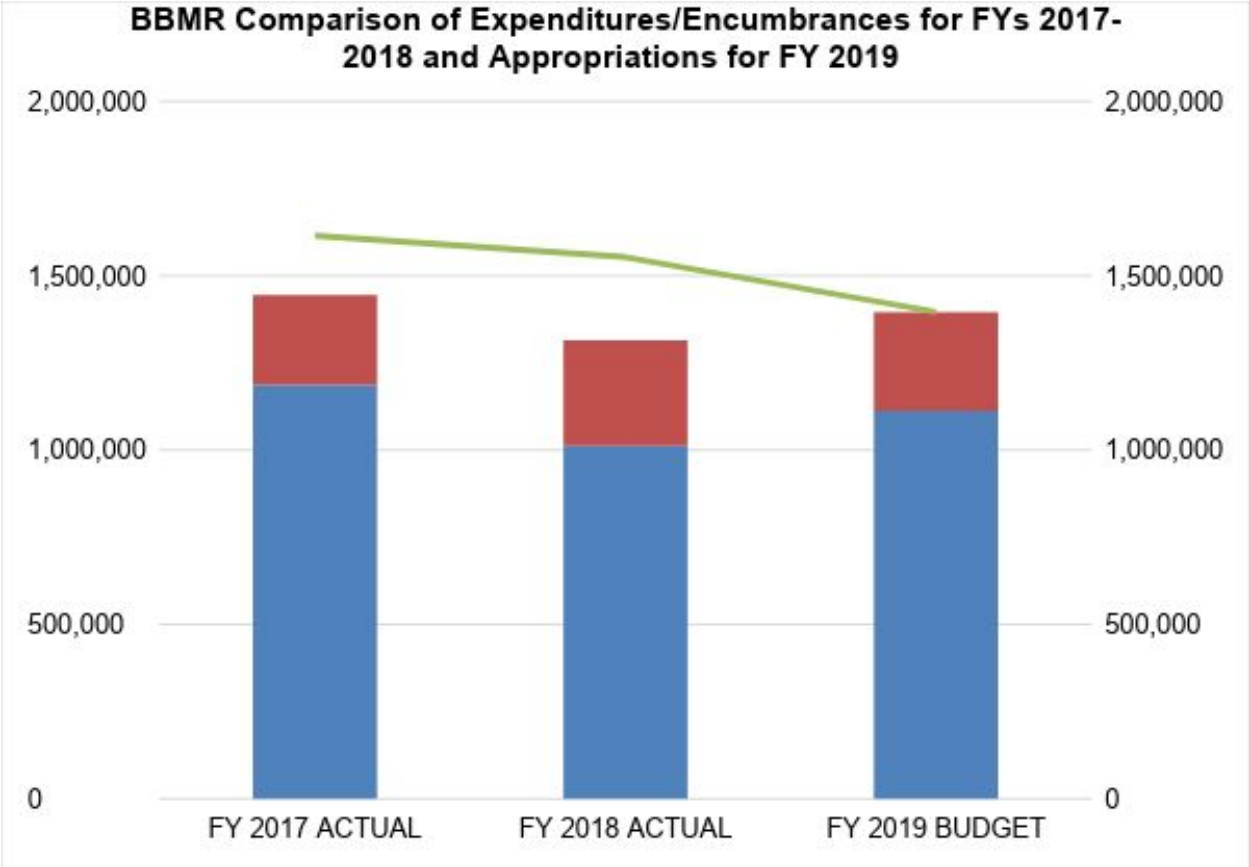
FY 2019 Budget		FY2019 Budgeted Appropriations	Average Expenditures FY2017/2018	FY2018 Actual Expenditures Encumbrances	FY2017 Actual Expenditures Encumbrances
BBMR					
General Fund	79.70%	1,112,574			
Indirect Cost Fund	20.30%	283,472			
Total Appropriations	100.00%	**1,396,046**		**1,553,246**	**1,614,796**
General Fund			1,099,581	1,012,533	1,186,628
Indirect Cost Fund			279,644	301,801	257,486
Total Expenditures/Encumbrances			**1,379,224**	**1,314,334**	**1,444,114**
Net Under/(Over) Expenditure				**238,912**	**170,682**
DOA					
General Fund	86.30%	6,642,389			
Indirect Cost Fund	12.60%	970,877			
Limited Gaming Fund	1.10%	82,879			
Total Appropriations	100.00%	**7,696,145**		**7,469,365**	**7,905,392**
General Fund			6,834,311	6,964,785	6,703,837
Indirect Cost Fund			968,949	942,756	995,141
Limited Gaming Fund			9,341	2,386	16,295
Total Expenditures/Encumbrances			**7,812,600**	**7,909,927**	**7,715,273**
Net Under/(Over) Expenditure				**(440,562)**	**190,119**
DRT					
General Fund	73.70%	8,435,879			
Better Public Service Fund	13.70%	1,564,374			
Tax Collection Enhancement Fund	8.50%	975,577			
Banking/Insurance Enforcement Fund	4.10%	474,403			
Total Appropriations	100.00%	**11,450,233**		**13,391,859**	**12,108,516**
General Fund			8,522,191	8,357,032	8,687,350
Better Public Service Fund			1,786,053	1,775,647	1,796,459
Tax Collection Enhancement Fund			802,732	812,519	792,944
Banking/Insurance Enforcement Fund			198,192	198,192	
Total Expenditures/Encumbrances			**11,309,168**	**11,143,390**	**11,276,753**
Net Under/(Over) Expenditure				**2,248,469**	**831,763**

Bureau of Budget and Management Research

FY 2019 Budget

The FY 2019 appropriation level for the BBMR represents a decrease when compared to the two (2) prior fiscal year appropriation levels[9] as illustrated in Figure V-1. In FY 2019, the BBMR was funded by appropriations from the General Fund (79.7%) and the Indirect Cost Fund (20.3%) totaling $1,396,046.

Figure V-1



[9] Data file provided by the BBMR entitled, "Appropriation Comparative – P.L. 34-116 vs. FRP – recd from JBaza 2018-12-03"

Financial Condition

The gap between the total appropriations and actual expenditures and encumbrances[10] in FYs 2017 and 2018 reflects that although the BBMR received appropriation levels at $1.61 million in FY 2017 and $1.55 million in FY 2018, the expenditure and encumbrance levels were lower. If FY 2019 expenditure and encumbrance levels remain consistent with the prior FYs, the appropriation level for the BBMR in FY 2019 is expected to be adequate to sustain existing operations.

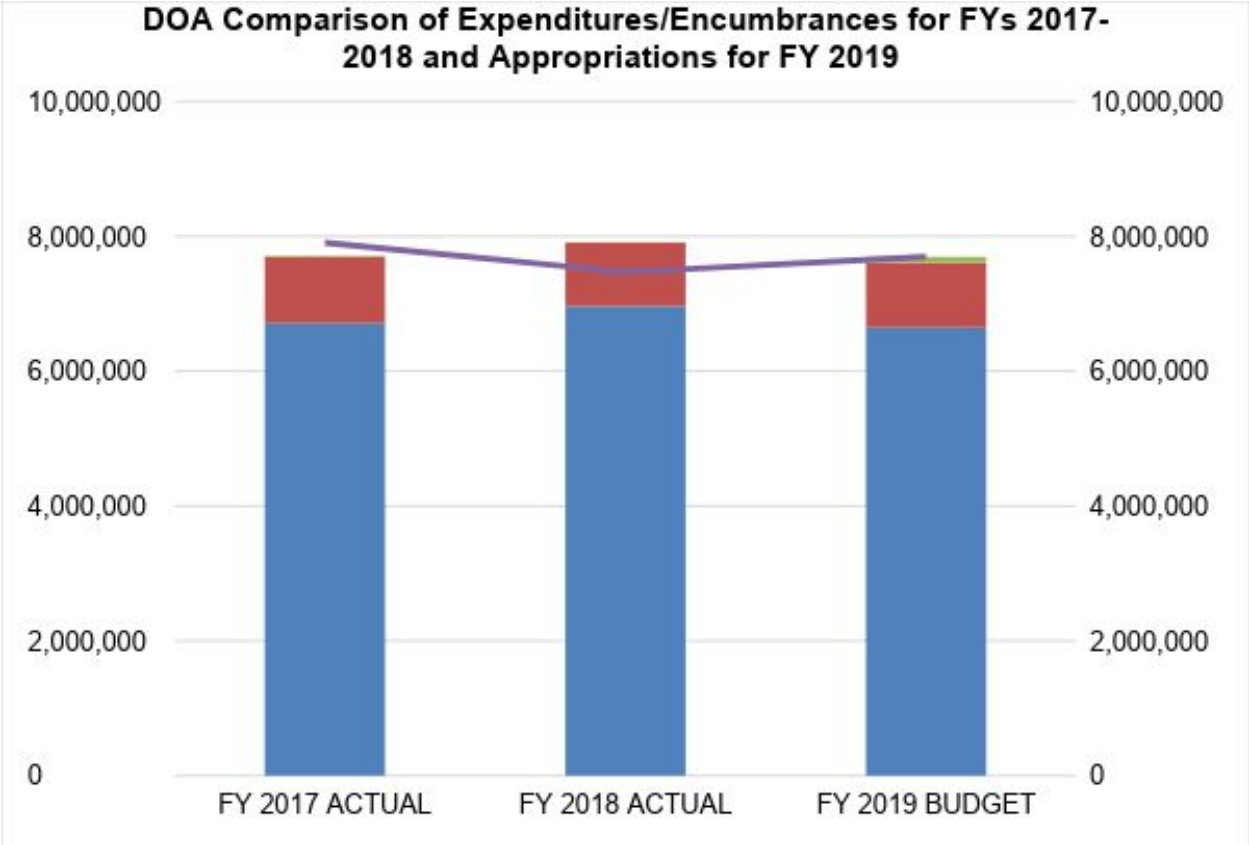
Department of Administration

FY 2019 Budget

The FY 2019 appropriation level for the DOA represents a decrease when compared to the two (2) prior fiscal year appropriation levels[11] as illustrated in Figure V-2. In FY 2019, the DOA was funded by appropriations from the General Fund (86.3%), the Indirect Cost Fund (12.6%), and the Limited Gaming Fund (1.1%) totaling $7,696,145. Although the DOA receives separate and additional appropriations as the agency that administers the Support of Child in Custody, Residential Treatment Fund, Government Claims Fund, payment of the government-wide audit and other Single Audits, and the payment of public streetlights, these separate appropriations were not included as part of DOA's operational requirements.

Figure V-2

[10] Actual expenditures and encumbrances data taken from the AS400 Government Financial Management System
[11] Data file provided by the BBMR entitled, "Appropriation Comparative – P.L. 34-116 vs. FRP – recd from JBaza 2018-12-03"



Financial Condition

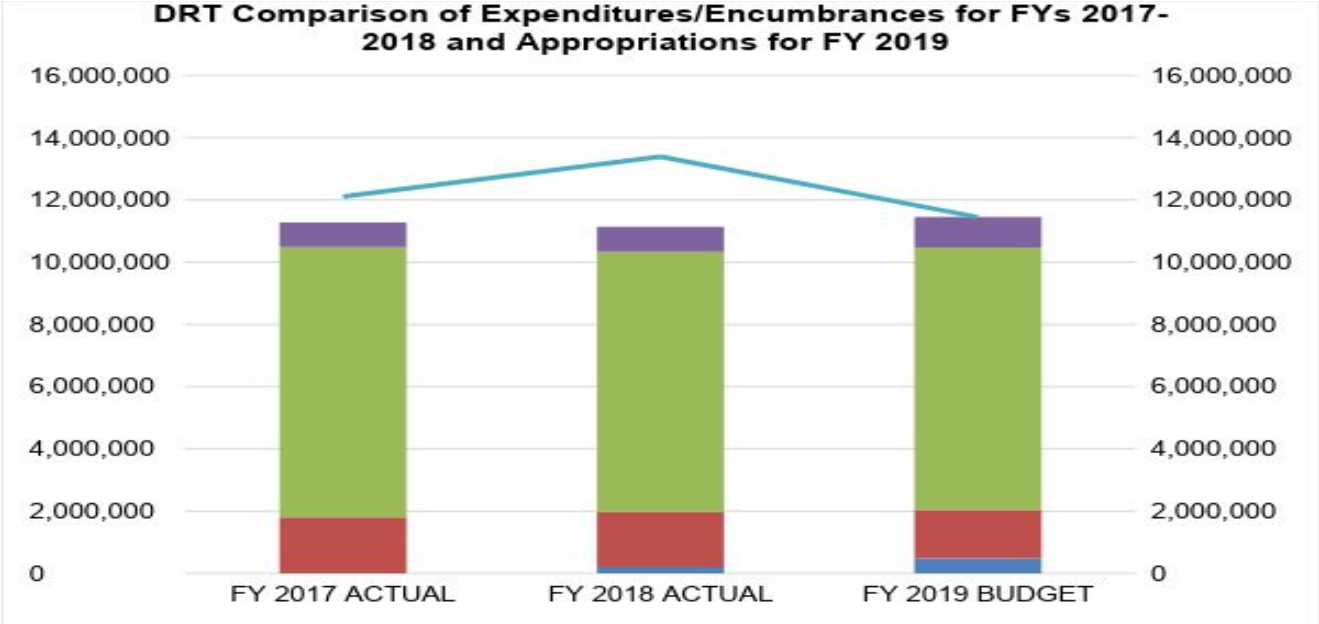
The gap between the total appropriations and actual expenditures and encumbrances[12] in FY 2017 reflect that although the DOA received appropriation levels at $7.9 million in FY 2017, the expenditure and encumbrance level was lower. Preliminary actual expenditures and encumbrances in FY 2018 reflect an over-expenditure of $440k. If expenditure and encumbrance levels remain consistent for FY 2019[13], the appropriation level for the DOA in FY 2019 may not be adequate to sustain existing operations. This potential shortfall could be partially addressed through the freezing of increments, the prohibition of funding a Deputy Director position[14], and the reduction in the retirement contribution rate[15].

[12] Actual expenditures and encumbrances data taken from the AS400 Government Financial Management System
[13] Section 3, Part I, Chapter XIII of Public Law 34-116 places a freeze on all salary increments, promotions, reclassifications, merit bonuses, and any other upward pay adjustment during FY 2019. This freeze reduces the required funding needed toward personnel costs
[14] Section 4, Part I, Chapter XIII of Public Law 34-116 (the General Appropriations Act of 2019) prohibits the funding of unclassified deputy director and similar positions for specific GovGuam agencies. BBMR, DOA, and DRT are included in this prohibition and reduces the required funding needed toward personnel costs.
[15] Section 3, Part II, Chapter XIII of Public Law 34-116 sets the GovGuam Retirement Fund Rate of Contribution at 26.56% which is a decrease of 1.27% from the FY 2018 Rate of Contribution of 27.83%. A reduction in this Rate of Contribution reduces the required funding needed toward the personnel benefits object category

Department of Revenue and Taxation

FY 2019 Budget

The Fiscal Year (FY) 2019 appropriation level for the DRT represents a decrease when compared to the two (2) prior fiscal year appropriation levels[16] as illustrated in Figure V-3. In FY 2019, the DRT was funded by appropriations from the General Fund (73.7%), the Better Public Service Fund (13.7%), the Tax Collection Enhancement Fund (8.5%), and the Banking and Insurance Enforcement Fund (4.1%) totaling $11,450,233. See Figure V-3 below:



Financial Condition

The gap between the total appropriations and actual expenditures and encumbrances[17] in FYs 2017 and 2018 reflect that although the DRT received appropriation levels at $12.1 million in FY 2017 and $13.4 million in FY 2018, the expenditure and encumbrance levels were lower.

[16] Data file provided by the BBMR entitled, "Appropriation Comparative – P.L. 34-116 vs. FRP – recd from JBaza 2018-12-03"

[17] Actual expenditures and encumbrances data taken from the AS400 Government Financial Management System

If FY 2019 expenditure and encumbrance levels remain consistent with prior FYs, the appropriation level for the DRT in FY 2019 is expected to be adequate to sustain existing operations.

Staffing Pattern

	Filled Positions			Vacancies		
	BBMR	**DOA**	**DRT**	**BBMR**	**DOA**	**DRT**
Unclassified	1	2	9	1		
Probational Appoint			11			
On Loan to Office of Technology			2			
Permanent Appoint	18	95	134		36	
Ltd Term Appoint	6		19	1	6	
	25	**97**	**175**	**2**	**42**	**0**
Federal Funds			5			
Special Funds			9			
Indirect Cost Funds	3	16		1	3	
General Funds	16	87	161	1	39	
	19	**103**	**175**	**2**	**42**	**0**

Vacancies
**No Details from DRT*

Audit Issues

Bureau of Budget and Management Research

The BBMR did not identify any BBMR-specific audit findings. After review of the FY 2017 Single Audit Findings and Management Letter, there appears to be no BBMR-specific audit findings.

Department of Administration

Financial and Single Audit Findings and Issues

The DOA Division of Accounts is the central accounting function of the Executive Branch. The findings in the FY 2017 audit of this division were considered other matters involving the GovGuam's internal control over financial reporting that was brought to the division's attention. These items included:

- Lack of enforcement of the collection of Use Tax, bounced checks, and annuities due from component units. This was a reiterative condition identified in prior year audits.
- Collections not allocated to correct revenue accounts due to untimely reconciliations between the Transaction Processing System (TPS) registers, the AS400 system, and bank statements. As of the end of FY 2017, there was a balance of $2.2 million that represented collections that were not allocated to correct revenue accounts. This was a reiterative condition identified in prior year audits.
- Overstated accrual of compensated absences. Compensated absences payable balances are limited to an allowable 320-hour limit, but accrual in excess of this amount by approximately $2.4 million was found to be an uncorrected misstatement.
- No periodic evaluation of Medically Indigent Program (MIP) or Medicaid accruals were performed, and the government does not periodically evaluate its methodology in assessing the impact of such potential accrued liabilities for these MIP and Medicaid transactions. This was a reiterative condition identified in prior year audits.
- Reconciliation issues on journal voucher (JVs) adjustments due to subsequent changes to previously approved JVs that were not supported by approved JV forms for proper internal controls. This was a reiterative condition identified in prior year audits.
- Reconciliation between the Division of Account's AS400 and the AG's APASI system to support unclaimed checks and the reconciliation of aged balances dating back more than 15 years which, at the end of FY 2017, totaled $2 million. This was a reiterative condition identified in prior year audits.

The DOA's General Services Agency also had one audit finding in the FY 2017 audit that was considered an, other matter. This involved inventory records not being available to support the balance of $5.4 million of fuel and supplies that were recorded. This was a reiterative condition identified in prior year audits.

Additionally, the FY 2017 Single Audit of federal grant awards and funds identified procurement findings relative to two sole source procurement methods that did not have written documentation on file as to why there was only one source or any substantiation of the claim by a vendor that it was the sole provider of the procured supplies. Additionally, expenditures charged to a contract did not have a procurement file.

Other FY 2017 Single Audit findings involved the Supplemental Nutrition Assistance Program (SNAP) relative to reconciliation of SNAP benefits issuances inaccuracies, Medical Assistance Program Eligibility relative to claims that were not provided for examination upon request, and equipment and real property management and capital assets, relative to recurring material weaknesses identified since FY 2012 regarding property inventory, inventory records, capital asset ledgers, and the general ledgers not being reconciled or updated.

Performance Audit Findings and Issues

OPA Report No. 14-05 entitled, GovGuam Merit Bonus Program Performance Audit was release in December 2014 which covered FYs 2009 through 2013 and found that there were inconsistencies across the government agencies and branches on how merit bonuses were paid. Due to differences in legal counsel interpretations, there was a wide disparity of merit bonus payments in terms of time frames from merit bonus payments ranging from 3 to 23 years. Additionally, the manner in which merit bonuses were calculated also varied and the interpretations of the "superior" rating were not consistent.

OPA Report No. 16-05 entitled, Offices of the Governor and Lt. Governor's Employees' Pay Adjustments was released in June 2016 and covered the illegal retroactive pay adjustments made to the Offices of the Governor and Lt. Governor in December 2014. The findings of this audit included the retroactive pay adjustments that were paid to 106 employees, which were opined by the AG as illegal which were recommended to be corrected by either repayment or legislative action. No legislative action was subsequently taken. A "One Time Single Pay Period Salary Adjustment" was made to employees employed with the Offices of the Governor and Lt. Governor by the government to make such repayment for the previous illegal retroactive pay adjustments. As an example, to effectuate this one-time single payment, an employee was found to have worked 72 hours in one day or had worked one hour in a day at a significantly higher hourly rate.

OPA Report No. 18-05 entitled, GovGuam Health Insurance Contracts Analysis was released in June 2018 and covered the periods of FYS 2014 to 2017 and found that the government generously shouldered a substantial portion of employee and retiree (and dependent) health insurance premiums. This finding was due to the issue of retiree total premiums being substantially higher than active employee premiums and that due to a law prohibiting retirees from paying more than the active employee's share of the premiums, the government covered the remaining portion of retiree premiums not covered. The audit also found that the DOA does not review the reasonableness of Experience Refunds provided back to the government by the carriers.

Department of Revenue and Taxation

Performance Audit Findings and Issues

OPA Report No. 16-06 entitled, GovGuam Limited Gaming Tax and Guam Memorial Hospital Authority Trust Fund Fees were released in August 2016 and covered the 27-month period from July 2013 through September 2015. The audit found that the DRT was not enforcing the limited gaming laws and not reviewing information provided by gaming entities for a predominantly cash industry. Additionally, the DRT and the DOA's reported Limited Gaming Tax and GMHA Trust Fund Fee balances did not reconcile and DRT was not accurately assessing penalties for non compliant gaming entities.

OPA Report No. 17-08 entitled, Department of Revenue and Taxation Gross Receipts Tax Exemptions were released in December 2017 and covered FYs 2014 through 2016. The audit found that the average exemptions of Gross Receipts totaled $1.75 billion, which reduced Business Privilege Tax revenues by $70.2 million per year. Due to a lack of reconciliation between the DRT and the DOA systems, the audit could not ascertain the impact of such exemptions on actual revenues as reported in the financial audits.

OPA Report No. 18-03 entitled, Department of Revenue and Taxation Real Property Tax Assessments and Exemptions were released in May 2018 and covered the FYs 2012 through 2016. The audit found that approximately $4.2 million per year on average is going uncollected due to what is considered "revenue leakage." This revenue leakage is due to uncollected or delinquent accounts, unbilled John Doe accounts, unpaid escape assessments, unbilled or unassessed CLTC properties, unassessed condominium units and townhomes, and questionable taxable value reductions. These revenue leakages were due to ineffective monitoring by the DRT, unaggressive collection on delinquent property taxes and DRT's new system's inability to identify all owners of new properties added after the 2014 mass re-appraisal due to the systems' inability to create new Parcel Identification Numbers (PINs). Furthermore, the DRT and the Department of Land Management and the Department of Public Work systems do not interface presenting the inability to efficiently monitor newly created taxable properties. Additionally, the audit found that on average, $4.2 million per year in real property taxes are exempted, credited, or abated through the Primary Home and Government, Religious, Farm, etc. Exemptions, Senior Citizen and Disability Credits, or Qualifying Certificates.

OPA Report No. 18-04 entitled, Department of Revenue and Taxation Tobacco Tax were released in May 2018 and covered FYs 2013 through 2016. The audit found that there were five wholesalers that were authorized by the DRT to delay the payment of tobacco taxes while such tobacco was stored in a bonded warehouse, which was under the control of DRT with padlock keys supposedly only under DRT custody. The OPA was unable to determine whether access to such bonded warehouses were limited to just DRT representatives nor could they verify that DRT had sole custody of all keys to each padlock. Additionally, no detailed records are made by the DRT when tobacco quantities are withdrawn as potential tax receivable or deferred tax revenue nor does the DRT reconcile the wholesaler's tax filings with the quantities and weights of the tobacco withdrawn from these warehouses.

Subcommittee Members

Antoinette Sanford, Chair
Dafne Shimizu
Joey Duenas
John Onedera
Joe Rivera
Jerry Filush
Fe Ovalles
Siska Hutapea
Andy Jordanou

Doc. No. 35GL-19-0149.*

Jerry Paulino
Stan Wilson
Administrative Support: Ricky Hernandez, Meg Tyquiengco.

Doc. No. 35GL-19-0149.*

Chapter VI

HEALTH CARE & HUMAN SERVICES

Overview

To ensure adequate review, greater specificity and more effective and timely identification and prioritization of healthcare issues impacting Guam's community, the Healthcare Transition Committee was divided into subcommittees to review issues affecting each healthcare agency. All members of the Healthcare Transition Committee, leaders in the public and private sectors of Guam's healthcare community, reviewed issues which have received considerable public and media attention but also, issues, which, through their years of experience in healthcare services, have observed as areas of concern which should be addressed with the long term objective of improving quality of health service delivery, accessibility and affordability to the entire community for future generations.

Transition team members, selected on the basis of credentials, institutionalized knowledge from years of service in healthcare, were recruited from Guam's medical, educational, social work agencies and current professional practices and disciplines in health care. Most importantly, these professionals wanted to participate in the transition process believing that Guam's healthcare industry and environment can develop and improve, strengthen and expand for the benefit of the people of Guam and the region.

Subcommittee chairs, with agency management, bureau and division administrators and supervisors, scheduled worksite meetings. Prior to these meetings requests for documentation and important information were submitted, to the agencies, as guidelines on the information the transition teams were seeking. Working documents, budgets, local and federal plans and grants were reviewed and discussed. Reports and documents received from the Departments and Agencies are compiled into a compendium for the record and are available for review.

<u>Platform Objectives</u>

The delivery of quality health care services, during the Leon Guerrero – Tenorio Administration will be driven and guided by its platform on health care: Delivering Affordable, Available and Accessible Health Care. Each plank addresses major issues affecting the delivery of quality health care services to Guam's families and is based on the views and expectations of the consumers, and providers, of these services. Everyone on Guam deserves, and has a right, to a healthcare system and environment that provides quality of services comparable to those found in other regions and countries. These consumers know, and believe, that our island doctors,

nurses, and healthcare technicians are fully qualified, dedicated to their profession, devoted to their patients and clients and possess the knowledge, skills, talent, and compassion most needed by Guam's families. This is the pledge and promise of the Leon Guerrero – Tenorio Administration.

We will restore trust and confidence in our health care agencies by appointing, and demanding, the highest standards of governance, honesty, transparency and accountability from all highly qualified and motivated Directors, Managers and Governing Boards. We will ensure that department and agency governance and management engage in regular review and discussion of our overall goals and objectives, as well as, the goals and objectives of the individual department and agency.

We will work with the Guam Memorial Hospital Authority and the Guam Regional Medical City to find and develop common grounds for collaboration and cooperation to maximize utilization of limited resources, to provide the best possible, most affordable and accessible care for all of our people.

To accomplish the goals and objectives of the L & J Platform, the Healthcare Subcommittee subscribes to the principle that strengthening families and communities by promoting a healthy lifestyle and improving their health is achievable through the healthcare agencies and private sector providers already on Guam, through:

1. Advancing Technology and Modernization to Improve Health Information Technology and Electronic Health Records;
2. Cutting Red Tape and Bureaucracy hindering Health Departments from hiring and recruiting in a timely manner; from procuring essential supplies and equipment critical to advancing and providing the highest quality health services;
3. Amending procedures that create barriers to the implementation of Federal grants;
4. Completing Capital Improvement projects mandated by federal and local laws to ensure ADA compliance;
5. Investing in the island's Nursing Workforce.

Priorities and Recommendations:

In reviewing and assessing agencies, processes and procedures affecting Guam's healthcare delivery system, the Healthcare Subcommittee noted common areas in need of immediate resolution to improve the capacity and efficiency of ALL health care departments and agencies:

A. P*riority:* The impending September 2019 expiration of Medicaid funding, granted under the Affordable Care Act of 2011 is a most immediate issue, which warrants high priority

and attention. The expiration of this healthcare funding source will result in catastrophic burdens on Guam's already overly burdened healthcare dollar. Efforts must be immediately initiated to develop ways and means to ensure that the balance of that funding is secured for Guam's health care needs.

Recommendation: Establish/assign a Senior Staff position (Special Assistant for Health Transformation) in the Office of the Governor to oversee and lead efforts to:

1. Remove Federal Medicaid cap;
2. Rebase hospital per diem rate to national average for rural hospitals;
3. Increase COFA Compact Impact allocations for healthcare based on MIP expenditures (efforts already being made by other jurisdictions);
4. Begin efforts to privatize Medicaid/MIP;
5. Initiate efforts to develop Health Information Technology, which will be a repository of health information available to all health care departments and agencies, private clinics, and providers.

B. P*riority:* Procedural delays in procurement of supplies, materials and essential services are causing major issues in the health care departments, including unnecessary delays in service to consumers and return of unused federal funds.

Recommendation: Provide the Healthcare Departments and Agencies, purchasing authority for direct purchases of needed supplies, materials and equipment, to an amount not to exceed $250,000 for local funds.

Recommendation: Simultaneously implement provisions for training of agency Directors and purchasing personnel in each agency in GSA protocols, requirements and standard operating procedures.

Recommendation: Establish protocol for the audit of direct purchases.

Recommendation: Eliminate GSA/DOA process for federal dollars – dollars subject to management review with 100% federal grants.

C. *Priority:* Urgently needed positions remain vacant due to delays in DOA recruitment procedures and practices. Instances where positions are left vacant because DOA unable to establish listing of qualified applicants. Case in point: the Department of Public Health and Social Services has 107 vacant positions due to ineffective and burdensome DOA recruitment process.

Recommendation: Provide the Healthcare Departments and Agencies with the authority to recruit and hire, in accordance with approved budgets, licensed healthcare

professionals at the approved and specified salary levels or up to five (5) steps above entry level.

Recommendation: Provide Healthcare Departments and Agencies the authority to recruit and contract, in accordance with approved budgets, licensed health care professionals, i.e., Medical Doctors and Specialists, at up to $350,000 annual salary.

Recommendation: All direct hiring by agencies subject to audit by DOA and Civil Service Commission to ensure compliance with statutory procedures, rules and regulations.

Recommendation: Establish public policy to maximize local resources, i.e., Nursing Scholarships requires recipients to work at GBHWC and DPHSS.

Recommendation: Expand community clinics to schools where there is a school nurse and/or Mayor's Offices.

Recommendation: Re-evaluate hiring and salary structure for hard to fill professional positions.

D. *Priority:* Expand and improve the functions of the Health Professional Licensing Office to ensure timely processing and issuance of professional licenses prerequisite to recruitment by Guam healthcare services. The HPLO is now comprised of nine (9) licensure boards that must review all applications for professional licenses including applicant history and records from previous and current employment.

Recommendation: To ensure timely processing of licensure applications, establish an official timeline for processing of applications for licensure from receipt of application to issuance of license.

Recommendation: Establish online board meeting capabilities to reduce delays in process.

Recommendation: Create a repository of professional data, i.e., transcripts, licenses that allows providers to access for primary source verification.

Recommendation: Provide adequate staff, office space and equipment for the processing of applications, retention and safe keeping of personnel files for each applicant and licensee.

Recommendation: Develop licensure procedure through online application/verification process.

Recommendation: Because of legal issues which arise in the licensing process, request the Office of the Attorney General to detail an Assistant Attorney General, on a regular basis, to staff the HPLO on legal matters.

Recommendation: To ensure quorums for Licensure Board meetings, explore and develop capacity for online board meetings – (already used by other GovGuam entities)

E. *Priority:* Over four years ago, the people of Guam, through referendum, resoundingly mandated the legalization of medical marijuana. The 34th Guam Legislature subsequently passed legislation, enacted by Governor Calvo, to legalize home cultivation of medical marijuana. To date, Guam is no closer to implementing these mandates.

Recommendation: Assign Special Assistant for Health Transformation to review efforts to implement mandate legalizing medical marijuana to determine feasibility and practicality of implementation.

Recommendation: Review feasibility and practicality of legalization of recreational marijuana.

F. *Priority:* All healthcare entities must work towards accreditation. There is need for Guam Physicians to buy-in and feel the value of Joint Commission Accreditation.

Recommendation: Content expert training for all healthcare agencies.

Recommendation: Securing Joint Commission Accreditation for GMHA and GBHWC.

Recommendation: Maintain CMS certification for GMHA.

Recommendation: Obtain CMS certification for GBHWC.

Recommendation: Obtain Public Health accreditation for DPHSS.

Guam Memorial Hospital Authority

The issues inherent with the Guam Memorial Hospital Authority are many, complex and require separate and detailed attention. A detailed analysis of immediate issues is provided in the Healthcare Subcommittee report titled GMHA Finance and addresses the complexity of issues and problems.

At the outset, the Healthcare Team recommends that:

Recommendation: GMHA's actual bed capacity be determined and an evaluation of the use of hospital beds in units. Reviews indicate that though GMH has the facility capacity for 164 beds, staffing shortages reduce usability to 115.

Recommendation: Since the opening of GRMC, GMH admissions have decreased; commensurate reductions in operating costs have not been noted. This should be reviewed simultaneously as GMH's requests for additional funding.

Recommendation: Determine where duplication of services and redundancy of cost can be eliminated.

Recommendation: Evaluate clinical, laboratory, pharmacy, radiology and food services and determine which services can be outsourced.

Recommendation: Re-evaluate GMH's rate base and cost histories to determine optimum levels.

Recommendation: GMH Capital Improvement requests have been well documented – more in-depth engineering analysis should be conducted prior to committing to immediate but band-aid fixes.

Department Of Public Health And Social Services

The Healthcare Team review of DPHSS operational needs indicates specific needs to:

Recommendation: Develop a Guam-wide Health Information Plan, which can be accessed and utilized by all Guam healthcare agencies.

Recommendation: Development and adoption of Electronic Health Record technology.

Recommendation: Development and promotion of Health Information Exchange – it was noted that healthcare agencies, in many instances, do not communicate with each other.

Recommendation: Develop and maintain Personal Health Records (PHR) and Clinical Data Repository.

Recommendation: Implement coordination with behavioral health providers.

Recommendation: Explore and establish communication with interested private providers of Medicaid and Medically Indigent populations – a shared EHR.

Recommendation: Ensure DPHSS capital improvement needs are addressed.

Recommendation: Guam Environmental Public Health Laboratory is officially transferred to DPHSS and properly funded.

Recommendation: Address needs for adequate quarantine and isolation capabilities.

Recommendation: Urgent need to address structural, heating, venting, air conditioning and fire system repairs at all DPHSS facilities to ensure safety of staff and clients and to comply with CDC and OSHA regulations.

Guam Behavioral Health And Wellness Center

In June 2017, as the state agency on mental health and substance abuse, GBHWC received full accreditation from CARF, an international accrediting authority. Vacating the permanent injunction would end years of court oversight of GBHWC and would result in substantial savings for Guam.

GBHWC, despite an approved fee schedule, still lags behind in billing for lack of accounting personnel. Administrative staff who lack training in billing and collection procedures perform billing and accounting work.

There are gaps in services and lack of a structured and systemic approach to identifying and meeting the needs of the community as required in the GBHWC mandates.

Training and development needs of staff do not appear to be articulated and matched with the growing and ever changing needs of the community.

A 1990 organizational chart appears to be the most recent approved document, obsolete and not reflective of current needs nor an ideal relationship and interactional chart of personnel and programs.

The position of Clinical Administrator has been vacant for over 8 years, the Nursing Administrator position has been vacant for 4 years and seems to be lacking a sense of urgency and acknowledgement of the need for these positions.

Priority: Increasing Revenues and Reducing Costs

Recommendations:

1. Charge for all billable services
2. Relocate satellite offices back to government owned spaces
3. Monitor contracts and evaluate the performance of services delivered
4. Renovate the former Therapeutic Group Home facility to meet standards

5. Bring back two patients now housed in Florida at Guam costs
6. Review reinstatement of Administrative Services Officer and Administrative
7. Assistants with financial responsibilities back into the Fiscal Division
8. Upgrade existing Electronic Behavioral Health Records
9. Maintaining CARF accreditation and establish continuous quality improvement
10. Maximize and expend all available Federal Dollars
11. Review human resources and staffing needs

Department Of Integrated Services For Individuals With Disabilities (DISID) and Guam Developmental Disabilities Council

Priority: Consolidating the services and work of agencies with similar programs and objectives will result in greater efficiency in delivery of services and reduce redundancy while reducing costs to government and users.

Recommendations:

1. Connecting 5-year state plans to service delivery;
2. Improving and streamlining processes in exchange of information between agencies;
3. Move the Respite, Community Habilitation Program back to DISID and GDDC
4. Address staffing issues-streamlining the councils serving DISID and GDDC;
5. Ensuring services meet acceptable and established standards of care.
6. Explore and implement the consolidation of DISID and GDDC with like agencies such as the Division of Senior Citizens at DPHSS into a Department of Aging and Disabilities to maximize federal dollars and delivery of services to consumers.

Office Of The Chief Medical Examiner

Immediate Issues/Challenges

The most urgent issue and problem in regards to the Office of the Chief Medical Examiner is the recruitment and contract of a Forensic Pathologist as the incumbent CME has announced his retirement effective at the end of January 2019.

The need for long-term planning and financing of a Medical Examination Office and facilities. Analysis of feasibility and practicality of partnering and collaboration between the Office of Attorney General, Guam Police Department and Acute Care Facilities (GMHA and GRMC)

Medical Referral Office

Immediate Issues/Challenges

The Chair of the Healthcare Transition Team attempted to call the Medical Referral Offices in Honolulu and Los Angeles. His calls were answered with: "The number you are calling is no longer in service". This leads to two questions:

1. Have the Los Angeles and Honolulu MROs been closed?
2. Are there Guam patients – initially assisted by those MROs – who are still undergoing medical care – in Honolulu and Los Angeles?

The current GMRS contract, which was secured under Emergency Procurement provisions, expires on December 31, 2018 and is on a month-to-month basis. Annual value of contract for three locations is $500,000.

Recommendations:

1. Extend current contract for 1 month.
2. Re-issue Request for Proposals for Medical Referral Services in the same three
3. Locations (Los Angeles, Honolulu and Manila).

Healthcare Providers

Healthcare Providers (MDs) listing of priorities to be addressed by new administration. The Healthcare Transition Team recognizes that a most important core of health care delivery on Guam are the providers (doctors and specialists) and their input has been invaluable in discerning the issues and problems for the healthcare system as a whole, as well as, the individual agencies. A survey was sent to all physicians on Guam through the Guam Medical Society and Guam Medical Association. 72 out of 78 responded to the survey. The results as what these professionals think are the most pressing priorities for the new administration:

Priorities:

Doc. No. 35GL-19-0149.*

1. Improvements to GMH: Address issues regarding poor hospital leadership, lack of MD management, lack of funds to administer hospital functions, urgent care development and public health participation in care after discharge.

2. Insurances/MIP: There is presently no oversight by GMHA board, no accountability of expenditures, poor billing/collection process resulting in decrease of reimbursement, no prompt payment and unequal benefits distribution.

3. Indigent/Underserved Care: There is insufficient public health medical staff to care for patients in the community, untimely payments to physicians for services, poor health care literacy, poor preventative care, screening and TB surveillance, and no appropriate follow-up after hospital discharge due to unfunded professional nursing staff in public health.

4. There is urgent need to improve collaboration of health professionals between GMH, GRMC, Public Health and private clinics.

Summary

In summary, the agency-specific reports were created based on information provided from interviews with senior management and data provided by administrators and directors. We believe the information provided DOES NOT reflect the "whole" picture of the agency's real issues. However, the Healthcare Subcommittee was able to identify key issues with recommendations aligned with Governor Leon Guerrero and Lt Governor Tenorio's healthcare platform. Addressing these key issues will pave the way in dealing with challenges that were not presented to the Healthcare Team.

Recommendations for **immediate** consideration:

1. Convene a healthcare summit where ALL of Guam's healthcare professionals can more candidly discuss the needs and priorities, programs and plans to address the issues, problems and recommendations submitted herein;
2. Prioritize the implementation of the Leon Guerrero-Tenorio Platform;
3. Schedule the Healthcare Subcommittee handoff to identified management teams of healthcare agencies;
4. Form and standup a formalized Healthcare Advisory Team and establish the position of Special Assistant for Health Transformation to address ongoing issues as identified from the Healthcare Subcommittee and continue to foster cohesive relationship and dialogue of healthcare administrators for improvements with delivery of care.

Doc. No. 35GL-19-0149.*

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Chapter VII

HOUSING, LAND, AND NATURAL RESOURCES

Overview

This Subcommittee was tasked with reviewing the following entities: Guam Housing Corporation, Guam Housing and Urban Renewal Authority, Guam Environmental Protection Agency, the Guam Energy Office, the Department of Parks and Recreation, the Department of Land Management, the Chamorro Land Trust Commission, Guam Ancestral Lands Commission, and the Guam Land Use Commission. We were asked to ascertain the current status of each entity, identify the top priorities for the entity, make recommendations, discuss the implications, if any, of the Fiscal Year 2019 Budget on the entity, note any pending legal issues or recommendations made by either the Inspector General of the United States or the Office of the Public Auditor, and lastly, to identify the current staffing levels of the entities.

HOUSING

There are two housing entities within the GovGuam: The Guam Housing Corporation and the Guam Housing and Urban Renewal Authority. They have similar missions and functions. Both are governed by a 7-member Board of Directors appointed by the Governor with the advice and consent of the Guam Legislature. Guam Housing Corporation (GHC) was created to "improve the general welfare of the inhabitants of the Territory of Guam through the improvement of housing standards, housing supply and housing affordability in Guam." *12 GCA Ch. 4, Sec. 4101.* The Guam Housing and Urban Renewal Authority (GHURA) was created to be a "public housing agency" within the meaning of United States Housing Act of 1937 and a "local public agency" within the meaning of Title I of the Housing Act of 1949 . *See 12 GCA Ch, 5, Sec. 5103 (a).* In creating GHURA, the Guam Legislature found that "there existed slum and blighted areas, as well as substandard and inadequate housing conditions and a serious shortage of safe, sanitary and decent dwelling accommodations at rentals or prices which families of low income can afford to pay. *12 GCA Ch. 4, Sec 5101(b).* GHURA further administers the Community Development Block Grant that is used to develop Police Stations, Fire Stations, Community Centers, and Recreational facilities, among other projects, for low-income communities.

Financial Condition and Staffing

Neither GHC nor GHURA are affected by the Budget Act of 2018 (FY 2019 Budget) as they do not receive appropriations through the Guam Legislature. GHC generates its income

through rental of affordable housing units and through its mortgage loan program. GHURA is 100% federally funded.

GHC has 23 classified employees and 3 unclassified employees. GHURA has 78 classified/classified limited term employees, 19 temporary appointments, and 3 unclassified employees. There are 5 vacancies at GHURA that are funded.

Legal Considerations

Neither entity reported any pending litigation, personnel issues, or major audit findings. GHURA's former Board, Executive Director, and Attorney are all involved in pending criminal matters related to violations of the Open Government Act. The agency itself is not a party to any criminal, civil, or administrative proceedings.

Housing Recommendations

Recommendation: It is recommended by this Subcommittee that steps be taken to merge the two housing entities consistent with the L&J Platform.

Recommendation: The two entities should work together to maintain existing rental units, build new developments using project based- vouchers like Guma Trankilidad, and explore the possibility of selling existing single family rental units to their current tenants at affordable rates so that more families can realize the dream of homeownership.

Recommendation: It is further recommended that the Mortgage Credit Certificate Program be implemented.

Agency-Specific Priorities and Recommendations

Guam Housing Corporation

Priorities:

1. Upgrade rental units to maximize affordable rental unit inventory.
2. Collect aged receivables from both rental income ($156,375.70) and housing loan delinquencies and defaults ($3,708,839.88).
3. Proceed with Veterans Housing Project in connection with CLTC
4. Build better relationships with Federal partners like USDA and HUD

Recommendations:

1. Take steps to merge with GHURA
2. Work with GHURA to maintain existing rental units, build new developments with dedicated housing vouchers like Guma Trankilidad so that a funding source is assured.
3. Implement Mortgage Credit Certificate program for first time buyers who are mid-income level families.
4. There is a need to identify an external credible funding source for operations as lending capital decreases and not rely on rental income to fund operations.
5. Rental income needs to be directed to fund maintenance and rehabilitation of existing rental units and to bring offline units back online for immediate rental.
6. Commence Lada Gardens renovations.

Guam Housing and Urban Renewal Authority

Priorities:

1. Rehabilitation of Affordable Housing Program (14 Units in Mangilao)
2. Low Income Housing Tax Credit (LIHTC) Projects - total of 268 units located in Mangilao, Dededo, and Toto
3. Construction of a Central Police Precinct
4. Rehabilitation or construction of recreational facilities in Umatac, Sinajana, and Dededo.
5. Residential Treatment Center for Women
6. Update Risk Management Report and Capital Needs Assessment.

*Recommendations***:**

1. Take steps to merge with Guam Housing
2. Rehabilitate public image through greater transparency
3. Determine the long-term viability of existing public housing units and consider selling units to existing tenants through a lease-to-own model.
4. Land use plan needs to be updated and land development should be expedited (federal funding for both available)

5. Aggressively explore and consider the potential benefits to participate in HUD's Rental Assistance Demonstration (RAD) Program as the future of Public Housing infrastructure over the long-term.
6. Asan Redevelopment Project - approximately 35 lots are available to do multi-phase development of affordable homes for first-time homebuyers.
7. Rehabilitate or rebuild abandoned staff housing units in Dededo (3 units), Agat (6 units) and Talofofo (4 units) either for sale or to be used as transitional housing for the homeless population.
8. Lease Commercial lots in Agat and Yona to produce income for maintenance of rental units.

LAND

Overview

There are four different entities that we looked at: the Department of Land Management (DLM), the Guam Land Use Commission (GLUC)/Territorial Seashore Commission, the Chamorro Land Trust Commission (CLTC), and the Guam Ancestral Lands Commission (GALC).

The Department of Land Management is a line agency of the GovGuam with its Director appointed by the Governor with the advice and consent of the Legislature. The remaining three entities are separate Commissions with Commissioners appointed by the Governor with the advice and consent of the Legislature, the only exception is the Guam Land Use Commission which becomes a hybrid commission by adding four (4) Mayors when a project exceeds $3,000,000.00. (The Mayor from the municipality where the proposed project is located and three (3) Mayors from adjacent municipalities).

These three Commissions are operating under one director and within one budget by three Executive Reorganization Advisories (No. 5-September 21, 2011, No. 9-October 1, 2012 and No. 10-June 7, 2018, all attached). All three reorganization advisories (not executive orders) were issued by Gov. Edward Calvo and can be easily rescinded. A reshuffling of funds will be required to provide for the salaries of each specific director. The DLM director is paid from the General Fund, while the salaries of the CLTC director and the GALC director can be paid by their agency specific special funds not necessitating a new General Fund expenditure. The separate administrators (Director of DLM, Administrative Director of the CLTC and the Executive Director of the GALC) are all created by statute, those statutes remain in place. The director of DLM requires legislative confirmation while the administrative director of the CLTC and the executive director of the GALC do not require legislative confirmation. However, the

Doc. No. 35GL-19-0149.*

Administrative Director of the CLTC is required to give bond in the amount of $500,000 for the faithful performance of his duties.

Governance

The three Commissions have three separate and distinct missions, three separate and distinct lands inventories and (should have) three separate and distinct sources and use of revenue funds. The governance of the three Commissions is also different.

GLUC/Guam Territorial Seashore Commission is governed by a 5-member board, recently changed from a 7-member board to accommodate a Hybrid Commission. A hybrid commission is empaneled when a project exceeds $3million and is now composed of the 5 regular GLUC members and possibly up to 4 mayors of the municipality the project is in as well as the contiguous municipality. There are two (2) critical vacancies in the regular GLUC affecting quorum.

CLTC is governed by a 5-member board appointed by the Governor and confirmed by the Legislature. The Chairperson is appointed by the Governor. The Commission shall employ and fix the compensation of the Administrative Director. The Lands Inventory of the CLTC are trust lands held for lease purposes only.

GALC is governed by a 7-member board appointed by the Governor. PL33-197 now requires Legislative confirmation. The Commission may employ an Executive Director.

Its Lands Inventory are(temporary) Returned Federal Excess Lands to be returned as private property to its original landowner pre-condemnation. Its Lands Inventory also includes "Crown Lan Lands" authorized to be leased for commercial use to fund the Land Bank. These lease funds are to be used to compensate dispossessed original landowners.

Department of Land Management

Overview

Department of Land Management (DLM) has seven (7) divisions - Administration, Records, Survey, Planning, Land Administration, Geographic Information Systems/ Land Information Systems (GIS/LIS) and Legal. DLM's source of revenue funds for its operations is mainly derived from documentary taxes and recording fees.

The Records Division serves as the depository for all land related documents for real property and improvements taxation, public information and review especially financial institutions and the courts.

The Survey Division is "GovGuam's Surveyor" the Chief Cadastre and has the only registered land surveyor employed in the entire GovGuam. Other survey work and surveyors can and are contracted by the various agencies especially the autonomous agencies. The present Chief Cadastre is retirement eligible and has indicated his preference for teaching rather than remaining in his present position. This Division is responsible for the technical review and approval of almost all maps for property on Guam except maps of military lands. Its approved and recorded maps are used by the courts of Guam as a basis for litigation purposes. Survey Division approved maps are the only maps that can be recorded. Utilizing the General Fund for its operations, it also provides survey and mapping services to the Chamorro Land Trust Commission and the Guam Ancestral Lands Commission free of charge.

The Planning Division provides administrative, staff and technical support for the Guam Land Use Commission (GLUC) and is responsible for the initial approval of all zoning and construction projects. Except for military projects, nothing gets built on Guam (or its submerged lands) without GLUC approval.

The Land Administration Division previously administered public lands (reserved lands used by government agencies including schools) and public lands programs such as the Arriendo Program, the Land for the Landless Program and along with the DOAg the Long-Term Agriculture Land Lease Program. With the inception of the Chamorro Land Trust Act, the inception of the Ancestral Lands Act, the discontinuation of the Land for the Landless Program, the discontinuation of the agriculture land lease program and the reorganization of the 3 land agencies this Division is now on "detailed assignment" providing processing and research services to these respective agencies utilizing the General Fund for its operations. It's only land inventory are those lands listed under Public Law 22-18. This Division is heavily used without compensation by the CLTC.

The GIS/LIS Division previously was the main source of graphic geographic information (map overlays and aerial photos used for planning purposes). This function is now taken over by various private contractors who develop those metadata overlays for real property valuation and aerial photo metadata like Google Earth and ESRI layers. It also, in conjunction with the Records Division, in recent years and in sporadic efforts, should be taking the lead in scanning and digitizing documents and maps recorded at DLM. This Division has great potential to bring new revenue to DLM by making available through the internet (its website) the researching of documents; access and review of its records, documents and maps as well as the downloading of those documents and maps for a fee.

The Legal Division coordinates legal services, which are provided to the department as well as the CLTC and the GALC through the Office of the Attorney General of Guam. Payment of those legal fees however is not proportionate to the separate use of those services by the 3 agencies and the GLUC.

Challenges

CLTC - has 13 employees, some also used by other agencies, some up to 40%. CLTC has no discernible organizational structure and is treated by the Department of Land Management as one of its division.

GALC- has only one (1) employee on its staffing pattern and has no discernible organizational structure and is treated by the Department of Land Management as one of its division. Its core mission is the conversion of Returned Federal Excess Lands into private property by returning these previously condemned lands to its original owners, in all cases through probate proceedings. Its Land Inventory comprises of temporary ownership of Returned Federal Excess Lands pending transfer through title hearings to (heirs of) the original landowners as well as "Crown Lands" *monte sin dueno*. It is also authorized by statute as a developer (lessor) of crown lands and is charged with the distribution of these lease funds received to dispossessed original landowners. Rules and Regulations required by statute have not been approved by the Legislature, but a more organic problem is Board consensus and agreement on the qualifications of those applying to receive those funds and the extinguishment of those claims.

Land Recommendations

All three entities have considerable work to do to rehabilitate their images. There is a serious lack of trust and confidence in these entities owing from recent events related to employee self-dealing and preferential treatment for family members or the "political elite."

Recommendation: Rescind the Executive Reorganization Advisories mentioned to separate DLM, CLTC, and GALC. Each entity needs to refocus on its separate mission and function. A system must also be developed to provide CLTC and GALC the support necessary to carry out their mission. DLM can provide much of the support necessary but CLTC and GALC should compensate DLM for the services rendered.

Recommendation: DLM should work with the Office of Technology to have the LandWeb system coordinate with the Department of Revenue and Taxation to capture accurate real property tax assessments.

Agency-Specific Priorities

<u>Department of Land Management (DLM) and Guam Land Use Commission</u>

1. Meet with; and discuss with Administrative Staff the proposed separation of funds and separation of directors relative to funding those positions.

2. With the authority as the director overall (DLM) of the 3 agencies, begin reorganization (dismantling) of the 3 agencies beginning with the separation and transfers of funds into the respective and appropriate agencies
3. Review and Recommend the 2 vacancies on the regular 5-member GLUC, immediate appointments must be made as the Legislative Confirmation process could take a few months.
4. Rescind the 3 Reorganizational Advisories (5, 9 and 10) relative to the land agencies. Issue executive orders as needed.
5. Conduct workplace evaluation and desk audits of all employees.
6. Institute regular and timely staff meetings to acclimate staff on management style.
7. Review floor plan and renovate physical working environment, remove individual maze-like cubicles into a more open and transparent floor plan
8. Re-launch LandWeb and Coordination Program to capture escaped assessments for real property taxes with assistance of OTECH and Department of Revenue and Taxation
9. Immediately prepare for budget cycle.
10. Address constituent concerns.
11. Reactivate planning for the construction of a land management (public services) building on the reserved lot in Block 24 Hagåtña.

Chamorro Land Trust Commission

1. Meet with the Chairperson and Governor regarding reorganization, budget issues of the 3 agencies and the CLTC director's position, should not have an effect on the General Fund
2. Brief Gov. on the status of USA v. CLTC.
3. Brief Gov. on the "102" problem leases.
4. Brief Gov., plans of CLTC - 100 days, 6-month, 1 year, 2 year and 4 year term.
5. Collection of outstanding Funds into Special Accounts (laws from the 33rd and 34th Legislature relative to land sales) and PILOT (payment in lieu of taxes) from Department of Revenue and Taxation (real taxes on CLTC properties/leases).
6. Employ and fix compensation of Administrative Director.
7. Immediately prepare for budget cycle.
8. Address constituent concerns.
9. Get out of rented office space.

Guam Ancestral Lands Commission

1. Meet with the Chairperson and Governor regarding reorganization, budget issues of the 3 agencies and the GALC director's position, should not have an effect on the General Fund.
2. Brief Gov. on the eight (8) outstanding litigation (court cases).
3. Discuss with Gov.: possible large legal fees and status of representation w/AGO.
4. Brief Gov. plans of CLTC - 100 days, 6-month, 1 year, 2 year and 4-year term.
5. Discuss with Gov. - Legislative Intervention regarding Land Bank Rules and Regulations and $8 to $17 million dollars under the control of GALC
6. Discuss with Gov. - weaning off the General Fund and the mission and concept of the GALC
7. Employ and fix compensation of Executive Director.
8. Immediately prepare for budget cycle.
9. Address constituent concerns.
10. Get out of rented office space.

Agency-Specific Recommendations

Department of Land Management (DLM) and Guam Land Use Commission

A. 10 days - Hire (temporarily) or detail assignment an Adelup staff assistant who is an experienced director and who is very familiar with all 3 agencies to begin and complete the reorganizational dismantling of the 3 agencies.
B. 6 to 12 months - Once Recommendation 1 and the Reorganization is completed (6 to 12 months), hire a permanent DLM director and an experienced deputy director for guidance and mentoring, we must build capacity in this department with younger employees as some DLM divisions have a high number of retirement-eligible employees and/or discipline-oriented management level positions.
C. 30 days - Appoint 2 persons to fill the GLUC vacancies.
D. 10 days - Appoint a Staff Assistant in Adelup to coordinate, assist and review the reorganization of these 3 agencies reporting to the Governor on the progress and/or problems, this position should be for at least a year only or can be created in lieu of

the temporary DLM director with the detail assignment of this Staff Assistant as the Acting Director of DLM.

E. 30 days - Immediately prepare for budget cycle.

F. 90 days - Convene Land Use and Reservations Summit for all Government agencies, departments and autonomous agencies pursuant to; and to update Public Law 22-18.

G. Construct a land management (public services) building on the reserved lot in Block 24 Hagåtña.

Chamorro Land Trust Commission

A. Separate DLM and the CLTC by directors' position and authority

B. Hire, with input from CLTC Chairperson a separate permanent Administrative Director

C. Liaison with the Legislative Committee on Lands to address the "102" problem leases

D. Determine and finalize legal fees liability

E. Immediately prepare for budget cycle.

F. Gather funds into special accounts from recent public laws regarding sales of remnant parcels and abandoned unneeded easements.

G. Conduct an aggressive campaign to lease commercially designated lots as authorized by statute.

Guam Ancestral Lands Commission

A. Separate DLM and the GALC by directors' position and authority

B. Hire, with input from GALC Chairperson a separate permanent Executive Director

C. Review special funds status

D. Settle or bring to closure pending litigation cases

E. Determine and finalize legal fees liability

F. Immediately prepare for budget cycle

FY 2019 Budget Impact

DLM: None, but DLM might face a shortfall because of employee appeals and Civil Service Commission rulings and department administrative decisions.

CLTC: None, but would have been much better had the Calvo Administration not taken $650,000 in CLTC infrastructure funds.

GALC: None, but would have been much better had the GALC board approved a sale of crown lands to GPA for the northern power plant ($25 million).

Financial Condition and Staffing

These three (3) agencies (DLM, CLTC, and GALC) are operating under one (1) director and within one (1) budget by three (3) Executive Reorganization Advisories (No. 5-September 21, 2011, No. 9-October 1, 2012 and No. 10-June 7, 2018). All three organization advisories (not executive orders) were issued by Gov. Edward Calvo and can be easily rescinded. A reshuffling of funds will be required to provide for the salaries of each specific director. The DLM director is paid from the General Fund, while the salaries of the CLTC director and the GALC director can be paid by their agency specific special funds not necessitating a new General Fund expenditure. The separate administrators (Director of DLM, Administrative Director of the CLTC and the Executive Director of the GALC) are all created by statute, those statutes remain in place. The director of DLM requires legislative confirmation while the administrative director of the CLTC and the executive director of the GALC do not require legislative confirmation. However, the Administrative Director of the CLTC is required to give bond in the amount of $500,000 for the faithful performance of his duties.

The Budget Act of 2018 does not impact any agency but DLM has 81 vacant unfunded FTEs. Audits are ongoing.

Natural Resources

This Subcommittee reviewed the following entities: the Department of Parks and Recreation, the Guam Environmental Protection Agency, and the Guam Energy Office.

Department of Parks and Recreation

Governance

The Department of Parks and Recreation is an unusual entity. It is treated like a line agency of the GovGuam but it also has a Board of Commissioners. *See 21 GCA, Ch. 77, Sec. 77106.* This Commission appoints the Director and every year must report to the Governor and Guam Legislature the on the activities of the agency.

The mandates for DPR are outlined in 21 GCA Chapters 76 and 77 and it is divided into three divisions: Parks Division, Recreations Division, and Guam Historic Resources Division. The agency has purview over all Territorial parks, all recreational facilities, and all Guam historic properties as well as the Guam Register of Historic Places.

Priorities and Recommendations

Recommendation: Update the Recreational Water Use Master Plan as well as the State Comprehensive Outdoor Recreation Plan. The establishment of Recreational Coordinators at the village level through partnerships with non-profit and service organizations will provide greater access to recreational activities for village youth. The public swimming pools need to be maintained and re-opened.

Recommendation: Further review is necessary to determine whether it is more appropriate for the Historic Preservation Division be transferred to another agency within the Government that deals with permitting.

Recommendation: The Vicente Limtiaco Cemetery needs to be closed and a new public cemetery opened.

Priorities by Division:

Director's Office

A. Review and compare Parks operation' staffing complement to effectuate a mutually beneficial outcome for the community at large.
B. Review the mandates of the Department for development of long-term plan for effective achievement of objectives.
C. Maintain inventory of the Guam Parks System.
D. Implement alternative partnering cost-saving measures for operational requirements.
E. Digitize all Departments inventory for more efficient use

Parks Division

A. Complete the classification of parks with the Guam Territorial Park System;
B. Improve and maximize the usage park facilities by developing a Park Improvement Plan
C. Reduce the operational and maintenance cost of the park system through Park Adoption, Public-Private Partnership Agreements, and outsourcing of services
D. Expand the current level of open-area and green space; develop additional play lots

and multipurpose sports fields

E. Complete the closure of the current public cemetery and open a new public cemetery

Recreation Division

A. Increase recreational activities for health and fitness to all users.

B. Promote public awareness of health and fitness through the use of park and recreation facilities.

C. Develop partnerships and volunteer programs for recreational activities.

Guam Historic Resources Division

A. Conduct a comprehensive survey of historic properties.

B. Maintain the Guam Historic Properties Inventory and Guam Register of Historic Places.

C. Nominate eligible sites to the Guam and National registers.

D. Maintain the GIS historic properties ArcView layer.

E. Conduct public awareness, presentations and produce historic presentation literature

F. Encourage and expand the network of organizations and individuals engaged in preservation.

G. Implement the Statewide Comprehensive Plan for Historic Preservation.

Other Recommendations:

A. Improve the management and administration of the Department's goals through multi-task performances throughout the three divisions and through improved tasking alternatives in association with human resources management.

B. Implement the established plans for parks improvement.

C. Implement the Outdoor Recreation Plan.

D. Increase Park Adoption Agreements.

E. Improve the RWUMP through assessment and update of current and future demands.

F. Expand open-area and green space sites for leisure activities.

G. Increase protection and encourage awareness for historic and significant sites.

H. Outsource well needed ground-maintenance services at our highly used and visited parks.

I. Continue to complete components of the existing master plan for Paseo de Susana.

J. Review revenue collection in anticipation of allowable expenditure.

K. Addition of a new Restroom/Locker Room at the Hagåtña Central Park (Rick Ninete's Tennis Facility).

L. Construction of a new Press Box and Restroom Facility at the Guam Sports Complex Multi-Purpose Baseball Fields.

M. Development of Open Play Fields at the Hagåtña Central Park and Dededo Parks.

N. Development of New Northern Public Cemetery in Yigo.

O. Final solicitation of Department of Interior, Office of Insular Affairs CIP 2018 Grant for the renovation and repair of island wide park restrooms and recreational facilities and parks.

P. Completion of the Guam Sports Complex Baseball Fields Concession and Restroom Facility and Umatac Baseball Field in conjunction with GHURA.

Q. Continuation of comprehensive operations and facilities maintenance of Hagåtña and Northern (Dededo) swimming pool facilities.

R. Outsourcing of the DPR Public Cemetery in Yigo.

S. Completion of the Guam Tennis Federation Training Center in Dededo and Guam Football Association in Agat.

T. Updating and adjudicating of rules, regulations and fee schedules for parks and recreation.

U. Enforcement of permits, fees, and vendor programs.

V. Program revenue enhancement and accountability.

W. Updating of the Recreation Water Use Management Plan.

X. Updating of the State Comprehensive Outdoor Recreation Plan.

Financial Condition and Staffing

Currently, funding provided through the 2018 Budget Act is sufficient to cover payroll but not much else. The Department of Parks and Recreation has experienced a severe reduction in both funding and personnel with respect to the decline in overall government revenues. Unfortunately, the impact has been obvious and felt throughout the island's park and recreation system and the overall beauty of our island. Aggressive pursuits have been made in years past to develop "public private partnerships," as well as "Adopt-a-Park" arrangements, but progress has not kept up with the demands, and we are ultimately "getting what we are paying for." The continued shortfall in funding will continue to have an impact on our island's public image, social morale and welfare, along with recreation in the community.

There are 3 unclassified employees, 35 classified, and 11 Limited Term Appointments.

Doc. No. 35GL-19-0149.*

At least 3 classified employees intend to either resign or retire within the next several months.

Legal Considerations

There are no legal issues reported and no adverse audit findings exist.

Guam Environmental Protection Agency

Governance

The Guam Environmental Protection Agency (GEPA) is governed by a 9 member Board of Directors, its members serve 3 year terms. *See 10 GCA Ch. 45, Sec. 45103.* GEPA is responsible for the implementation of the Guam Beverage Container Recycling Act of 2010, Water Resources Conservation Act, the Water Pollution Control Act, Toilet Facilities and Sewage Disposal Act, the Air Pollution Control Act, the Guam Pesticides Act, and Solid Waste. *See 10 GCA, Ch. 45, Sec. 45105.*

Priorities and Recommendations

Priorities:

1. The fee schedule needs to be updated as soon as possible to reflect current costs, both direct and indirect.
2. GEPA needs a new modernized facility with space enough to house all personnel and assets, and service customers.
    a. The current facilities are falling apart.
    b. The size and layout of the facilities are inadequate for the Agency's spectrum of obligations
3. Locate funding sources for FY 2020 and after.
    a. GEPA is currently surviving through federal grants which are not guaranteed year to year.
    b. GEPA has the ability to increase locally generated revenue through service fees and fines
4. Implement the W.A.L.T.E.R.S. system to streamline customer service, improve inner and interagency communication and create a databank of GEPA permits and project.
5. The Agency needs to increase efficiency through modernization. This project is underway and should be supported and expedited.

Recommendations:

A. Update fees and fines schedule.

B. Implement WALTERS system.

C. Have a presence at the One-Stop Permit Center.

D. Secure a new facility that can house all of the agency operations (there are Federal funds available.)

E. Consider making Guam Energy Office a division of GEPA or the Bureau of Statistics and Plans.

Financial Condition and Staffing

GEPA is 98% Federally funded so the impact of the Budget Act of 2018 is of minimal effect. GEPA does receive funding from the Tourist Attraction Fund to pay for beach monitoring. There are 2 unclassified employees, 42 classified employees, and 8 limited term appointments.

Legal Considerations

There are no current legal issues and no adverse audit findings.

Guam Energy Office

Governance

The Guam Energy Office was created by Public Law 12-100. The stated purpose of the office is "to work with the Federal Government and the private sector to best allocate the fuel available to the Territory of Guam and to determine which energy conservation measures and practices 'best slow the rate of the growth ·of energy consumption, assure adequate supplies of energy and fuels for necessary uses, reduce energy, waste, preserve natural resources 'and protect. the environment." *See P.L. , 12-100 (February 7, 1974).*

It is recommended that the Guam Energy Office become a division of another agency like GEPA or Bureau of Statistics and Plans. If this occurs the funds used for the Director's salary and benefits can then be used for a Planner IV position which is needed to apply for and manage energy grants. Additionally, the agency needs to work more closely with DOA and BBMR for proper grant account set up and drawdowns. The weatherization and energy efficient appliance distribution program has been mired in procurement challenges and is largely unknown by the general public most especially the target population of low-income families. A

partnership among GHURA, Guam Housing, and the Guam Energy Office will likely benefit the target population by providing energy efficient air conditions, refrigerators, and water heaters to low- income families that can be used in affordable housing units owned by GHURA and Guam Housing.

Priorities and Recommendations

*Priorities***:**

1. Update rules and regulations for electric vehicle usage.
2. Improve relationship between GEO and other agencies like DOA and BBMR for proper grant account set up and draw down.
3. Improve procurement processing so that items can be procured and distributed as required by weatherization grants.

Recommendations:

A. Consider making GEO a division of either GEPA or Bureau of Statistics and Plans.
B. Used funds currently earmarked for Director position to the vacant Planner IV position so that grants can be researched, applied for, an managed properly.
C. Work more closely with DOA and BBMR for proper account set up, draw down, and management.
D. Explore creating a partnership among GHURA, Guam Housing, and the Guam Energy Office to benefit the target population by providing energy efficient air conditions, refrigerators, and water heaters to low-income families that can be used in affordable housing units owned by GHURA and Guam Housing.

Financial Condition and Staffing

GEO is 100% Federally Funded so the Budget Act of 2018 has no impact, however the Trump Administration is cutting back on funding for the types of grants that the GEO applies for routinely. There is only 1 unclassified employee and 5 classified employees; there is 1 vacant position.

Legal Considerations

There are no outstanding legal issues and no adverse audit findings.

Subcommittee Members:

Stephanie G. Flores, Chair
Joseph Borja
William T. Flores
Jesse G. Garcia
Ryan Mummert
Donald G. Taitano
Richard Ibanez

Doc. No. 35GL-19-0149.*

Chapter VIII

INFRASTRUCTURE AND TRANSPORTATION

Jose D. Leon Guerrero Commercial Port
Port Authority of Guam (PAG)

Overview

The Port operates the only commercial seaport in the Territory, and as the primary seaport in Micronesia, serves as a transshipment point for the entire Western Pacific region. It operates the largest U.S. deep-water port in the region and currently handles over 2 million tons of cargo a year. The Port owns 5 cargo-handling piers along with two fuel piers and three small boat marinas. The cost of operations and capital improvements are funded largely from the Authority's own revenues.

With over 90% of the region's good and supplies passing through its doorways, the Port's impact on the quality and sustenance of life for residents of the region cannot be overstated. The Port is truly the life link between the region and the rest of the world.

The Port is presided over by five board members appointed by the Governor of Guam with the advice and consent of the Legislature. The Board appoints the General Manager and Deputy General Managers who are responsible for the maintenance, operation and development of the Port and Agency's business affairs.

The Port's mission statement is dedicated to providing full service to ocean vessels in support of loading and unloading cargo for Guam and Micronesia. The Port is the main lifeline of consumer goods into the island, and as such, recognizes is responsibility to deliver these goods in a timely and efficient manner. In support of this mission, the Port also provides land and infrastructure to private interest to further develop the maritime industries on Guam. As a public corporate, the Port dedicates all of its profits to the upgrading of equipment and facilities and the continued growth of the island's seaport.

Priorities and Recommendations

The priorities identified below are significant issues for the Governor's and Lt. Governor's consideration for immediate attention:

A. *Priority:* Port Modernization

1. Port Facilities

The Port of Guam's Modernization Program is designed to meet the island's growth including the expansion of the military and growing tourism market. The key project initiatives justified to investors for the bond market were:

- Expansion of wharf space to accommodate larger vessels and increase vessel handling capacity.
- Upgrade terminal operating system to allow for automated invoicing, cargo and container tracking, financial management and maintenance management.
- Expansion of existing facilities to support fishing and cruise line industries.
- Replacement of gantry cranes at the end of useful life to maintain continuous, uninterrupted cargo movement.

As part of the modernization program, the Port of Guam through legislation obtained $71.44 million in revenue bonds to pay for improvements at the Port and refinance some of its existing debt at a lower interest rate. The bonds for capital improvement projects, include:

- the rehabilitation of Hotel Wharf and access road;
- relocation of water lines;
- repair of the Equipment Maintenance & Repair Building and Warehouse 1;
- replacement of Port Administration Building; and repair of Golf Pier, which is one of two Port owned fuel piers.

The only project that has a local share of a federal grant (TIGER) is Hotel Wharf and access road, totaling $24 million. The Port will be using the revenue bond proceeds to fund its share of the Tiger grant in the amount of $14.2 million.

The Port contracted in July 2018, a company to conduct a post-seismic assessment of the wharves and F1 fuel pier. Based on their assessment, repairs to F1 fuel pier, and wharves F3 to F6 are highly recommended. Although deficiencies of the waterfront facilities were pointed out, cost estimates to address are unknown at this time.

Recommendation: To ensure that the cargo operations are not severely hampered, the administration will pursue all options to immediately begin the rehabilitation of Hotel Wharf and the access road. Upon commencement of this project, the Port will address in parallel, the much-needed repairs of F1 and Port's operational waterfront.

2. Port Master Plan Update

Port Master Plan was updated in 2013 to take into consideration the re-set of the military build-up and allowing the Port to focus on a balanced modernization program which would address modernization improvements, sustainability projects and financial self-sufficiency.

Doc. No. 35GL-19-0149.*

It was anticipated the military build-up would be pushed back between 2020 and 2026. However, in the 2015 National Defense Authorization Act (NDAA), a four-year freeze was lifted on the spending of the Marine relocation. For Fiscal Year 2017, the NDAA authorized $253 million in new military construction projects. In 2018, the NDAA authorized a total of $354.6 million in new military construction projects for Guam. Based on expected aggregate population increase statistics, Guam should expect to see increases in Department of Defense military personnel and dependents to the island between 2018 and the highest peak increase in 2023.

The 2013 Port Master Plan Update summarized the evolution of change in the Port Modernization Program, identified 55 improvement and sustainability projects to be funded by revenue bond proceeds and Port revenues and financial feasibility assessment based on the assumption the military build-up was pushed back. Out of the 55 projects, 23 are not completed.

Recommendation: To provide an updated roadmap to guide the Port in its future development over the next 20 years, it is recommended the 2013 Master Plan be updated to reflect the developments, which have occurred on the military build-up since 2013.

B. *Priority:* Employee Issues

Mutual trust and greater understanding between management and employees would need to be built and created. The key elements in any organization's operation are cooperation and not confrontation between management and employees. Port employees have expressed the desire for the following:

- ➔ improved communication;
- ➔ management awareness of employee job-related concerns;
- ➔ personal growth and development;
- ➔ enhanced decision-making skills;
- ➔ increased individual power;
- ➔ improved motivation; and
- ➔ opportunities for recognition of individual improvement.

The union contract negotiated between Guam Federation of Teachers on behalf of Port Operations and Maintenance employees and the Port was approved by the Port Board in 2012. However, the contract was stalled because of lack of authorized signatories in order for the union and the Port to implement the provisions of the contract.

The Port implemented a quality circle concept in 1990's aimed at developing employees and allows them the opportunity to use their wisdom, creativity and experience in bringing improvements in their work environment. The program saw successful results. During this period, the Port's gantry cranes' productivity moves went from 18 moves per hour to 40 moves per hour, surpassing Japan's productivity moves. The concept also instilled a sense of belonging amongst the employees and made them feel that they have an important role to play in the organization.

Recommendations:

Union Contract: One of the issues that would need to be addressed is the union contract for Port Operations and Maintenance employees, which was approved by the former Board of Directors in 2012. It is recommended that the union and new Port management return to the negotiation table to augment the current contract provisions to improve the work life of the employee

Quality Circle Concept: It is recommended this concept be revitalized to improve the communication between management and employees.

C. *Priority:* Gantry Purchase and Maintenance

In Guam Public Utilities Commission's report of Docket 17-01, the crane replacement schedule and replacement costs for 2012 and 2016 were as follows:

Crane	2012 Analysis		2016 Analysis	
	Replacement Date	Cost ($M)	Replacement Date	Cost ($M)
Gantry 3	2031	$13.86	2018	$8.12
POLA 4	2025	$10.53	2028 – 2029	$11.3
POLA 5	2025	$11.54	2029	$11.7
POLA 6	2028	$12.65	2030 – 2031	$12.3

Based on the above schedule, Gantry 3 is being proposed for replacement approximately 13 years ahead of the estimates. In PUC's report, it was stated Gantry 3 is out of service due to deteriorating conditions caused by poor maintenance practices and the Port has determined that it is not repairable. The replacement of Gantry 3 is estimated at a cost of $8.1 million which $2.4 million would have been funded by the revenue bond proceeds.

The report mentioned *"based on a recent condition assessment, the existing Gantry 4, 5 and 6 are in urgent need of maintenance to ensure they can continue to operate a desired service levels and not degrade further until replaced. The estimated cost of this maintenance is $5 million total. This cost will be paid from general PAG revenue and does not impact the crane surcharge analysis."*

A review of the Fiscal Year 2019 Budget, the acquisition of a new gantry crane was not listed in the approved Budget Capital Improvement Projects.

However, in the Port's transition report, it was noted the discrepancies found in OSHA's annual inspection will be a subject of discussion to determine if the crane is to be surveyed or refurbished. The Port did not provide a cost estimate on addressing the discrepancies for Gantry 3 if they proceed in refurbishing the crane.

On September 28, 2018, the Board awarded the Performance Management Contract to Matson Navigation Company, Inc. to provide maintenance and certification to the Port's gantry cranes. The contract will be forwarded to Guam Public Utilities Commission for review and concurred.

UPDATE: After the initial transition report was submitted, the transition committee was informed the Port had the Performance Management Contract returned from Guam Public Utilities Commission. It was noted Port staff wished to include additional tasks under the scope of work. Instead the Port extended the option year with Matson Navigation Company on the technical services contract they had with the Port.

Recommendation:

The administration will begin the process to determine the type of rail mounted gantry crane the Port should pursue and develop the specifications for procurement. Port will engage in discussions with Matson Navigation Company regarding the technical services on the cranes and maintenance plan they are recommending ensuring the cranes continue to operate at the desired service levels.

D. *Priority:* Procurement Delegation

In 2006, the Port was not granted procurement delegation by the Chief Procurement Officer of General Services Agency. Since this date, the Port has been assigning its Procurement and Supply staff to undergo on-the-job training with General Services Agency.

Public Law 32-13 required all government of Guam personnel tasked with the responsibility of purchasing or procuring goods, services or construction receive training, continuing education and certification by October 1, 2016.

It is understood that the Port has complied with Public Law 32-13 and Port personnel who are involved in the procurement process have completed the certification training with Guam Community College. However, Port personnel continue to be assigned to General Services Agency for on-the-job training.

Recommendation:

Meet with the Chief Procurement Officer to determine the expectations she wants from the Port, so procurement authority can be granted in order for the Port to purchase vital materials, supplies and services needed for the daily operations.

Legal Counsel: Since 2010, there were 51 cases referred to Port Legal Counsel to pursue litigation. Out of the 51 cases, 16 are pending—3 civil and 13 employee adverse action appeals. The Port expended almost over $6 million in legal fees to pursue litigation over 8 years.

With the amount of costs incurred by the Port, alternatives should be looked at to determine if it would be beneficial for the agency to employ a staff attorney to be involved in port transactions, including commercial leases, landlord-tenant disputes, government procurement, claims, accounts receivable collections, human resources, Sunshine Act compliance, etc. If a complex legal issue arises, the Port may wish to retain a lawyer who has expertise in the maritime industry.

Recommendation:

Port should begin the creation of position process in establishing a staff attorney position within its Classification and Compensation Plan. For legal issues involving complex maritime industry, Port could consider issuing a procurement package for such legal expertise service.

E. *Priority*: Real Estate

1. Customs & Quarantine Location:

In July 2007, U.S. legislators passed a law requiring 100% scanning of U.S. bound containers by the year 2012, however, the effective date for implementation was moved to 2009. To comply with the federal mandate, Customs and Quarantine Agency acquired a mobile x-ray scanning machine through a federal grant. Customs and Quarantine staff conducts inspection either at the consignee's location or within the Port facility.

On July 2017, Public Law 34-112 was signed reserving four (4) acres of land for the construction of a new customs inspection, holding and securing facility on Cabras Island. The proposed facility will be used by the agency to conduct inspections to identify, isolate and mitigate threats at the border.

Since the passage of the law, Port and Customs officials have not been able to agree on an ideal location for the facility. Customs officials are of the opinion that such facility should be located within the Port terminal yard. Port officials' perspective if the facility is located within the Port terminal yard, the inspections can take several hours to include unloading, examining and stuffing the contents back into the container, and may be disruptive to its operations.

Reviewing the Port Master Plan and recommended expansion of the terminal facility, both Port and Customs officials should look at placing such facility near the Weight Scale

House, which is located near Port Gate House. This location could be ideal for both parties and allow Customs officials to thoroughly scan and inspect incoming and outgoing containers and secure those cargo found to be suspicious or threaten the security of the island.

Recommendation:

Meet with Customs & Quarantine officials to determine if potential site identified by the Port would be feasible for Agency. If not, identify alternative strategic location that would allow the Customs & Quarantine facility to be placed that is conducive to drug interdiction, anti-terrorism efforts and seizure of all other suspicious cargoes.

2. Fuel Facility:

Guam's port has been referred to as the hub of the Micronesia because it trans ships virtually everything through Guam's port to the rest of the Micronesia. In the last couple of years, the Port has seen a decrease in transshipment cargoes. This is attributed to the direct port calls from domestic and foreign carriers to the Micronesian ports. Based on CNMI's master plan for their ports and proposed expansion, further decrease in transshipment cargoes may occur.

A review of the Port's facilities shows that Area A Tank Farm, included in the Golf Pier Management Agreement, which Mobil Petroleum was using to store fuel has not been in use since 2010. Such decision was based on a federal consent decree, which mandated Mobil to either bring the facility into compliance with federal regulations or discontinue use. The cost associated in rehabilitating the fuel tanks was over $10 million at that time. Since then, Area A has been idle, and no revenues have been generated.

Based on the Port Master Plan Update, it is estimated the liquid bulk cargo should increase from 6.96 million barrels in 2013 to 8.42 million barrels in 2033. The petroleum companies are reviewing the island's current storage capacity to accommodate the increase. It is assumed the petroleum companies would prefer to have storage tanks near the fuel piers to allow quicker transport of transshipped fuel onto their vessels.

Discussions have been held fuel petroleum companies regarding the removal of the Business Privilege Tax waiver on the transshipment of fuel. After in-depth review and consideration, such removal would create hardship to our Micronesian neighbors. Rather than removing the tax exemption, Port should look at establishing a tiered-fee tied to transshipment volumes. This may provide incentives to current and prospective petroleum providers to continue to store transshipment fuel on island.

Recommendation:

Issue an RFI to generate interest to lease Area A and use area to either rehabilitate the existing tanks or build new storage tanks. Port should pursue incentives to develop fuel capacity at Area A. The administration should oppose any effort to remove the Business Privilege Tax

waiver on the transshipment of fuel. Port should develop a tiered-fee tied to volume for transshipment of fuel for the petroleum companies.

3. Recycling Enterprise Zone:

Public Law 28-92 signed into law on December 12, 2005 created a Recycling Enterprise Zone at Cabras Island. The Guam Legislature reserved land on Cabras Island for a center to recycle automobiles, which is one of the major environmental concerns for the island. The law provided eligibility requirements for companies to be qualified for incentives as outlined in the law. Currently, there is no on-island company who has met the eligibility requirements. The Port has identified an area in the vicinity of Route 18, which would be ideal for this type of activity. However, the site has not been surveyed to determine the number of acres available.

Recommendation:

The Port should begin the surveying its properties surrounding Route 18 and identify the number of acres available for the recycling facility. Once this is completed, the administration may want to consider issuing a solicitation of interest on and off island to entice potential eligible companies who would like to establish such facility.

4. Other Leases:

a. Aqua World Lease: In 2001, the court found the acreage in the lease agreement between Aqua World and Port should have been 1 acre instead of 11 acres. The acres reflected on the lease were a typographical error the court stated in their decision. In 2008 to 2010, discussions were held with Aqua World on the amendment of their lease agreement to reflect 1 acre instead of 11 areas; the return of the 10 acres of properties and identification of exact properties they intend to keep under their leasehold. Although a draft amendment to the lease agreement and identification of properties Aqua World intend to keep under their leasehold, the execution of the amendment was delayed because of the passing of the Aqua World owner and change of legal representations for both parties. The issue has been assigned current Legal Counsel to proceed with Port's desire of terminating such lease.

Recommendation:

A determination needs to be made if the Port wishes to continue its lease arrangement with Aqua World or pursue the desire of terminating such leasehold. If the determination is to continue the relationship with Aqua World, both parties should hold discussions and identify what properties they wish to keep under their lease and amend the lease agreement.

b. Pending Leases and Current Lease with Option Years: The transition report did not provide the type of lease, whether long-term or annual, and option year, if any, nor did it provide any issues Port is encountering on pending leases or if disputes have occurred during negotiations with current tenants on their option years.

Recommendation:

For current lease negotiations, Port should review the disputed issue and determine if an agreeable resolution can be negotiated with the tenant. For pending leases, determine if it is in the best interest of the Port and its future plans to proceed with the execution of such lease.

5. Public-Private Partnership

Micronesian Cruise Ship Development: The Port of Guam receives an average of 5 cruise ships a year calling Guam. In 2017, efforts were being encouraged by our lawmakers to explore a public-private partnership to develop Guam as a homeport for the Micronesia region.

Public Law 34-75, passed in 2017, directed Guam Visitors Bureau (GVB) to develop and public a request for information (RFI) relative to developing Guam as a homeport for cruise ships at the Jose D. Leon Guerrero Commercial Port. The RFI was to include solicitation of information as to what is needed to engage in a public/private collaboration in the renovations needed at the Port in an area suitable for a cruise ship industry. The concept involved having cruise ships visit various port stops in the Commonwealth of the Northern Marianas (CNMI) islands, Palau, Republic of the Marshall Islands and the Federated States of Micronesia (FSM).

On May 2018, GVB issued the RFI to determine public interest and the desired direction that public policymakers may take relative to the development, management and operation of a cruise ship industry on Guam.

Recommendation:

Port will work with Guam Economic Development Authority (GEDA) and GVB on identifying potential Port property for the development of a cruise facility.

FY 2019 Budget

The Fiscal Year 2019 Budget was approved for $50,763,779. The full-time equivalencies budgeted was 428.

Financial Condition

Container cargo volumes continue to decline and are largely attributed to the transshipment decrease. Below is a breakdown of the container volumes:

CARGO VOLUMES

Fiscal Year	Container Count	+/-
2010	96,952	2%
2011	96,065	-1%
2012	92,747	-3%
2013	90,803	-2%
2014	85,696	-6%
2015	90,762	6%
2016	102,917	13%
2017	96,055	-7%
2018	90,923	-5%

During the same period, operational revenues increased due to tariff fee increases by 35% as shown below:

OPERATIONAL REVENUES

Fiscal Year	Revenues ($)	+/-
2010	28,412,041	15%
2011	27,543,837	-3%
2012	27,873,320	1%
2013	33,908,836	22%
2014	36,570,551	8%

2015	38,925,505	6%
2016	43,136,179	11%
2017	41,793,175	-3%
2018	44,844,497	7%

NON-OPERATIONAL REVENUES (LEASES)

Fiscal Year	Revenues ($)	+/-
2010	7,441,452	41%
2011	7,502,487	1%
2012	6,947,146	-7%
2013	7,556,411	9%
2014	7,703,693	2%
2015	8,613,598	12%
2016	8,716,356	1%
2017	8,802,186	1%
2018	9,053,203	3%

Staffing Requirements

For Fiscal Year 2019, FTE are budgeted for 428 positions. Out of the 428:

1. Six (6) employees are on long-term disability under the DC Plan;
2. Ten (10) employees on light duty assignments;
3. Six (6)employees appointed in detailed positions;
4. Four (4) employees assigned to other divisions; and
5. Forty-eight (48) vacant positions.

The report did not elaborate as to why 10 employees are light duty assignments and 4 employees are assigned to other divisions.

The numbers of vacant positions for the divisions are:

Division	Number of Vacant Positions
General Manager's Office	1
Port Police	6
Planning	2
Stevedoring	15
Terminal	2
Transportation	12
Maintenance	4
Facility Maintenance	3
Information Technology	1
Finance	2
TOTAL	48

Recommendation:

With the decrease in cargo volumes, recent hiring of additional Port staff and assignment of employees to other divisions, it is suggested that a manpower analysis be conducted to determine the actual number of employees for each division is needed to fulfill the mission of the Port.

OPA/IG/GAO

Based on the Fiscal Years 2015, 2016 and 2017 audit reports, the same discrepancies and observations were noted in the reports:

1. Port Modernization Plan complete and final turn over documents not submitted by MARAD.
2. Lease and Management agreements – 2 lease agreements negotiated in 2010 and 2012 have not been signed. Terms of the oil company management agreement has not been clarified.

3. Interest Capitalization of Qualifying Assets - interest for qualifying non-federally funded capital assets undergoing activities to prepare for usage (construction in progress) are not capitalized.
4. Fixed Register Asset - untimely reconciliation of the fixed assets register to the general ledger.

Below is a summary of the discrepancies and observations per fiscal year:

Fiscal Year 2017

Issue	Discrepancy/Observation	Recommendation	Response by Port
Port Modernization Plan	MARAD provided a dashboard project expenditure summary in Fiscal Year 2015, which was used as a basis for recording $48.2 million of capital assets. In 2016, an updated dashboard showing a revised total project cost of $47.3 million. An adjustment of $900,000 was made to reflect the updated project cost. No significant changes were noted in the updated dashboard project expenditure summary provided in FY2017. No final project expenditure summary has been received from MARAD as of September 30, 2017, even though projects were completed 2 years ago. Prior Year Status: comment is reiterative of conditions identified in prior year audit.	Management should continue to request the complete and final turn over documents from MARAD to finalize the Port modernization project cost.	
Sales Invoice	Test of sales invoices disclosed the following: · 2 vessel visits were not invoiced · 2 invoices have different vessel IDs assigned due to system glitch during the invoice upload to JD Edwards · A system glitch caused vessel references to skip sequence ID numbers	Vessel entries reported in the Harbor Master report should be reconciled monthly with invoices issued and discrepancies should be timely investigated. Management should address system errors to verify the complete sequential order of vessel IDs.	

Lease Agreements:	Port has not finalized lease agreements with 3 tenants Prior year status: This comment is reiterative of conditions identified in prior year audit.	Port should finalize the 3 lease agreements.	
Interest Capitalization of Qualifying Assets	Port does not capitalize interest for qualifying non-federally funded capital assets undergoing activities to prepare for usage (construction in progress). Prior year status: This comment is reiterative of conditions identified in prior year audit.	Interest should be capitalized for assets constructed by the Port, which require time to get them ready for their intended use. The amount capitalized shall be determined by applying an effective interest rate to the average amount of accumulated expenditures for the asset during the period of construction. Construction in progress financed by grants is not eligible for interest capitalization.	
Fixed Asset Register	Fixed asset register movements do not reconcile with the general ledger by $40,954 due to disposals not reflected in the fixed asset register. Prior Year Status: The comments are reiterative of conditions identified in prior year audit.	Port should timely reconcile the fixed assets register to the general ledger.	
Human Resources	Employee listing is not timely updated by HR.	HR should maintain and timely update the employee listing.	
Local Procurement	Bid GSA/PAG-015-15 with expenditures of $1,987,796 for the acquisition of 4 top-lifters was awarded to the lowest bid whose bid was not responsive. Another bidder appeared to be responsible, but bid was higher. Procurement file did not contain a written rationale for selecting one bidder over the other.	All considerations related to the bid evaluation and selections are documented in the procurement file by the responsible personnel.	Ratification has been filed to affirm award.

Fiscal Year 2016

Issue	Discrepancy/Observation	Recommendation	Response by Port
Port Modernization Plan	MARAD provided a dashboard project expenditure summary in Fiscal Year 2015, which was used as a basis for recording $48.2 million of capital assets. In 2016, an updated dashboard showing a revised total project cost of $47.3 million. An adjustment of $900,000 was made to reflect the updated project cost	Management should continue to request the complete and final turn over documents from MARAD to finalize the project cost.	Management will follow-up on the status of close out project as the remaining funds will be used to purchase other equipment. Once this is determined the final project cost will be available.
Sales Invoice	Test of sale invoices disclosed the following: · 2 vessel entries were not billed as of September 30, 2016. · Operation reports were not signed by the preparer and reviewer. · Tariff code is not clear as to the applicable rate for transshipment of empty containers.	· Vessel entries reported in the Harbor Master report should be reconciled monthly with the invoices issued and any discrepancy be investigated timely. · Operation reports should be signed by the preparer and reviewer. · The demurrage rate for transshipped empty containers should be specified in the tariff code.	· Two-vessel port entry and dockage has been billed. · Finance reviews Harbor vessel call report to close the month. Port to implement expanding the review period. · Reports not signed by preparer, billing will return reports and ensure signatures are in place · Tariff Code for empty is specified in the new terminal operating system.
Allowance for Doubtful Accounts	Allowance rates used per receivable aging categories have not been updated in recent year and may not be reflective of the Port's current collection history	Port should perform periodic reassessments of its allowance provisioning rates taking into consideration recent collection history.	Port will review recommendation and verify if allowance rates for each category should be updated.

Management and Lease Agreements	· An oil company stopped billing management fees related to barrels imported, exported or bunkered in previous years. However, Port continues to accrue fees totaling $85,160 as of September 30, 2016. · Port has not finalized two lease agreements under negotiation since 2010 and 2012 Prior Year Status: This comment is reiterative of conditions identified in prior year audit of the Port.	· Port should clarify the terms of the oil company management agreement. · The Port should finalize the 2 lease agreements.	Port will follow up on the 2 lease agreements and strive to complete.
Interest Capitalization for Qualifying Assets	Port does not capitalize interest for qualifying non-federal capital assets undergoing activities to prepare them for usage (construction in progress) Prior Year Status: This comment is reiterative of conditions identified in prior year audit of the Port.	Interest should be capitalized for asses construction by the Port which require time to get them ready for their intended use. The amount capitalized shall be determined by applying an effective interest rate to the average amount of accumulated expenditures for asset during the period of construction. Construction in progress financed by grants is not eligible for interest capitalization.	Port will review and work on implementing in FY 2017.
Written Accounting Policy or Manual	Various accounting processes and procedures are not documented in writing. Prior Year Status: This comment is reiterative of conditions identified in prior year audit.	Port should develop an accounting policy manual.	Port recently implemented the terminal operating system for billing. Policy/manual has been created and working on updating and finalizing policies.
Fixed Asset Register	Fixed asset register movements do not reconcile with the general ledger by $39,000 due to additions and disposals not properly reflected in the fixed asset register.	Port should reconcile the fixed asset register to the general ledger.	Port will look at implementing reconciliation of fixed asset in FY 2017 to address issues.

Fiscal Year 2015

Issue	Discrepancy/Observation	Recommendation	Response by Port
Port Modernization Plan	MARAD provided a dashboard project expenditure summary in Fiscal Year 2015, which was used as a basis for recording $48.2 million in non-cash awards. However, the dashboard project expenditure summary does not indicate whether the Port has any continuing compliance requirements for this federal award.	Management should continue to request the complete turnover documents from MARAD and confirm continuing compliance requirements, if any.	
Sales Invoices	75 sales transactions were tested, and the following were noted: · Free time period for demurrage charge was understated resulting in an $8 overstatement of revenue. · In relation to holiday differential, 5 stevedores were billed when 6 stevedores worked per operation report resulting in an under billing of $160. · Delayed days of demurrage charge should be 11 days. However, 12 days were billed resulting in an $8 overstatement of revenue · Operation reports are not signed by preparer and reviewer. · Agent's name was not indicated in the "Authorized Print Name" stamped on the MCO report. · The tariff code is not clear as the applicable rate for transshipment of empty containers	Invoice computations should be reviewed prior to being sent. Operation report should be signed by the preparer and reviewer. Agent's name should be indicated on the MCO report. Demurrage rate for transshipped empty container should be specified in the tariff code.	

Payroll	Regular hours for an employee were understated. The error was identified by the reviewer and raised o the related department staff but was not timely addressed.	Port should ensure that timekeeping is properly performed, and matters noted by the reviewer are addressed in a timely manner.	
Management and Lease agreements	An oil company stopped billing management fees related to barrel imported, exported or bunkered in previous years. However, Port continues to accrue fees totally $108,661 as of September 30, 2015. Port has not finalized 2 lease agreements under negotiation since 2010 and 2012. Prior Year Status: This comment is reiterative of conditions identified in prior year audit.	Port should clarify terms of the oil company management agreement. Port should finalize the two lease agreements.	
Interest Capitalization for Qualifying Assets	Port does not capitalize interest for qualifying non-federal capital assets undergoing activities to prepare them for usage (construction in progress) Prior Year Status: This comment is reiterative of conditions identified in prior year audit.	Interest should be capitalized for assets constructed by the Port, which require time to get them ready for their intended use. The amount capitalized shall be determined by applying an effective interest rate to the average amount of accumulated expenditures for the asset during the period of construction. Construction in progress financed by grants is not eligible for interest capitalization.	
Accuracy of Weight for Bulk/Break bulk Cargo	Port relies on bulk/break-bulk cargo manifests to determine the weight of goods received which is the basis for charging wharfage.	Port may consider performing periodic actual weigh-in of bulk/break-bulk cargo to verify if wharfage fees are accurately charged.	

Written Accounting Policy or Manual	Various accounting processes and procedures are not documented in writing. Prior Year Status: This comment is reiterative of conditions identified in prior year audit	Port should develop an accounting policy/manual.	
Management Agreement with Mobil	Port has an agreement with Mobil in March 1990 as the exclusive operator of golf pier, pipelines and tank farm (facilities). The agreement states that Mobil should be at all times cognizant and observe all federal and territorial laws and regulations applicable to the operation of the facilities. Mobil did not appear to comply with Guam procedure rules for the bollard replacement project.	Port should enforce terms and conditions of the management agreement.	

Recommendation: Port audit review started the second week of December 2018. Entrance conference is scheduled for January 6, 2019. It is expected for the audit report to be provided to management within 120 days of the audit commencement date (April or May 2019). If the Fiscal Years 2015, 2016 and 2017 discrepancies and observations are restated in the Fiscal Year 2018 audit report, the administration will work with Port staff to resolve these ongoing issues.

Overall Recommendations:
First 100 Days -

1. Provide for a signed Union contract.
2. Bring closure to ongoing cases involving employee appeals.
3. Determine staffing needs, including realignment and reassignment of personnel done in accordance with the Personnel Rules and Regulations
4. Review Port's current business strategies and implement plans to contain operational costs and increase Port review.

Guam International Airport Authority (GIAA)

Financial Status

Annual Revenue	$80.6M
O&M Exp	$49.5M
Debt Service	$24.1M
Net Revenues	$7.0M

Staffing

FTE	246
LTA	35
Vacancies	40

Governance & Oversights

- ➔ Seven (7) member Board, appointed by the Governor
- ➔ Federal Aviation Administration (FAA) Regulations
- ➔ Transportation Security Administration (TSA)
- ➔ Signatory Airlines review and input on annual budget
- ➔ Guam Legislature, Committee on Transportation

Performance Evaluations

- ➔ Consistently receives excellent evaluations on annual certification inspections emphasizing safety and security.
- ➔ Recognized by the National Tourism Office, US Department of Commerce as one of the top 15 ports of entry for International arrivals for all U.S. Ports.
- ➔ Consistently receives from Guam OPA designation as a "low risk auditee" for its financial performance and fiscal responsibility re: management of federal grants and funds.

CIPS Planned

1. International Arrivals Corridor
2. Near-Fault Seismic Upgrade

3. TSA Security Screening Control Point
4. Terminal Roof Maintenance and Painting
5. Parking Expansion
6. Inter-Island Passenger Facility

At least 46 other CIP's identified, pending funding.

Priorities and Recommendations

Priority: International Arrivals Corridor and Seismic Upgrade construction will cause significant disruption to business and travel activities.

Recommendations:

1) Pursue USCIS approval for use of H2 Labor for Corridor and Seismic construction projects.
2) Update Airport Master Plan
3) Identify CIPs suited for Public Private Partnerships
4) Review and optimize non-aeronautical revenue opportunities.
5) Ensure sufficient Construction Management services contracted to maintain project momentum and minimize disruption.

Priority: Highway Construction Route 10A

- ➔ FHWA funded reconstruction of Route 10A connecting Rte 1 and Rte 16.
- ➔ Temporary reduction of travel lanes
- ➔ Reduction of GIAA parking
- ➔ Dislocation of car rental activity

Recommendation:

Maintain close coordination with the Department of Public Works.

Guam Regional Transit Authority (GRTA)

Overview

The core mission of the Guam Regional Transit Authority is to provide reliable, accessible and cost effective public transportation to the general public and to individuals with disabilities. Pursuant to P.L. 30-5, GRTA has the exclusive franchise for furnishing public

transportation and also has the exclusive franchise within all GovGuam properties (except for Port and Airport properties) to collect and administer fees in connection with public parking.

Governance

GRTA is presided over by a seven-member Board of Directors, five of which are appointed by the Governor (with advice and consent of the Legislature) and two selected by the Mayor's Council of Guam. Of the five Governor's appointees, two must be selected from the ridership of GRTA and/or advocates of rights of disabled passengers. The Board appoints the Executive Manager who is responsible for the overall operations and management of GRTA. Unlike most cabinet level positions in the Executive Branch, the position of Executive Manager of GRTA has minimum standards set by statute. The Executive Manager must have a minimum of ten years of experience managing a public or private transit system, or similar business activity, and must possess a Bachelor's degree in Business Administration, City or Urban Planning, Engineering or Engineering Technology, Public Administration (or closely related field or discipline).

P.L. 30-5 also mandates that the Board shall be responsible for the operations and management control, including the approval of all contracts and procurement in support of the Authority, and that the Department of Administration shall initiate the transfer of all personnel, records, funds and assets to GRTA no later than October 1, 2009. Today, nearly a decade later, GRTA continues to operate as a line department under the oversight of the Department of Administration with all procurement administered by GSA.

Budget and Staffing

GRTA, again operating as a line department, was appropriated $3,221,188 from the Guam Legislature for FY 2019, of which $2,764,796 comes from the Guam Highway Fund and $456,392 from the Public Transit Fund. The Authority has nine full time employee positions of which two are currently vacant.

Assets

GRTA's equipment inventory includes 11 busses and 12 vans.

The Authority contracts out public transit services to Kloppenburg Enterprise Inc. for a period of 3 years. The agreement is scheduled to expire on December 31, 2019. The Authority provides two services, (a) the paratransit service for people with disabilities and (b) the fixed route service, which is, designated routes. GRTA had a total of 113,778 rides for FY18, of which 28% were paratransit riders at 31,809 and 72% were fixed route at 81,969 rides. A total of 12 busses/vans (6 for paratransit and 6 for fixed route) are used to provide public transit services to the residents of Guam. Most of the ridership uses the service for necessity to got to work, medical appointment, and school.

Doc. No. 35GL-19-0149.*

Priorities and Recommendations

It is important to note that an improved Public Transportation System is critical for Guam in the following ways:

Public Transportation Will Grow Guam's Economy: Studies have shown that for every dollar invested in public transportation, approximately $4 in economic returns are generated, and for every $1B in investments in the sector, 50,000 jobs are created and supported. Specifically, in the US, an investment of $10M in public transportation generates about $32M in increased business sales and residential property values for homes located near public transit with high frequency service.

Public Transportation Reduces Air Pollution: By moving people more efficiently, public transit produces significantly less air pollution per passenger mile than a standard car carrying a single driver (which is common on Guam). Busses emit 20% less carbon monoxide, 10% as many hydrocarbons, and 75% as much nitrogen oxides per passenger mile than an automobile with a single occupant.

Public Transportation is More Fuel Efficient: Along w/ reducing air pollution, public transportation is also more fuel efficient per passenger mile, which contributes to an overall decrease in the amount of energy necessary for transportation.

Public Transportation Will Reduce Traffic Congestion: Public transportation can convey many more people in much less space than individual automobiles, which helps to keep traffic congestion lower, and helps riders avoid the stress that comes from daily driving in highly congested areas such as Dededo, Tamuning and the Tri-intersection in Barrigada.

Public Transportation Saves Money: Taking public transportation instead of owning a second vehicle can save an average of $9,823 a year, and for those who depend solely on public transportation, can save a lot more money each month in avoided gas, maintenance, and the cost of a vehicle.

Public Transportation Increases Mobility: For those who don't, or can't drive, public transportation allows them to get to work, school, doctor, or grocery store without having to engage friends or family to do the driving.

Public Transportation is Safer: Taking the bus is safer than driving a car, not only in terms of safety of the vehicles themselves, which should be maintained much more regularly than a personal car, but also in terms of the driving habits and training of the operators.

Public Transportation Encourages Healthier Habits: Public transportation is linked to healthier lifestyles, as people who use the system are said to get more than three times the

Doc. No. 35GL-19-0149.*

amount of physical activity per day than those who don't, just from walking to and from the transit stops and their final destination.

SHORT TERM – FIRST 100 DAYS

The priorities and recommendations identified below are significant issues to consider in the short term:

1. *Priority*: OPA Report NO. 18-01 – Dated February 2018

GRTA Procurement and Billing of Public Transit Services Performance Audit: The audit found that the procurement for the outsourced management and operations of public transit services did not comply with applicable laws and regulations, and that GRTA's billing review was inadequate to identify overcharges. Specifically, the Multi-Step Invitation for Bid 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. The audit also found that GRTA did not diligently review invoices against daily manifests and heavily relied on contractor-provided invoices. As a result, the OPA found (1) the daily manifests did not have sufficient information to justify billed hours for fixed route services; (2) 374 hours, or $23,246, were overbilled for paratransit services; (3) $350,260 in unauthorized charges of contractor-provided equipment for fixed route and paratransit services; and (4) $217,450 in charges that exceeded the amounts authorized in purchase orders.

Recommendation:

The procurement record for the management and operations of the public transit services was incomplete and could not support the sole-source awarding to the vendor, and a formal contract was not issued. In addition, GRTA did not perform its due diligence when reviewing and approving. As a result, GRTA was overbilled and overcharged. Although the OPA recommends working with the AG's office to formalize a contract with vendor and seek clarification from AG on the appropriateness of changes for contractor-provided equipment, this recommendation seeks to legitimize an illegitimate procurement process and award. It is the recommendation of this Subcommittee to issue a new Multi-Step Invitation for Bid (or Request for Proposal if more appropriate) for public transit services and start off on a clean slate. It is also recommended that GRTA seek legal guidance from the Attorney General regarding the overbilling and overcharge amounts identified in the audit, and the legality of the three-year sole source award also questioned in the audit. As well, a portion of the overbillings and overcharges were paid with Federal Transportation Administration funds. We recommend that GRTA seek guidance from the FTA on this matter.

2. *Priority*: OPA Report No. 18-06 – Dated August 2018

GRTA Non-Appropriated Funds: The OPA audit of the GRTA's Non-Appropriated Funds found that the lack of internal controls over the Fund poses significant risks of theft and

misuse of GRTA's program income. As a result, $55 thousand in bus fares were not deposited, and there was no monitoring or reporting of GRTA funds to both the Governor and the Legislature.

Recommendation:

This Subcommittee agrees with the OPA recommendations, which is as follows: GRTA must (1) adopt proper control activities including establishing effective policies and SOP's, maintaining a check register, and performing bank reconciliations; (2) send appropriate staff to NAF management or other similar training; (3) include specifications for the process of depositing bus fares collected by the Contractor in its formal contract; (4) assign staff to actively monitor receipts and verify completeness of bus fare deposits; and (5) report the Fund's activity to those charged with governance.

3. *Priority*: FY2017 State Management Review – Final Report

The Federal Transportation Administration conducted a State Management Review and identified the following Deficiencies in six of fourteen areas to include the following:

- ➔ Financial Management and Capacity
- ➔ Maintenance
- ➔ Americans with Disabilities Act
- ➔ Procurement
- ➔ Disadvantaged Business Enterprise
- ➔ Drug-Free Workplace and Drug & Alcohol Program
- ➔ Two Deficiencies were repeat findings from the 2014 SMR
- ➔ Financial Management and Capacity
- ➔ Disadvantaged Business Enterprise

Recommendation:

Corrective Actions were due by 9/18/17. GRTA submitted their Corrective Actions and is awaiting an official response from FTA if approved. It is recommended that GRTA immediately follow up and prepare a recommended course of action for Governor Leon Guerrero.

4. *Priority*: On-Time Performance

The level of on-time performance for many transport systems is a very important measure of the effectiveness of the system. Unfortunately, there were no reports submitted by GRTA regarding On-Time Performance of the bus services contractor. It has been highly publicized in media reports, and made known at every recent oversight hearing held by the Guam Legislature, that On-Time Performance has been "Poor" at best. This is unfortunate because nearly half of the Paratransit users use the service for doctor's visits. As well, it is very difficult for a rider to remain employed if they rely on the service to get to work on time.

Recommendation:

It is recommended that GRTA hold the bus services contractor accountable and not pay for service that was not provided. There also needs to be clear language in the agreement that penalizes the service provider for late arrivals, or as reported frequently, no shows. This hasn't been the case for many years based on the above referenced audit report. This is primarily why the OPA determined there were overbillings and overcharges. It is recommended that GRTA consult with the AG regarding this language.

5. *Priority*: Funded Capital Improvement Projects

There are 7 CIPs that could potentially be funded by federal authorities and are as follows:

- ➔ *Administration Facility in Partnership with DISID - FTA*
- ➔ *One Call/One-Click Dispatch Center, Transportation Mgmt System Software and Hardware - FTA*
- ➔ *Partial Preliminary Architectural and Engineering Design of Maintenance Facility - FTA*
- ➔ *Construction of Maintenance Facility - FTA*
- ➔ *Acquisition of new Rolling Stocks (Transit Busses) - FTA*
- ➔ *LED Solar Light Systems for Bus Stops/Benches/Bus Shelters - FTA*
- ➔ *FEMA Bus Shelters for Agat Mayor's Office – FEMA*

Recommendation:

There is approximately $6,493,244.20 broken up into 7 independent federal grant awards that need to be expended as soon as possible. At least two of these grants were awarded as far back as 2011 and 2012. Multiple extensions have been requested and granted due to the inability of GRTA to expend these funds in a timely manner. It is recommended that GRTA move expeditiously to expend these funds and proceed with the proper procurement solicitation and award. It does not appear, based on the documents submitted, that GRTA is close to issuing a notice to proceed on any construction-related projects.

LONG TERM – AFTER 100 DAYS

1. *Priority*: P.L. 30-5

   Full Autonomy

   - ➔ GRTA must seek guidance from the Guam Legislature and the Attorney General's Office regarding the applicability and enforceability of P.L. 30-5.

   - ➔ While the statute creates a governing Board and sets the parameters for the Board's authority, the GRTA continues to operate as a line agency of the

Executive Branch and all personnel matters, recruitment and procurement are handled by the Department of Administration. GRTA must pursue full autonomy under the complete oversight of the appointed Board of Directors.

Personnel Matters

➔ In order for GRTA to function as an autonomous agency, it would need to recruit personnel to oversee specific functions. Initially, GRTA would need to recruit a controller to oversee all fiscal matters, a human resource individual, and fill the vacancy of Administrative Officer to oversee administrative responsibilities. P.L. 30-5 mandates that the Department of Administration assist GRTA with the transition from line department to autonomous.

2. *Priority*: Revenue Generation

Public Transport Franchising

➔ Franchising public transport services provides GRTA with a pathway to address growing demand pressures, and deliver an enhanced service for customers at a lower cost to taxpayers. Under an ideal franchising model, GRTA would still own the assets and have responsibility for important decisions like investment in new infrastructure, fare prices and timetabling. It's just that the operation of the services is put through a competitive tender process.

➔ Currently, there are public transit services such as the Red Shuttle Bus that will take riders to various stops in Tamuning, Tumon and Hagåtña. GRTA should be able to negotiate a percentage of revenues generated from this service.

Parking Fees

➔ GRTA has been given exclusive franchise authority for all parking on GovGuam property (except for Airport and Port). GRTA should push forward with a pilot project and generate revenues from parking in the Hagåtña area. Multi-space pay stations in the Hagåtña area, alongside the Guam Museum, may be a good start. The Chamorro Village area and the property utilized by the Courts for parking adjacent to the Academy of our Lady can also be part of the pilot program.

➔ Most of the Airports revenues come from non-aeronautical activities. GIAA generates millions in parking revenues and these funds are applied towards air transportation. GRTA can do the same to support public ground transportation.

Advertising

➔ As mentioned earlier, GIAA generates most of its revenues from non-aeronautical activities. The Airport receives millions each year on advertising at the main

terminal. Similarly, GRTA can generate revenues from advertising alongside each vehicle. This is a very effective form of advertising as the exposure is island wide. As well, GRTA can advertise at each bus shelter or bus stop.

Bus Shelters

➔ Bus shelters can be built easily through creative means even with funding constraints. For example, GRTA can issue a Request for Proposal(s) for a private operator to built bus shelters in exchange for advertising at the respective bus shelter. GRTA will assume ownership of bus shelter, which will be built on GovGuam property, immediately upon completion of construction. GRTA will develop the specifications to comply with FTA guidelines.

3. *Priority*: Public Private Partnerships

There have been attempts in the past to revamp GRTA's operations by allowing it to enter into a public-private partnership with a service provider. These measures have failed. GRTA must explore options to give more responsibility to the selected bus provider to finance the capitalization of the transit system and manage, operate and maintain the delivery of service. GRTA would continue to serve as a contract administrator, removing the agency's obligation of scheduling services while still having to oversee the execution of the contract. GRTA could institute as part of the public-private partnership the ability of the bus service provider to generate revenues through parking fees, advertising, public transport franchising, in addition to bus fares.

4. Priority: 2030 Guam Transportation Plan

The 2030 Guam Transportation Plan was completed in December 2008. This document, although a decade old, is the only comprehensive transportation plan in existence and some of the data and recommendations may still be applicable to the GRTA's current operations. However, the Plan was completed prior to the passage of P.L. 30-5, GRTA's enabling statute. Most of the figures anticipated a $20M infusion from FHWA and assumed that GRTA would operate as a line agency under the Executive Branch.

The portion of the Plan, which is still sound, recommends the following improvements:

Transit	Description
Purchase 20 paratransit vehicles	Purchase
Construct a bus maintenance facility	Construction
Purchase 10 low floor transit vehicles	Purchase
High-capacity transit service	Plan, design, construct

Purchase 25 low floor transit vehicles	Replacement buses in 2015 to 2025
Purchase 25 low floor transit vehicles	Replacement buses in 2025 to 2030

Most of the information contained in the 2020 Guam Transportation Plan requires updating, but because there is now historic data, it may not be as costly to update. It is recommended that GRTA find the funding source to update this Plan.

Guam Solid Waste Authority (GWSA)

Priorities and Recommendations

Priorities

A. Management team search:

1) Comptroller (Kathy Kakigi, formerly of DOA) has been hired.

2) General Manager from off island has been hired (will arrive in January).

B. Transition status:

1) GWSA does not have any hearing scheduled at the court as of now. The court indicated that it would revisit the timeline for transition at the end of 2018.

2) Transition expected sometime in the 1st quarter 2019.

3) Special Report of the Receiver. GBB filed a special report to the court indicating that GWSA would have to borrow money in order to complete construction of the new cell at Layon. A new cell is expected to cost about $23M.

Recommendations:

A. Need to consider alternative to construction of a new landfill cell, i.e. Waste-to Energy. This would require repeal of waste-to-energy prohibition.

B. Move aggressively to end Receivership by getting the Administration more involved.

Department of Public Works (DPW)

Overview

The Department of Public Works (DPW) was established by Public Law 1-88 in 1952 under Section 5104. DPW is responsible to the people of Guam for providing 5 essential community services related to Public Safety, Transportation, Highway Maintenance, Government-Wide Support, and Capital Improvement Projects. DPW is responsible for providing government-wide service such as:

1) Daily school bus transportation service for the Guam Department of Education's regular school year for over 25,000 school children;
2) Maintenance for 178 school buses, various road construction, earth-moving heavy equipment, and other light vehicles:
3) Developing and maintaining Guam's roadways, to include highway construction, flood mitigation, and road maintenance;
4) Managing the Government of Guam's capital improvement projects, which
5) entails permitting and regulating Guam's construction activities; and
6) Maintenance of Government of Guam's buildings, facilities, and equipment.

DPW has 6 Divisions. These Divisions and their respective program activity areas follow:

Administrative Services Division (ASD)

ASD is responsible for developing, administering and managing personnel records, activities and transactions for all personnel, correspondence, policies, reports, fiscal accounting, budget, maintenance, procurement, inventory, grants, and legislation.

It is supported by Administrative Support, Fiscal Management, Human Resources, Property Central, Supply and Warehousing, Research, Programming, Development & Planning, and Safety and Security.

ASD measures its successes of their goals and programs through effective budgeting and financial monitoring of expenditures. ASD ensures compliance to Human Services, Policies and Procedures, and promotes employee enrichment and enhancement through training and development.

It continues to face the challenges of budget shortfalls throughout past fiscal years, making it difficult to pay employee obligations and vendor payments for services provided to DPW.

Prior Year Obligations:

Unpaid overtime, detail and promised compensation, including salary and benefits	2005-2018	$129,216.74
	2005-2018	$129,216.74
Unpaid Merit Bonuses	2013-2018	$153,705.48
Vendor Payments	1999-2018	$668,752.46
Litigation - pending Court Decision	2008-2018	$508,482.92
Grand Total		$1,460,157.60

Staffing:

ASD operates with 19 personnel, 15 classified, 3 under the Director's Office, and 1 from Department of Labor's Workplace Program.

ASD personnel continue to perform their duties through multitasking in order to meet the work demands due to the shortage of administrative staff.

ASD has acquired the software of an Ron Turley & Associates (RTA) Systems is currently in use to assist in their daily work performance. ASD continues to provide training for its personnel in order to maintain good communication transactions daily.

Recommendations:

A. Despite continued budget shortfalls and manpower shortages every fiscal year, employees continue to dedicate themselves to their work. However, many employees are near retirement and positions need to be filled in order to ensure DPW can perform the mandates of the department, provide services to other Government of Guam agencies and the public.

B. It is recommended that DPW work with the Department of Administration (DOA) and the Bureau of Budget Management Research (BBMR) to fill vacant positions.

Division of Capital Improvement Projects (CIP)

CIP is responsible for the overall management and administration of all capital improvement projects. At this time, projects are considered significant as Guam gears up for the military build up.

The Division is supported by Administrative Support, Building Permits & Inspection, Construction Quality Control, Contracts Administration, Design & Analysis, and Program Coordination and Quality Control.

On an annual basis, funds are collected from Inspection Fees and Permit Fees and deposited via the General Fund into the DPW Building and Design Fund (BDF}Account.

Challenges:

As a result of personnel shortages, CIP continues to face the following challenges:

1. Construction Quality Control (CQC) and Design & Analysis (D&A} Sections are in dire need of Engineering Supervisors to manage both Sections as they are currently managed by an Engineering II.

2. The D&A Section currently has two Engineering II (Civil). To become a fully functional Section, Engineer positions with a background in Electrical, Mechanical, and Architectural needs to be filled.

3. Contract Administration Section has an Engineer Supervisor, Engineer II and a Customer Representative. Due to their lack in procurement, DPW personnel with procurement knowledge and experience have been assigned to provide oversight of the work, and thereby creating redundancy in the process. The employee is being reimbursed by CIP for work performed, however, does not have the funding.

4. Budget for training is non-existent. CIP Personnel need to be trained in procurement and in the latest technology in design and construction, etc.

5. A Chief Planner has been assigned to CIP; however, is underutilized and is not needed on a full time basis and should be absorbed by Highways Division.

6. Due to the work and project demands, the Administrative Support Staff needs and Administrative Assistant and an Office Aide to do the administrative work which is currently being performed by a Management Analyst.

7. An Assistant Chief Engineer is needed to assist the Chief Engineer.

8. Building Permits Section presently has three Building Inspectors handling the entire island's building inspection demands. Approval has been granted to advertise for positions for next year, and hopefully, that the change in administration will support the need for additional inspectors.

9. The One Stop Permit Center's automation of all functions has been unsuccessful in past years. Previous attempts have turned up negative.

10. The need to access all mapping data from Department of Land Management (DLM) in order to use as a base for DLM's software to enter and locate house numbers electronically. Information on house numbers is kept on hard copies of maps, and entries are done manually.

Recommendations:

A. Hire much needed Professional Engineers/Supervisors and staff support.

B. Take immediate action to identify funding sources to hire personnel in order to ensure that construction of buildings continues to be safe for the people of Guam.

C. Prioritize funding for training of personnel in the field of professional work.

D. As a short-term solution to the One-Stop Permit Center, DPW must work closely with participating government of Guam agencies to provide agency representation at the Center in order to achieve the objective of its existence and providing service to the public.

Highway Division (HD)

DPW Highway Division provides overall management and administration of the Guam Highway and Village Street Program including planning, designing and construction of all roadways and capital improvement projects.

The Guam Highway System includes all primary, secondary and collective roads, village streets, steel and concrete bridges, flood control systems, ponding basins, guardrail maintenance, traffic directional signs, street names, speed limit signs, shoulder maintenance, pothole repairs, quality control inspections for highway encroachment permits, drywall maintenance, water quality analysis for GEPA rules and regulations, and in-house design of minor highway systems.

HD is supported by Administrative Support, Highway Construction, Highway Maintenance & Construction, Highway Planning, Highway Programming, Coordination & Control, Rights-of-Way Survey Services, and Traffic Engineering & Maintenance.

DPW's Federal Aid Highway Program receives approximately $15.2M annually. Funds are allocated based on the 2030 Master Plan. The four-year program is based on the Territorial Transportation Improvement Program (TTIP).

In the spring of 2007, the Government of Guam and the Federal Highway Administration (FHWA) entered into a Stewardship Agreement establishing the framework for utilization of federal funds for the Guam roads program. The Agreement established the funding, eligible activities for federal participation as well as the roles and responsibilities of the signatories to

develop, operate, and maintain a federally compliant roads program. In 2014, the Stewardship Agreement was updated and issued and is slated to be updated again in early 2019.

FHWA Standards - The Government of Guam is required to develop and maintain policies, procedures, and/or standards for environmental clearances and rights-of way, financial management, planning and programming, procurement, design, maintenance and construction of roads and bridges.

Program Management Team (PMT) - In 2007, DPW issued a solicitation for Island-wide Program Management Services (IPMS) to augment the Highways Division. The Parsons Brinckerhoff (now WSPUSA, Inc.) Team, including two local consultants was selected as the PMT through a competitive process. In early 2008, Parsons Transportation Group (PTG) was added to the program to provide Construction Compliance Management assistance and to support the forward planning and execution efforts. PMT provides guidance and services to DPW for program planning and design, construction, and construction compliance with federal regulations. PMT also provides training for DPW employees and local contractors in reporting requirements, ensuring that the program and projects meet FHWA and DoD audit requirements.

Guam Transportation Group (GTG) - The Guam Transportation Group (GTG) was formed in early 2008 to provide policy direction and overall guidance related to the vision, goals and objectives of the 2010 Guam Transportation Plan. GTG meets regularly to review overall progress on the various projects, identify and resolve policy issues, and to develop new initiatives as may be required to forward the overall program. GTG participants include the representatives from: Department of Public Works (DPW), Federal Highway Administration (FHWA), Office of the Attorney General (OAG), WSP, Inc. (formally Parson Brinckerhoff), Parsons Transportation Group (PTG), ad Galaide Group (Outreach).

Personnel Funding Source

a. Federal Highway Administration (FHWA) has 15 personnel who are federally funded and assigned to the Federal Aid Program, which is comprised of the following:

Administration
Traffic Section
Contracts and Design
Highway Construction
Rights-of-Way

b. Highway Division has approximately 50 personnel, which are locally funded performing the following tasks: maintenance of routed roads, repair and maintenance of village streets, administrative support, Coral Pit operations, High Maintenance Road Crew, and Highway Encroachment. The Highway Division's dedicated and hardworking personnel do what they can, given the limited resources. Its challenges include the lack of supplies, equipment, and shortage of manpower to do what is needed and mandated on an annual basis.

Ongoing Projects: HD's Ongoing Projects: valued at $82.3M

- ➔ Bilel Pigua Bridge Replacement
- ➔ Rt.20 Tiyan Parkway Structure Demolition, Phase I
- ➔ Rt.3 Widening, Rt.28-Chalan Kareta d) Rt.3A Pavement Restoration
- ➔ Rt.1&8 Intersection Improvement and Agana Bridge Replacement
- ➔ Resurfacing of Rt.1 Asan-Piti, Yigo-Dededo, Rt.8 Barrigada and MTM, Canada-Toto Loop Road Intersection Improvement
- ➔ 2017 Island-wide Bridge Inspections

HD'S Projects on Planning/Design: valued at $113M

- ➔ Aplacho Bridge Replacement
- ➔ Alavan Bridge Replacement
- ➔ Rt. IOA, 1 GIA/Tiyan Intersection
- ➔ Island-wide Traffic Signal Upgrade
- ➔ Rt.148 Ypao Road
- ➔ Rt.33 Planning Study
- ➔ Rt.5 Improvements from Rt.2A to Naval Magazine
- ➔ Rt.17, Phase II
- ➔ Rt.14 Improvements, Rt.1 to Archbishop Felixberto Flores Circle
- ➔ Rt.20 Tiyan Parkway, Structure Demolition, Phase II
- ➔ Rt.1 and 8 Memorial
- ➔ Rt.10 Safety Improvements
- ➔ Ylig Memorial

HD'S Completed Projects: valued at $126M

A total of 43 major projects funded under the FHWA have been completed between 2008 and 2018. Improvements have made our routed highways, bridges, signalized pedestrian crosswalk, and road embankments safer for the island and our Guam Transportation Program.

Recommendation:

DPW's Guam Transportation Program (GIP) was born out of the Stewardship Agreement between FHWA and the Government of Guam over 10 years ago. A Program Management Team (PMT) was procured to augment the Highway Division operations, and in 2008 formed the Guam Transportation Group (GTG) comprised of the Government of Guam, federal partners and private contractors to provide policy direction and guidance to the vision, goals and objectives of the 2030 Guam Transportation Plan.

Doc. No. 35GL-19-0149.*

It is recommended that HD works diligently in holding all contractors accountable in submitting proper documentations in a timely manner in order to meet deadlines in reporting to our federal partners to avoid the risk of losing federal funds.

Building Construction & Facilities Maintenance Division (BCFM)

BCFM is committed in providing quality service to the department's buildings, facilities, and equipment with 9 employees performing carpentry, plumbing, electrical, refrigeration, air conditioning and maintenance/custodial work. BCFM's mission is to ensure existing buildings, facilities, and equipment are in a safe, operable, and hazard-free environment to use in an emergency in meeting their services to the public. Contracted assistance from private companies augments the division's services as required. BCFM works to provide continual functionality, efficiency, and sustainability of government buildings in its daily operations. BCFM responds to maintenance and repairs in maximum longevity and usage, with special emphasis to building codes, regulations, and safety requirements.

BCFM has been managing and maintaining DPW's ageing facilities, and as much as possible, painting its buildings as funds are made available. The division is in the process of hiring 2 Maintenance Workers who will augment the shops. BCFM is responsible for providing quality, cost-effective maintenance, repairs, modifications, and upgrades to GovGuam's non-autonomous agencies. BCFM is supported by Administrative Support, Carpentry, Custodial, Electrical, Painting, Plumbing, and Refrigeration & Air-Conditioning.

Recommendation:

DPW work with DOA, BBMR, and the Leon Guerrero-Tenorio Administration to identify funding for the recruitment of personnel to support the mission of BCFM.

Division of Bus Operations (DBO)

DBO's core mission is to ensure that bus transportation is provided to over 25,000 public and private school students to and from school. DBO provides and ensures safe transportation services for public and private school students to and from their respective schools throughout the school year. It also provides safe busing services for school-related activities, and emergency evacuations and other busing services as authorized by the Governor of Guam and/or the DPW Director.

DBO is supported by Administrative Support, Region I (Northern) which services Yigo, Dededo and Tamuning; Region II(Central) servicing Barrigada, Mangilao, Chalan Pago, Ordot, Sinajana, Agana, Agana Heights, Maina, Asan, Piti and Nimitz Hills area; and Region III (Southern) servicing Yona, Talofofo, Inarajan, Merizo, Agat and Santa Rita.

Doc. No. 35GL-19-0149.*

Although they employ the largest number of classified personnel, DBO is still left with challenges in order to ensure that all students are provided bus transportation services. Presently, there are 135 personnel under this Division, in which 5 are with Administrative Services, 8 Supervisors, 104 school bus drivers (active), 11 on light duty, and 7 newly hired and on training status.

Due to shortage of personnel, bus drivers are having to provide double, and in some cases, triple trips in the elementary schools to ensure all students are provided bus service. DBO has eight Satellite Bus Stations throughout the island, which serves as the reporting sites for bus drivers and is utilized for the parking of buses, which service the respective schools in each Region. Newly renovated Satellite Bus Stations are in Yigo, Dededo, Barrigada, Yona and Inarajan. Tamuning Satellite is in the DPW compound. Repairs to the Agat Satellite Bus Station are pending a Memorandum of Understanding (MOU) from the Agat Mayor's Office. The Ordot Satellite Bus Station is located on DOE property, and a decision has not been acted on by DOE officials. As a temporary satellite for Agat Substation, plans are underway between DPW and DOE to accommodate their satellite in the DOE Maintenance Warehouse in Piti.

Additional bus fleet was awarded under the Diesel Emission Reduction Act (DERA) Program of the Federal Environmental Protection Agency to acquire four buses in 2019.

USDOI, Inspection General's Office -Final Evaluation Report No.2015-CR-03.

Recommendations:

The Department identified the following recommendations to help enhance DPW's Bus Operations and Transportation Maintenance. They also suggested that the Office of Insular Affairs (OLA) monitor and track Guam's/DPW's efforts to insure that the following are addressed:

A. Year after year, Bus Operations' appeal for additional manpower and buses to meet the demands and mandates for student bus transportation to be effective has been set aside. The following are needed:

   - ➔ 82 additional bus drivers
   - ➔ 1 Supervisor
   - ➔ 3 Leaders
   - ➔ 1 Clerk III

B. Bus Operations over the years has been challenged with manpower and bus shortages. However, they were able to provide bus transportation for our island's school children.

Doc. No. 35GL-19-0149.*

One of the recommendations for Bus Operations to prevent the crisis with bus shortage, is for DPW to work aggressively with the Leon Guerrero - Tenorio Administration, the incoming 35th Guam Legislature and federal partners to acquire a future bus fleet to replace the high number of aged buses.

In addition, DPW review and monitor the Final Evaluation Report No.2015-CR-03l to act on all recommendations so that federal funds are not jeopardized for future purchasing of buses.

Transportation Maintenance Division (TMD)

TMD provides maintenance and repair of all DPW's vehicles and equipment to include fleets from other GovGuam agencies. Pursuant to Public Law 28-90, 5 GCA,§57102, TMD is mandated to maintain inventory of all motor vehicles owned and operated by the GovGuam.

TMD is supported by Administrative Support, Production Control Service Desk (SRO) & License and Registration, Body and Fender Shop, Light Auto Shop, Semi-Heavy Shop, Heavy Equipment Shop, Preventive Maintenance Lube Service, Tire Shop, and Wrecker Service.

TMD currently employs 19 personnel under their shop. This includes 12 mechanics, 1 LTA Auto Service Worker, and 6 Administrative Support personnel. TMD maintains a fleet of 343 vehicle sand equipment consisting of 178 school buses, 63 heavy equipment, and 102 light vehicles.

From 2014-2017, DPW acquired 62 new school buses, 39 heavy equipment, and 40 light vehicles. Preventive Maintenance (PM) and warranty coverage for these vehicles and equipment has expired or will expire by FY 2019. This will add a significant amount of work to the shop, which is currently understaffed, therefore, justifying the need to increase personnel and supplies. See mechanics breakdown in chart below:

9	Semi-heavy Shop (school bus)	responsible for eight substations and main maintenance shop
2	Light Auto Shop	Besides DPW’s fleet, assist other agencies that lack resources
1	Heavy Shop	Responsible for main Maintenance shop and outside field repairs, assist other agencies that lack resources
1	Field Fuel Service	Responsible for island-wide equipment fuel service

Through P.L. 16-57, the Maintenance and Repair Act of 1981, DPW is charged as the custodian of all GovGuam vehicles with the oversight of fleet inventory, maintenance and regulatory compliance. By this mandate, TMD provides "cradle to grave" support services,

including the drafting of specifications, receiving and licensing, repairs for agencies that lack resources, and the coordination of final disposition with Guam Services Agency (GSA).

For TMD to effectively maintain the current DPW fleet and to fulfill the mandates of P.L. 16-57, it will need an additional nine Auto Mechanics II, three Heavy Equipment Mechanic II, and 1 Administrative Officer.

Challenges:

1. Fleet Breakdown

    a) School Buses - 178

    - ➔ 60 are 19 years or older
    - ➔ 56 are around 14 years
    - ➔ 10 are 4 years
    - ➔ 52 are new

Cost of maintaining the older model buses is about $5,000 each per year for preventive maintenance (PM) service and tires. Remedial I: unscheduled maintenance cost an estimate of $300,000. PM and warranty coverage for the newer buses has expired or will expire by FY 2019. Although Department of Interior grant balances have been used to purchase some supplies, TMD will not have enough funds to sustain through FY 2019.The average cost is about $4,000 per year.

b) Heavy Equipment - 63

- ➔ 33 Heavy Equipment ranging from forklifts to dozers
- ➔ 30 Equipment ranging from tractor mowers to tow trucks

Cost of PM for Heavy Equipment averages about $3,000 per equipment per year. An additional $300,000 is needed for unforeseen breakdowns.

c) Light Automotive Vehicles - 102

Cost to maintain vehicles average about $800 per vehicle per year. An additional $100,000 is needed for unforeseen breakdowns.

2. Training for diagnostic and repair skills, and for Fleet Management Program operations:

    a) Products of the automotive industry continue to change and have evolved to computerized controls. Therefore, mechanics must have the ability to

diagnose electronically controlled components in order to effectively and efficiently perform repairs to today's automobiles.

b) Per recommendation by the Department of Interior and the Guam Office of Public Accountability (OPA), DPW acquired a web-based Fleet Management Program in FY 2017. The Program has improved accountability, maintenance forecasting, and decreased the need for a clerical staff.

However, in order to maintain its continuity and realize the potential of this Program, continuous training of personnel is necessary.

Recommendation:

Over the past two decades, TMD has endured the adversities associated with downsizing and budget cuts. In 2007, TMD had a workforce of 104 personnel compared to its present workforce of 19,with one employee retiring on December 31, 2018.

It is recommended that DPW address the acute need for mechanics to maintain the workload demands.

Office of Highway Safety (OHS)

OHS enabling legislation through Public Law 13-29, together with the Governor's Highway Safety Representative (DPW Director) administers federal funds awarded annually from the National Highway Traffic Safety Administration (NHTSA). OHS is a program directly under the Office of the DPW Director. An annual average of $1M is awarded to Guam with priorities identified through the annual Highway Safety Plan Budget that addresses the data trend of the number of serious and fatal crashes occurring on Guam's main highways. OHS currently has *5* personnel and 2 vacancies that are funded through the program and are responsible for coordinating and managing Guam's Comprehensive Highway Safety Programs which include Impaired Driving, Seat Belt & Car seat, Speed, Pedestrian, Distracted Driving, Emergency Medical Services, and Traffic Records.

In addition to their workload, OHS takes on the leadership role in identifying traffic safety priorities, provide assistance in problem identification at the local level, and works with its partners of Highway Safety to develop programs, public information campaigns, and other related activities. Guam's Highway Safety Program is to prevent motor vehicle crashes, save lives, and reduce the severity of the injuries suffered. Effective development, coordination and implementation through educational campaigns, overtime enforcement activities, and highlights goals and objectives identified annually in the Highway Safety Plan.

Recommendation:

OHS is a program that exists and has played a significant role in our community's safety on our Guam roads and highways. It is recommended that DPW/OHS continue to facilitate and manage the program in accordance to its rules and regulations and federal guidelines to ensure all requirements are met to ensure the continuation of receiving funds annually. In addition, that efforts are concentrated in securing additional funding for the program.

Staffing Requirements

A. Fiscal Year 2019 Personnel Funding

LOCAL FUNDS:	Funded Vacant Positions	35
FEDERAL FUNDS:	Funded Vacant Positions	14
TOTAL	Funded Vacant Positions	49
Unclassified		3
Limited Term		14

Funded Positions by Type. Division and Funding Source			
Administrative Services	Guard	Guam Highway Funds (GHF)	1
Bus Operations	School Bus Driver	GHF	22
Building Maintenance	Maintenance Worker I	GHF	1
Transportation Maintenance	Automotive Mechanic Supervisor - Highway	GHF	1
Transportation Maintenance	Trades Helper	GHF	3
Transportation Maintenance	Word Processor II	GHF	2
Transportation Maintenance	HM Superintendent	GHF	1
Permit Center	CIP	Building and Design Funds (BDF)	1
Permit Center	Building Inspector II	BDF	3
Permit Center	Building Inspector I	BDF 25%	1
Permit Center	Engineering Supervisor P.E. Unclassified	BDF	1

Office of Highway Safety	Program Coordinator III	Federal Funds	1
FHWA	Special Project Coordinator	Federal Funds	6
FHWA	Electrician	Federal Funds	1
FHWA	Electrician I	Federal Funds	2
FHWA	Electrician III	Federal Funds	1
FHWA	Land Agent II	Federal Funds	1
FHWA	Land Agent III	Federal Funds	2

Subcommittee Members

Fmr. Senator Tom Ada, Chair	GSWA
Ray Topasna	GRTA
Bob Lizama	DPW, CLB
Edith Pangelinan	GIAA
Fmr. Senator Rory Respicio	PAG

Chapter IX

PUBLIC SAFETY

Overview

The Public Safety Transition Subcommittee examined each agency with an eye on mission focus and accountability. The Subcommittee received reports from each agency describing capital, personnel and operational changes, performance results, critical issues, and future plans.

Following review of these reports, the Subcommittee interviewed each agency director/chief to determine operational strengths and weaknesses of Public Safety entities, evaluate agency performance and identify critical concerns. Subcommittee members individually contacted various command staff, mid-level managers and front line personnel to strengthen information accuracy. Finally, the Subcommittee sought out and received much comment and documentation from knowledgeable public members concerned about the protection of our people.

Priorities

Promise to the People

In regards to Public Safety, the incoming administration is focused on visible goals that require not only fiscal responsibility, but also attention to each agency's mission and the quality of its services. The administration has committed to addressing concerns by:

A. Increasing Public Safety Officers and Public Safety Reservists;

B. Updating Law Enforcement Facilities, Technology and Equipment;

C. Restoring the Neighborhood Patrol;

D. Supporting the Neighborhood Watch Programs;

E. Implementing community policing-strategies;

F. Expanding the jurisdictional areas of law enforcement partnerships;

G. Implementing effective drug interdiction policies;

H. Enhancing substance abuse Treatment and Rehabilitation Programs;

I. Dedicating resources to Corrections and Re-Entry Programs to reduce recidivism rates;

Doc. No. 35GL-19-0149.*

J. Working to Prevent and Reduce Juvenile Crime; and

K. Improving the island's preparedness for emergencies.

Priority: Enhance Community Involvement

The incoming Administration has prioritized ensuring that public safety departments become more visible in the community. It envisions its public safety officers to be more embedded in community affairs to promote prevention rather than solely responding to emergency situations.

Currently, the Guam Police Department is involved with village Neighborhood Watch. Its current implementation has not yet met the vision that most Neighborhood Watch programs enjoy with their local law enforcement. Civilian projects are supposed to supplement law enforcement, not lead it. To do so, GPD must make solid efforts towards Community Policing.

Recommendation: (Projects that can be Implemented within 100 days)

Public Safety departments can immediately enhance visibility by working with and stationing at village mayor offices. For example, GPD can reorganize its platoons to require that each village mayor's' office have two police officers stationed at each location during the normal work hours. This gives citizens easier access to a police officer and also allows the second police officer to patrol the village throughout the day. During the late hours, both law enforcement officers should be patrolling the village.

This mindset of utilizing the mayor's office can be replicated for every public safety department. This will allow better visibility and accessibility for every village citizen. This will require that every mayor will be willing to have these resources at or near their offices at no additional cost to the public safety agencies.

Recommendation: (Long term solution)

Public Safety Agencies should look into supplementing their resources with volunteer efforts. Stateside municipalities and townships all utilize a volunteer population for many of their public safety responsibilities. This will not only ensure ample resource response to an emergency, but also provide the agencies with a pool of qualified peoples when staffing requirements must be filled. Finally, the effort will provide the general public with baseline education that will heighten the island's overall quality of life.

Many of these volunteer efforts should require initial and refresher training, all of which can and should be provided by the agency.

Priority: Create an independent E911 Bureau (Long Term Solution)

Every public safety agency lacks the ability to collect data. No agency is able to pinpoint where its resources are allocated, whether it be human or monetary. The lack of data has also prevented agencies from applying for or fulfilling various federal grant requirements. Finally, it leaves the Legislature with no true measure as to how much to appropriate to each agency based on needs. Everything has been based on anecdotal references, not solid data.

Recommendation:

Creating an independent 911 Bureau will immediately provide these agencies with better data collection. Ideally, this bureau would be able to, at any moment's time, view the island's public safety resources and divert them in times of emergency. Of course, this bureau would be supported with up to date technology that will allow for tracking of every GPD, GFD, and EMT resource. It will be able to log every single request for emergency. The data would be able to illustrate the types of calls, the rate and quality of response, and whether the agency was able to handle several emergencies at one time. The data would be helpful immediately so that resources could be stationed more strategically. The data would also help support requests for budget increases and grant proposals.

Currently, 911 function is operated by GFD. However, GFD has shown that it is unable to maintain the responsibility. It has also shown that the E911 funds, which would be sufficient to support the independent bureau, is prone to misuse when mixed with other operating funds.

Priority: Reorganize agencies to better align with community needs.

All public safety agencies are organized for the needs of a 1980s community. Evidence based research and, consequently, laws have changed dramatically to show that Guam's public safety agencies are not organized to best serve the community needs. For example, DYA's mission, through the Juvenile Justice Reform Act, should be realigned towards prevention and rehabilitation. Instead, its activities suggest that detention is a primary focus.

Recommendation:

Each agency must review its mission and ensure that its resources are used in the most efficient and effective way to promote public safety.

Priority: Invest in Technology

Guam is plagued by its manual processes. Every public agency works off of excel worksheets that offer no solid information other than the anecdotal references provided by the inputters. Investing in technology will cut down on needless administrative time. Data will be better tracked and audited. Departments can be held accountable for all of their inefficiencies.

The amount of money saved by relieving a uniformed officer of administrative duties will be amply sufficient to support and maintain any technology. However, departments much choose

technology consistent across each public safety platform. This is to insure that information can be quickly and correctly shared. It also ensures that the government is paying for one technological solution that can benefit the island as a whole.

AIRPORT POLICE

Recommendation (Keep)

Attorney for the Airport needs to review grant language and federal mandates as listed above with equal input from the Executive Manager of the Port Authority and the Chief of the Airport Police as well as the other federal stakeholders to determine potential deficiencies in current policy, operations, infrastructure, personal, equipment and technology.

Review all operations, equipment and technology from a public safety perspective in light of specific grant conditions, federal mandates, and TSA Vulnerability Assessment to prioritize airport security and develop a specific action plan for maintaining long term uniformity and compliance in order to avoid unforeseen fines or loss of grant opportunities.

Recommendation (Implement within 100 days)

Surveillance equipment and infrastructure decisions as well as monitoring should to be moved out of general Airport Operations and under the purview of the Airport Police who should also use the monitoring area as a central location to house dispatch, access information systems, and collect law enforcement and security data.

The surveillance location would need outfitted with specific infrastructure that will allow comprehensive surveillance and functional communication with all uniformed personnel throughout Airport jurisdiction. The designated location should be secure and outfitted with means to immediately access all necessary information systems for law enforcement purposes to include coordination with other law enforcement bodies both federally and locally to ensure effective, efficient and expeditious response. Communication needs to be standardized and equipment and technology must be procured for these purposes.

GIAA needs to restructure operations to give the Chief of Police more direct authority and input over security related functions, decision-making, and policy implementation due to the unique nature of the Airport Police function and proper coordination opportunities with other law enforcement agencies.

Generally, the requirements for this organization, require increased input and authority over policymaking, personnel and training opportunities, maintenance and procurement of necessary equipment, and implementation and maintenance of integrated technology. The

Doc. No. 35GL-19-0149.*

specifics of each of these requirements will need can only be determined after a comprehensive review as suggested in the initial recommendation.

PORT POLICE

Recommendation (Keep):

Attorney for the Port needs to review grant language and federal mandates as listed above with equal input from the General Manager of the Port Authority and the Chief of the Port Police as well as the Coast Guard, Transportation Security Authority and other federal stakeholders to determine potential insufficiencies in current policy, operations, infrastructure, personal, equipment and technology.

Review all operations, equipment and technology from a public safety perspective in light of specific grant conditions and federal mandates to prioritize port security and develop a specific action plan for maintaining long term uniformity and compliance in order to avoid unforeseen fines or loss of grant opportunities.

Recommendation (Implement within 100 days):

Assess all Port Authority of Guam Operations and infrastructure to determine a location to centralize Dispatch, Surveillance, and Information Systems and Data Collection to a Command Center with a duty assignment specific to these needs without distraction. Additional Input should be sought from other public safety agencies to coordinate avenues of communication preferably through comprehensive technology options (i.e. GPD, GFD, Airport Police, Customs, Civil Defense, Navy Police, Coast Guard etc.)

A suitable central location needs to be designated for these purposes and outfitted with specific infrastructure, that will allow comprehensive surveillance, and functional communication with all uniformed personnel throughout Port jurisdiction. The designated location should be secure and outfitted with means to immediately access all necessary information systems for law enforcement purposes to include coordination with other law enforcement bodies both federally and locally to ensure effective, efficient and expeditious response.

Recommendation (Long Term):

Port Authority Police should be organized into six specific divisions under the Chief, Assistant Chief and Captain that need to be adequately staffed and furnished with necessary equipment and technology to effectively maintain operations in compliance with federal mandates. The six specific units would be, Operations, Marine Enforcement, Dispatch/Surveillance/Data Collection, K9, Cyber Security, and Administration.

Generally, the requirements for this organization, require increases in personnel and training opportunities, maintenance and procurement of special equipment, and implementation and maintenance of integrated technology. The specifics of each of these requirements will need can only be determined after a comprehensive review as suggested in the initial recommendation.

GUAM FIRE DEPARTMENT

Recommendation (Keep):

GFD is currently working on creating two new job descriptions: EMT and Fire Inspector. Both of these new descriptions will not require a fully certified firefighter. Instead, EMTs and Fire Inspectors need only be certified through job specific training as required by various regulations. This subcommittee would further recommend that DOA create a part-time variation of these positions as well. This will enable GFD to pull from a pool of ready and able EMTs when in need of coverage due to PTO or guard duty.

Recommendation (Implement within 100 days)

The subcommittee also recommends that EMT shifts (which accounts for nearly 80% of GFD operations) be modified to fit 8 hour schedules. This will immediately alleviate the pressures on GFD's budget. Its firefighters will have more manageable schedules, all the while increasing the quality of care provided by the EMTs.

Recommendation (Long Term):

There is an opportunity to fix all of GFDs financial and staffing issues. GFD should consider working more closely with volunteer firefighters. Currently, there is a program to train and make use of a firefighter reserve. GFD has not fully embraced a volunteer firefighter model based on its insistence on following the NFPA 1710. In doing so, it has ignored a parallel guideline focused on building a supplemental volunteer firefighter force, the NFPA 1720.

This paradigm shift will allow villages to have quicker response rates. It will educate the village communities on fire safety. It will also allow members of the village community to play a more active role in public safety. This can all be accomplished with minimal funding.

In addition, this administration may consider privatizing and regulating fire inspection. Private persons may obtain licensing and permissions through a regulating body. The requirements should include, among other credentials, completed education of the Guam fire code by GFD. This will allow private entities quicker access to getting the required building clearances and help streamline construction processes. The process will also free full time firefighters to perform more critical functions, such as fire suppression.

These recommendations will all require some level of legislative action and regulation making.

GUAM POLICE DEPARTMENT

Recommendation (Keep):

The Department must use the data available since June 2018 to evaluate the manpower needed on each shift to respond to the needs of the community. The analysis of the data will allow the Chief of Police to reassign officers from other positions within the Department to the Operations Division's precincts. This reassignment could include reducing the number of officers assigned to the executive security detail. The plan could also modify how the officers in the Highway Patrol Division, as well as the officers in the Criminal Justice Strike force are deployed to the precincts on each shift. Another source of uniformed officers for the precincts may be found by reducing the number of uniformed officers assigned to the Office of the Chief of Police. These types of actions could allow the Department to increase the number of uniformed officers assigned to the four precincts by up to thirty (30) officers. The reassignments/realignments would provide the department the additional uniformed officers to reduce current over time expenditure.

The reassignments/realignments would benefit the community by placing more uniformed officers available to respond to requests for assistance. These changes would benefit the officers by providing more officers to cover the patrol areas at any given time which also means assistance would be more readily available to any officer who needs help.

Recommendation (Implement within 100 days):

The Department must work with the Department of Administration to ensure that all individuals who apply to become or currently serve in the Police Reserves take the necessary tests to be qualified as Police Officer Trainees. Once this modification to the current process is accomplished those individuals who are active in the Police Reserves would be available to be hired by the Department, without further testing, when funding is available. This would shorten the time required for the Department to hire new officers by several months. The streamlining of the hiring process would also encourage individuals seeking permanent employment with the Guam Police Department to join the Police Reserves as a stepping-stone to becoming a permanent officer.

Recommendation (Long Term):

The Guam Police Department must begin the development of a more robust reserve component for the department. The Department will need to work with the Guam Legislature to

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obtain authorization to actually pay for all the training needed by all reservists to be trained to the same standard as a PO I. To receive this training the reservist would have a legal commitment to the department for a set number of years. The commitment would be to provide a specific number of hours of service to the Guam Police Department every month performing the duties of PO I. This reserve obligation would continue even if the individual took other law enforcement employment. Failure to complete the required serve would result in the reservist to pay back all the costs associated with of the training the individual received. This program could also include a payment to the reservists for the time they are working of the amount earned by a POI on a daily basis.

While this robust reserve system would no longer be a volunteer program a system of this nature would benefit the Guam Police Department and the Community. By having the reservists legally committed to serve specific times each month the Department would be able to plan its personnel assignments to include the reservists. The reserve force would also allow the Department to respond to a short term need for uniformed officers that can arise for a number of reasons, including events such as race, the Liberation Day Parade, the deployment of officers with the U.S. Military.

While the cost of the reserve program would increase the expenditure would be substantially less than the cost of an equal number of full time officers. The reservists would not incur overtime costs; they also would not require the same level of benefits as full time officers. Lastly as noted in 6.5.9, a trained reserve force would provide a potential source from which the Department could hire full time officers when the funds were available.

The solutions offered here are intended to increase the number of trained officers available to the Department without a significant increase in funding.

DEPARTMENT OF CORRECTIONS

Recommendation (Keep):

DOC must keep better billing records for its contract with GMH. Currently, it is billed $3 Million a year under a MOA with GMH to offer medical services. This is a requirement to avoid a mandate that the prison management fall under receivership.

Recommendation (Implement within 100 days):

1) Implement a Reserve Corp. Program similar to GPD and Judiciary Reserve Program.

2) Develop and implement a commissary within the Department of Corrections.

3) Begin process of calculating the true cost of housing federal prisoners to recoup possible lost revenue.

Recommendation (Long Term):

1) Design and Build a State of the Art Facility to reduce manpower and overall costs.

2) Develop and Maintain a Master Plan for design plans, standards and a management strategy to address forecasted growth, reduce recidivism and help with the reintegration of our rehabilitated prisoners.

3) Recruit, train and Hire a dedicated bank of professional Corrections Officers and eliminate over-time.

HOMELAND SECURITY & CIVIL DEFENSE

Recommendation: Prepare a detailed budget request for funding from General Fund to support the following:

1) Cost share matches for grant programs requiring a local match (Public Assistance, PDM, etc.).

2) Funding for uniformed personnel assigned to the fusion center. This will alleviate strain on departments who lose an FTE to the fusion center and are still required to fund the cost of the detailed the position OR allocate funding to hire civilian analysts and eliminate dependency on detailed uniformed officers – instead using them on an as needed basis (FLOW).

3) Re-establish the rainy day fund in the amount of $250K, which will allow for the immediate funding of emergency events (flooding, fires, etc.) that don't meet the requirements necessary for a full emergency declaration. Additionally, this could also serve as a source of funding during emergency declarations, which will guarantee timely payments and eliminate delays in vendor payments for emergency obligations.

Recommendation: Expand the Emergency Operations Center to allow for a better design that allows for a more efficient response to disaster operations.

Recommendation (Implement within 100 days):

1. Secure strong leadership and reduce management turnover – within the past five (5) years, the agency has had four (4) appointed Homeland Security Advisors with the current HSA concurrently reassigned as the Director of Customs and Quarantine. Successful program management, improved employee morale and readiness should follow once confidence and good leadership is restored.

2. Build/Recruit a strong fiscal and grant management team. Restore the health of the agency's grant management program through a throughout audit of current grants, respond to all corrective action plans recommended by federal grantors and prepare a contingency funding plan to identify alternative local sources of funding in the event federal funding is delayed, decreased or unavailable.

3. Prepare a detailed budget request for funding from General Fund to support the following:

    a. Cost share matches for grant programs requiring a local match (Public Assistance, PDM, etc.)

    b. Funding for uniformed personnel assigned to the fusion center. This will alleviate strain on departments who lose an FTE to the fusion center and are still required to fund the cost of the detailed the position OR allocate funding to hire civilian analysts and eliminate dependency on detailed uniformed officers – instead using them on an as needed basis (FLOW).

    c. Re-establish the rainy day fund in the amount of $250K, which will allow for the immediate funding of emergency events (flooding, fires, etc.) that don't meet the requirements necessary for a full emergency declaration. Additionally, this could also serve as a source of funding during emergency declarations, which will guarantee timely payments and eliminate delays in vendor payments for emergency obligations.

4. Increase public-private partnerships. Establish a private sector liaison with a seat in the EOC representing critical private sector industries – transportation, telecommunications, banking, shipping, fuel, etc. in order to properly leverage their resources and expertise.

Recommendation (Long Term)

1. Continue to support the establishment of a regional training facility on Guam through collaboration and partnership with the University of Guam and federal grantors.

2. Expand the Emergency Operations Center to allow for a better design that allows for a more efficient response to disaster operations.

CUSTOMS & QUARANTINE

Recommendation:

1. Hire qualified civilian staff.
2. Increase and Modernize the Passenger Inspection Fee and the Maritime/Air Freight Fee.
3. Develop a structured Education/Professional Development Strategy.
4. Restructure and review its current lease agreements for office rental space.
5. Purchase and acquire an automated Customs Management System for all ports of Entry.
6. Purchase a scale for its Port Operations.
7. Purchase land and build office space for administration.

DEPARTMENT OF YOUTH AFFAIRS

Recommendations: (Implement within 100 days)

1. Change the way processing happens and have DYA utilize the evidence based risk assessment tools to determine needs of minor and placement so minor can be released immediately at the preliminary hearing on conditions.

2. Ensure that status offenders are not immediately placed into the YCF as that is prohibited.

3. The Juvenile Justice System needs to work more aggressively and closely with Leaders from the FSM Community to bridge the communication gaps with families who come from the different ethnic and/ or cultural backgrounds. The issue of the Disproportionate Minority Contact (DMC) is no stranger even to Guam and has been for many years. The predominant nationality of remanded youth is of FSM descent and there continues to be a steady increase from past years.

4. Our government needs to hold parents more accountable for their children's actions via legislation that will apply fiscal consequences for neglectful parents/ guardians.

The challenge of working with the parents of juveniles that are remanded into our custody is an ongoing concern. Often times, they do not realize that ultimately they are still responsible for their children's medical, dental, psychological, and/ or psychiatric needs, etc., even though they are temporarily in our custody. At the very least we need to take a closer look at this option as we as a society continue to address the issues the same way yet expecting different results.

5. Revisit the purchasing processes to ensure reasonable processing time for supplies and purchase orders.

6. Ensure timely processing of Performance Evaluations submitted to DOA for timely processing of employee increments.

7. Ensure timely payment of trash collection to avoid removal of trash bins due to nonpayment of fees.

8. Create a diversionary program for first time status offenders where minor can be brought in upon a complaint directly to facility under the DSS Program.

9. Open more resource centers.

10. Reform on services for youths. Corrections is not the primary function of the agency and really should be the last thing on the list. Educate the community on DYA to change mentality of community.

11. Revive DYA's anti-graffiti program through NEW AGE (Anti-Graffiti Empowerment), a group from the Youth Correctional Facility that will initiate and provide ongoing graffiti cleanup and community beautification activities in conjunction with DYA's Resource Centers and village Mayors' Offices.

Recommendations (Long Term)

1. Ensure that all out-of-school youth admitted to the Department's Youth Corrections and Cottage Homes Facilities have the opportunity to attain employment skills and thereafter regain or develop the desire to return to school for additional career advancement opportunities.

2. Submission of a Compact Impact Capital Improvement Grant Request to fund the construction of a new Administration Building and Maintenance/Carpentry/Automotive Shop.

3. Continue to advocate funds to construction of a new state-of-the-art Youth Correctional Facility, including all collateral equipment. It is our plan to build a modern, fully automated facility at double the current capacity that will be manned by additional Youth Service Workers.

4. Construct Residential Treatment homes for status offenders and adjudicated youth offenders that does not require correctional setting.

5. Upgrade Talofofo Cottage Homes.

6. Construct a new in-house Drug and Alcohol Treatment Program (Phase I) will be implemented specifically for clients in need of specialized intensive treatment, care and rehabilitation from drug and/or alcohol abuse and will provide separation from the general Juvenile Delinquency population.

7. Upgrade YCF that is broken down into different levels of custody.

FY 2019 Budget

Airport Police

The total operating expenses allocated to the Airport Police according to the Consolidated Divisional Operating Budget for Fiscal Year 2019 come to $5,339,898. $3,317,253 of this amount is devoted to Total Salaries and Wages, including Regular Pay, Overtime, Shift Differential and Hazardous Pay. $1,151,763 is devoted to Total Employee Fringe Benefits, including Retirement Contributions, Medicare, Retirement Death and Disability, Health Insurance, Life Insurance, Dental Insurance, and Annual Leave Earned. $221,925 is devoted to Contractual Services, including Telecommunications, Printing, Licenses, Dues & Subscriptions, Equipment Rental, Uniforms, and Other Miscellaneous Contractual Services. (It is unclear what Miscellaneous Contractual Services are included but they are allocated $162,575 of the $221,925.) $186,350 if devoted to Materials and Supplies, including Cleaning and Janitorial Services, Fuel, Oil & Lubricants, Office Supplies, Security Supplies, Miscellaneous Materials and Supplies. (It is unclear what Miscellaneous Materials and Supplies are included but they are allocated $16,200 of the $186,350.) $90,000 is devoted to Equipment.

Port Police

The FY 2019 Budget for the Port Authority Police is $3,247,703.00. However, the Port Authority Police currently lack personnel, funding and resources to provide operations that will sufficiently satisfy all security mandates. The Port Authority Police are already prioritizing functions and streamlining operations to stay within the operating budget, but consideration

should be made with regard to hiring additional personnel needed to reduce overtime by filling vacant positions and filling new positions necessary to comply with security mandates. Specific Budget and Financial Analysis was not provided in response to the Public Safety Questionnaire, but may have been provided to the Transportation Transition Subcommittee.

Guam Fire Department

"Notwithstanding any other provision of law, the sum of Thirty-two Million Two Hundred Thirty-one Thousand Five Hundred Seventy-four Dollars ($32,231,574) is appropriated to the Guam Fire Department (GFD) for its operations for Fiscal Year 2019. This sum is composed of Twenty-eight Million Four Hundred Twenty-four Thousand Seven Hundred Thirty-one Dollars ($28,424,731) from the General Fund and Three Million Eight Hundred Six Thousand Eight Hundred Forty-three Dollars ($3,806,843) from the Enhanced 911 Emergency Reporting System Fund, The Fire, Life and Medical Emergency (F.L.A.M.E.) Fund, and the Tourist Attraction Fund." P.L. 34-116 (2018) Chapter V, Section 1(aa).

The GFD FY 2019 Budget is further broken down into the following appropriations:

Personnel	$29,732,973
Operations	$1,806,160
Utilities	$637,441
Capital Outlay	$56,000

GFD projects a shortfall of approximately $850,000 to its FY 2019 personnel operations. GFD attributes this shortfall to the expected funds needed for projected overtime needs. Further, GFD anticipates a shortfall of approximately $670,000 to procure critically needed equipment such as ambulances, firefighting, rescue, and medical equipment.

Guam Police Department

Guam Police Department Received a FY 2019 General fund appropriation of $25,786,222.00, $5,823,822.00 from Tourist Attraction Fund, $1,321,840.00 from Police Service Fund and OVIS, $1,196,817.00 from Guam Highway Fund. Total budget from all sources is $34,130,701.00 for FY 2019.

Homeland Security & Civil Defense

GHS/OCD is 100% federally funded through two (2) primary grants with no dependency for operations on the general fund. These grants include the Homeland Security Grant Program

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(HSGP) and the Emergency Management Performance Grant (EMPG). The current management team of GHS/OCD is confident in these funding sources and does not anticipate any decrease or lapse in these funding sources. However, it is important to consider the impact any federal budget shortfalls, cuts or delays in the passage of the FY 2019 budget or grant management concerns by DHS may pose on Guam's funding. Given the critical nature of this department and its mission in protecting the life, property and environment of the island, fiscal contingencies should be considered to identify alternate sources of funding should federal funding be delayed, held, decreased or become unavailable.

There are some indications from local FEMA representatives that the most recent monitoring visit did identify areas of concern with regards to GHS/OCD's management of grants. Several repeat recommendations were made and corrective actions on the part of GHS/OCD are still pending with FEMA's Pacific Area Office. Failure by the office to submit responses within a timely basis can result in the delay in the release of FY 2018 grant funding in the amount of $1,000,000.00.

The FY 2019 award amounts for HSGP and EMPG were not available and have yet to be awarded.

Guam Customs & Quarantine

The budget law as passed reduced the Agency's funding request from $14.9 million to $14.3 million. The Agency's budget needs are much closer to $20 plus million in order to effectively and efficiently operate. The Agency expects a shortfall of roughly $500,000 in overtime expense for FY 2019. The budget as passed does not address the shortfalls of manpower, training, equipment, vehicles, and many other issues that are faced by the Agency. The budget primarily funds salaries, but it does not address the issues pertaining to technology, a Customs Management Information System, or the room for expansion or development of any of the Agency's programs. The Agency also has approximately 29 new recruits, which will significantly impact the budget. The Agency estimates that the cost to train, educate, arm and uniform the 29 recruits will cost approximately $1.78 million.

Department of Youth Affairs

For Fiscal Year 2019, the Department of Youth Affairs ("DYA") was given a budget of $5,432,732[1]. Of this amount, *$5,350,661* comes from the General Fund, and *$82,070* comes from the Healthy Futures Fund. A summary of the breakdown of costs for each category was provided as follows:

Summary of Base Operational Appropriation

· Personnel Object Categories (111-113)	$4,845,855
· Operations Object Categories (220-290)	$375,992
· Utilities Object Categories (361-363)	$210,885
· Capital Outlay (450)	$0
TOTAL	$5,432,732

The FY 2019 Budget also provided DYA with a special appropriation out of the General Fund for the amount of $332,150 for its "*Youth Programs Appropriation."* These monies are specific as to its use, which it should be used to fund programs contracted out to non-governmental organizations for services to youth who are runaways, homeless, or victims of abuse.

There was also a provision included in the FY 2019 budget law that permitted DYA to pay prior year hazardous pay accrued in FY2016 using up to Thirty-Nine Thousand Dollars ($39,000) of the sum appropriated to it in FY 2018 Appropriations Act.

Financial Condition

Airport Police

The Guam International Airport Authority, which directs the Airport Police, is an autonomous and revenue-producing agency, which seems to be in a good financial condition. Specific Budget and Financial Analysis related to the Airport Police was not provided in response to the Public Safety Questionnaire. It is important to not that the Airport has very specific federal mandates governing the use of Airport Revenue. This is governed by four statutes: the Airport and Airway Improvement Act of 1982; the Airport and Airway Safety and Capacity Expansion Act of 1987; the FAA Authorization Act of 1994; and the FAA Reauthorization Act of 1996 codified in 49 USC § 47101, *et seq*.

Port Police

The Port Authority of Guam, which directs the Port Authority Police, is an autonomous and revenue-producing agency. Additionally, the agency has received money through a FEMA Port Security Grant. However, there needs to be forward thinking priority placed on responsible expenditures towards security and protective measures. All expenditures from Port Security Grant money in particular should be made in full consideration of the conditions associated with the grant as well as the federal statutory and regulatory mandates associated therewith. Specific Budget and Financial Analysis was not provided in response to the Public Safety Questionnaire, but may have been provided to the Transportation Transition Subcommittee

Guam Fire Department

Based upon the current management's organization, GFD's financial condition is bleak. There is insufficient funding to maintain the required staffing pattern. No funding has been appropriated towards procurement of the new E911 system procurement. In addition, the ambulance vehicle fleet is in need of replacement.

Guam Police Department

The Guam Police Department's shortfall in the FY 2019 budget in comparison to its FY 2018 is the approximately the same amount as the Departments overtime expenditures. The current management procedures do not appear to be sustainable in the environment of budget reductions. The Department must develop better procedures to handle the assignment of officers within the Department to allow for the reduction of overtime and recruitment of additional officers along with the use of Police Reservists.

Department of Corrections

The Department of Corrections is in such a state of disarray. It is unable to properly manage its staff and resources. It does not have the mechanisms in place to collect data so that resources can be properly allocated. Its financial condition has the most negative outlook of all the public safety agencies.

Homeland Security & Civil Defense

The Agency reports that it is adequately funded by its federal grants. However, others have reported to this subcommittee that the agency is in danger of losing oversight of its federal funding due to continued repeat findings from auditing authorities.

Guam Customs & Quarantine

This Agency's organization makes it unable to properly utilize its resources. As with the other public safety agencies, it reports that it is understaffed, underfunded, and thus, cannot complete its mission. The Agency's funding request was reduced from $14.9 million to $14.3 million for FY 2019. The FY 2019 Budget is allocated as follows:

1) Personnel - $10,621,157

a) Salaries/Increments/Special Pay - $7,824,777
b) Overtime - $0
c) Benefits - $2,796,380

2) Operations - $3,671,422
a) Contractual Services - $342,200
b) Office Rental Space - $3,193,627
c) Supplies and Materials - $74,325
d) Drug Testing and Miscellaneous - $61,360

3) Utilities - $86,500

The concerns for the Agency's financial condition are 1) Overtime Expenses, 2) 29 New Recruits, and 3) Office Rental. As stated above, the Agency expects a shortfall of roughly $500,000 in overtime expense for FY 2019, and the 29 recruits will cost approximately $1.78 million, which constricts the Agency's budget. The most glaring concern for the Agency's financial status is the $3,193,627 that it will have to pay for office rental space. According to the OPA's Executive Summary Analyses of Government of Guam Leases, the Agency has the highest annual lease cost for office space in the Government of Guam. The Agency's monthly rent for FY 2019 is as follows:

1) Guam airport (janitorial)
29,347 sq. ft. at $.35 per sq. ft. = $10,271.45/month

2) Guam airport (office space)
29,347 sq. ft. at $6.804 per sq. ft. = $199,681.88/month (199,676,98)

3) PACAIR Building (Cargo Facility)
17,500 sq. ft. at $2.828 per sq. ft. = $45,500/month (49,490)

4) PACAIR Building (Director's Office)
7,500 sq. ft. at $2.60 per sq. ft. = 19,500/month

5) LOX Farm Building (DDU Facility)
2,885 sq. ft. at $.85 per sq. ft. = $2,452.25/month

6) Titan Warehouse Building (warehouse)
6,154 sq. ft. at $.50 per sq. ft. = $3,077/month

7) Port Authority Office Space

702 sq. ft. for common areas. = $449.28/month

$3,371,182.32 different from FY 2019 budget of $3,193,627

Department of Youth Affairs

Although it's staffing pattern shows several vacancies, DYA is adequately staffed and has sufficient funds allocated for its upcoming projects. There is no foreseeable danger to its otherwise positive financial condition. DYA received all of the allocation for the FY18 Title II award. That amounts to $74,924.

DYA has the potential to apply for other federal grant monies to develop programs and services, or upgrade youth service facilities.

Staffing Requirements

For hiring practice consistency, previous Administrations consolidated Human Resources from all Government agencies to the Department of Administration. This resulted in a loss of discretionary authority from agencies for hiring, approving and posting job descriptions, and significant time increases to fill vacancies.

Currently, when an employee vacates a position, the director/chief may approve a replacement hire. However, the ensuing DOA analysis of job description, salary/FLSA review, and legal requirements often override director/chief approval. The end result is a six months or more to replace entry-level personnel, and much longer for high-level positions.

The Department of Administration is unfamiliar with many job positions and duties of other agencies, so position descriptions routinely have to be explained in detail (i.e. explanation of a Deputy Fire Chief's duties and responsibilities). This unfamiliarity contributes to a problem of DOA under classing administrative staff, resulting in similar jobs in separate agencies have a large pay disparity.

Each of the Public Safety agencies carries significant vacancies, primarily due to the factors above. The work in each agency is increasing each year proportionate to the population growth in Guam. Overtime pay is mandatory on many shifts for coverage, or just simply to do work.

Airport Police

Hiring, Promotions, and Discipline and training of personnel are all overseen by the Airport Services Manager, who has a significantly expansive role which, aside from Human Resources, includes Policy management, Procurement, MIS, Facilities, Training, Legal Issues and Contractual Agreements and possibly other areas. Because so many functions are handled by one person, it has proven difficult for the Chief of the Airport Police to take appropriate action with regard to personnel issues. Additionally, Guards who are limited term employees are hired without the Chief's review or background checks. Because these employees play a role in the security functions overseen by the Airport Police, the lack of oversight by the Chief as to their placement compromises security efforts. The lack of direct oversight of personnel issues in general has led to inconsistent actions related to employee promotion and discipline and even handling of disabilities that have had a detrimental effect on morale.

Also contributing to low morale is unresolved issues regarding hazardous pay for Airport Police Officers, and the failure to integrate the Airport Police into the certified technical professional (CTP) compensation plan, similar to what was done with the Port Authority Police. The result has led to low morale amongst the Airport Police Officers who work alongside other Airport employees whose job description require less criteria or education and training and feel that their salaries do not fairly compare.

Another issue related to personal is use of Airport Police officers for task force operations. To the extent that these officers are taken from their shift assignments it places a strain on Airport Police Operations. Although there are some benefits associated with participation in these joint efforts, there is a strain on the staff to cover the missing officers' functions and considerations regarding legal memorandum and accounting need to be monitored so as to avoid problems with federal mandates against Airport Revenue Diversion.

Port Police

Within the entire compound of the port, gates of entry and other designated areas of responsibility throughout the island (Agana/Agat Marina, Harbor of Refuge, Rt. 11 and Rt. 18) and the distribution of uniform personnel is inadequate. The division needs additional training, equipment and facilities to further enhance its capabilities with regard to its security obligation. As with all other law enforcement entities, Port Police must continue to participate and network locally and abroad in an effort to be consistent with current law enforcement/security training and applications. This effort will certainly address and/or mitigate an influx of population growth on and off the Port that will affect its operations with respect to increased activity and homeland defense.

The Port Police Division has in place the following security plans that are in compliance to 33 CFR 105 Maritime Security:

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- Container Yard Facility Security (updated; renewal in Year 2020)
- Cruise Vessel Security (updated; renewal in Year 2021)

It is imperative that the Port Authority not compromise its approved security plans; however as previously stated, necessary adjustments can be made in the best interest of the Port's security aspect and initiated upon the approval of the Captain of the Port (U.S. Coast Guard).

All Port Authority gates are required to be manned when opened, and locked and secured when not in use. Each uniformed personnel assigned at each gate is required to conduct I.D. checks, inspection on containers that are claimed as "empty", and random screening of vehicles, tractors trucks, ship stores and persons and their personal effects as a deterrence to prevent any improvised explosives devices from entering the facility. Occupied gate areas are identified as: Route 11 Security Checkpoint (Gate 3) – is manned by two uniformed personnel (when MARSEC Level 2 increase is required); Gate House (a.k.a. Container Checkpoint or Gate 2) – is manned by one uniformed personnel; Main Gate (Gate 1) – is manned by one uniformed personnel.

One officer per shift is assigned to provide patrol service for Port's entire jurisdiction including Agana and Agat Marinas, but there is a need for three active patrols per shift on 24 hours basis because of the areas of responsibility to cover and time-sensitive response periods to arrive at scene. Within the facility, the patrol unit monitors vessel and other types of operations, vehicles, persons and vessel movements; responds to container discrepancies of missing and broken seals, equipment accidents/incidents, and other disturbances, obstruction and/or violations. Although the officers-assigned are responsible for area check and responding to complaints within the Authority's jurisdiction, they are sworn officers and subject to entertain complaints that he/she encounters or called upon by our law enforcement counter-parts outside of jurisdiction, and reports related to these incidents must be forwarded to them for their information and disposition whether further and in-depth investigation may be needed. All police reports are also provided to the General Manager for his/her information and knowledge of activities within and outside his/her purview.

The division does not have a dispatcher assignment. This is crucial to the operations and considered necessary to assign an officer to monitor CCTV of waterfront surveillance cameras; record movement of patrol assigned officers and gate officer status; access CJIS (Criminal Justice Information System) through the computer system; and provide gate and patrol officers' additional information without causing down time to research. The dispatch is currently assigned to either Route 11 Security Checkpoint or Main Gate as part of the sentry post responsibility. This is problematical in the sentry officer/guard's focus on prevention and deterrence is diverted when they are preoccupied in responding and recording patrol unit movements.

There is an inability to send its personnel to needed training to modernize and enhance their skills and learn other techniques to improve current process and procedures. Offering restructured and/or specialized training would help with retention of officers and raise morale so as to lower turnover of personnel who would otherwise seek other opportunities on and off-island. Currently, division personnel have participated in the following training:

Basic Officer Survival
Response to Active Shooter/CBQ
Report Writing/Presentation
Judicious Use of Deadly Force
Tactical Tracking Operational Level 1
Firearms Training/Firearms Simulator (Judgmental Shooting)
Impact Weapon (basic expandable baton course)
O.C. Pepper Spray
Incident Command System Levels 100, 200, 300, 400, 700 and 800
Crowd and Riot Control
First Aid/CPR/AED
Crisis Media
CJIS/NCIC
Tsunami Awareness
Firearms Interdiction
IED Search Procedures
Handling of Youth Offenders
Tobacco Enforcement
Soft Target Awareness
Threat and Risk Assessment
Seaport Security for Facility Personnel
Seaport Security for Facility Security Officer
HAZWOPER (Hazardous Waste Operation Emergency Response
Incident Response to Terrorist Bombing
Preventive Response to Suicide Bombing Incident

The administrative support staff handles the screening and issuance of Port access control/proximity identification cards and vehicle decals; ensure vehicles comply with the Port's Insurance Policy; advises superiors of special requests for open gates, meetings, trainings; forwards memos needing background checks to supervisors; composes memos; maintains filing system; conducts payroll processing; and advise superiors of administrative policies and procedures. The Transportation Workers Identification Credential (TWIC) is an ongoing process that the group is continuously working on to provide the Transportation Security Administration with facility workers names to conduct a surface name-base background check of workers requiring access into a regulated facility. There is a Cyber Security Initiative and the Navigation and Vessel Inspection Circular #05-17, which provides guidance addressing cyber risks at Maritime Transportation Security Act (MTSA) Regulated Facilities. There is now a need for

additional Administrative staff to apply virus/malware penetration tests to analyze vulnerabilities of computer systems and networks with the focus of prevention, protection response, mitigation and recovery. The operation side of the division has benefited from the support staff in assisting with the administrative tasks that is required freeing supervisors and officers of assigning as a collateral duty in addition to their primary responsibilities. Uniformed personnel can now concentrate on the division's mission and objectives; however, supervisors and officers continue to be cross-trained on areas that are not as sensitive to prevent disruption due to their limited knowledge and certification.

Guam Fire Department

GFD relies heavily upon guidelines provided by the National Fire Protection Association (NFPA). It is important that the NFPA 1710 – Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Deployments. Although considered good practice, is a guideline and not a standard as the title implies. There is no federal or local code that has adopted or required any part of the NFPA 1710.

Even so, the current GFD staffing pattern attempts to meet the guidelines. This requires a staff of three hundred and twenty-nine (329) uniformed firefighters with the assistance of Forty-six civilian staff. This staffing pattern coupled with the FY 2019 budget results in One Hundred and Seven (107) vacant classified positions.

Another concern is that GFD does not have a qualified pool of reserve firefighters to pull from when additional human resources are needed. A number of firefighters will be called to active duty with the National Guard starting in early January 2019. GFD has only prepared for the loss of firefighters by allocating additional overtime.

As previously mentioned, GFD aspires to meet NFPA 1710 standards. In describing its resource allocation, the agency reports:

> The GFD works a 24 hour, two platoon shifts (Platoon A and Platoon B) schedule. Because we are required to provide services 24 hours a day, 7 days a week, and 365 days a year, our current 24-hour shift is the most efficient work schedule for the fire service. There are a couple of benefits with this schedule: Infrequent shift changes and consistent coverage throughout the year including weekends and holidays. The importance of infrequent shift change is during an emergency call a significant amount of time is required for firefighters to perform their work such as a working structure fire where fire crews can be on scene for several hours, and other emergencies such

> as complex automobile extrications, lengthy search and rescue missions and hazardous material leaks and spills incidents. Also patient transport can be a lengthy process. Without the frequent shift change, the less chance the shift exchange process will be disrupted because a crew may be busy at the scene of an emergency. And with the fire trucks, rescue and other emergency units being staffed constantly 24/7, we are ready to respond to any call for service at any time, with no delay because of frequent shift changes.

The current GFD staffing pattern requires a staff of three hundred and twenty-nine (329) uniformed firefighters with the assistance of Forty-six (46) civilian staff. This staffing pattern coupled with the FY 2019 budget results in One Hundred and Seven (107) vacant classified positions.

Guam Police Department

Guam Police Department reports they currently have 26 vacant positions within the Department. GPD also reports it has insufficient uniformed officers to full staff the Operations Bureau's four precincts pursuant to the staffing formula contained in 10 G.C.A. Chapter 77 Article 3 which calls for 2 officers assigned per village per shift with an additional officer for every additional 2000 residents above 2000. The Highway Patrol is currently short 15 officers to meet the statutory required 30 officers found in 10 G.C.A. Chapter 77 Article 2.

Department of Corrections

1) The Director's Office has sixteen position listed in their FY 2019 Staffing Pattern. Eight of those are vacant.
2) ACF/GDF has two hundred fifty nine corrections officer positions with fifty-nine vacancies.
3) Casework and Counseling has nine positions on their staffing pattern, four of which are vacant. CCSD feels they need an additional six Corrections Social Workers.
4) Forensic Division has twelve positions, however seven are currently unfilled, including four nurse positions.
5) Parole Services Division has twelve FTE's, however six are vacant (Five Parole Officers and a Clerk Typist) are vacant.

Homeland Security & Civil Defense

The agency is staffed by twenty-four (24) full time employees – thirteen (13) classified, eleven (11) unclassified positions and no contract employees. There are currently five (5) classified positions vacant. Three (3) are in the recruitment process with the Department of Administration (DOA) and the remaining two (2) are for grants recently awarded and are pending establishment with DOA.

The annual staffing budget is $987,350.00.

As mentioned previously, GHS/OCD is staffed by twenty-four (24) full time personnel. Recommendations to re-examine staffing needs primarily in the areas of grant management, program management and 24/7 watch desk operations can be made.

Grants Management

Grants Manager position is currently a collateral assignment of a Program Coordinator III. A dedicated resource would allow better grant monitoring and reporting and will ensure proper facilitation and management of all federal funds. Ideally the candidate would bring strong financial knowledge and experience in working with federal grants.

Program Management

Interviews with GHS/OCD personnel indicate multiple programs assigned to select individuals resulting in over utilized resources and less focus and management on each grant. Re-evaluating the use of unclassified positions in the area of program management would allow for greater efficiency of grand funding and resources.

Guam Customs & Quarantine

A good number of the Customs and Quarantine Officers are performing administrative and secretarial job functions, which has hampered the Agency's ability to carry out its duties. The following civilian positions are needed in order for the Agency to operate adequately: (2) Program Coordinator IIs, (1) Accountant II, (1) Management Information Systems (MIS) Coordinator, (2) Management Analysts IIs, (4) Administrative Assistant, (1) Word Processing Secretary, (1) Messenger Clerk, (1) Property Management Officer, (1) Records Management Officer, and (9) Clerk Is. The hiring of these civilian support staff should allow the Agency to get its officers back to doing what they were hired to do and allow for smoother operations. The Agency estimates it will cost about $524,186 to hire and train the additional support staff.

Currently, there are about 102 Customs and Quarantine Officers as compared to the 1990s when the Agency had approximately 235 officers. The Agency will begin training 29 recruits that are to become full-fledged officers, but this training process normally takes about 1 year before a recruit can be properly trained and begin his/her job as an officer. Another reason for the need of additional Customs Officers is that the Agency has about 5 Customs Officers assigned to different tasks force. The Agency estimates it would need at least 100 more Customs Officers in order to operate effectively. The Agency also has a difficult time in retaining its Officers due to its ability to compete with other law enforcement jobs, which pay more that the Agency.

There are currently 119 employees at the Agency, which is comprised of 102 Customs Officers that make up the bulk of the Agency. For staffing at the airport, the Agency requires 26 officers per shift to achieve 19 officers on duty at any given time. Those Officers include 1 shift supervisor, 1 administrative officer, 1 boarding officer, 1 assistant boarding officer, 1 primary rover, 6 primary interview officers, 1 secondary rover, 4 secondary inspection officers, 1 exit officers, and 2 QRF/AAFB officers. These calculations were based on the average passenger count, which are approximately 5700 passengers per day. The Agency needs about 9-10 officers per shift to cover the primary and secondary counters based on the number of passengers arriving at the airport.

Department of Youth Affairs

Currently, the Department of Youth Affairs has a total of 79 fully funded employees, all of whom are paid from the General Fund. Of the 79 personnel, there are 3 unclassified employees, 74 are classified employees, and 2 are Limited-Term Appointments (LTA).

The Department has several personnel needs. One of the primary is in the FY 2019 budget bill whereby there is a provision that affects the entire Government of Guam agencies, to include DYA, with respect to their ability to hire personnel. The budget bill provision restricts agencies from being able to hire individuals who may be more qualified and experience for positions as it does not allow for the promotion of current personnel. He stated that the Office of Attorney General's (OAG) provided input regarding the Legislature's FY 2019 budget for the Government of Guam, and that the AG's Office issued a finding that the Legislature had no authority to impose a hiring freeze (P.L. 34-116 Chapter XIII, Part 1, Section 1). Although this issue was resolved, the problem is now with the provision that places a freeze on promotions. The OAG is looking into the budget bill's freeze on promotions (P.L. 34-116 Chap. XIII, Part 1, Section 3), however, as a result of this provision, DYA is not able to promote personnel who are qualified and have been assigned into supervisory position or positions above their current level. There are currently three positions that DYS considers essential that need to be filled:

1) Social Worker I - DYA's Social Worker passed away this year. Our Youth Development Administrator at the time considered a Social Worker I was more beneficial to her Division's needs.

2) Youth Development (YD) Administrator - The YD Administrator has retired in October. Because of the hiring freeze passed, DYA opted to assign the position to one employee in an acting capacity every 29 days. Also, budgeting for this position could prove difficult.

3) Cook II - Our Cook II also retired in October. Currently, we only have 3 Cook I personnel handling the preparation of food and maintenance of the Galley at our Mangilao facility. Initially, neither would assume the responsibilities of Cook II without the compensation. Eventually, one of the Cooks agreed to fill the position at an acting capacity until such time we recruit another.

Personnel shortfalls have been mitigated for the time being. DYA has been able to manage from within by assigning the YD Administrator and Cook II to individuals who have agreed to take on the responsibilities every 29 days. Also, DYA has been working closely with Department of Labor's Senior Citizens Program, Sanctuary, Inc. (AmeriCorps. Program), University of Guam, and Department of Labor to get volunteers or student interns. Director Ada mentioned that even with the volunteer or student interns, they are only volunteers and are less likely to commit, as needed, unless they get paid. DYA should probably look into alternative incentives, such as stipends or gas vouchers, and for those working under a Seniors' Program, receiving hours towards their credits for Social Security. DYA hopes that they will be able to acquire participants to help in our Galley/Cafeteria for at least 20 hours per week, and the participants in this program are compensated by Department of Labor.

DYA suggests to keep job announcement continuously opened to establish a list and avoid delays in the recruitment process when needed. This will allow the department to contact applicants on the list to see if they are still interested in the job they applied for. This would also help in expediting the process to obtain a certified list of eligible applicants from DOA. When the process is delayed, and if DYA is not able to recruit during the time DYA has to submit its budget, the positions will most likely be unfunded.

DYA has a total of 79 Employees (74 classified; 3 unclassified; 2 Limited Term Appointments; and 0 Contract employees).

Aside from maintaining these 79 positions, the following personnel would be needed for DYA to operate adequately:

a. DYA needs 3 Community Program Aide II positions for the Division of Youth Development to be filled, but are frozen. These positions will support services at the three Resource Centers.

b. DYA will also need additional uniformed personnel. Currently, the Department has a total of 45 uniformed staff. DYA is hoping to fill the vacant funded position for Youth Service Worker I and the Youth Service Worker II that was frozen FY2018 due to funding shortage. The total number of frozen positions throughout the past four (4) years was for 7 Youth Service series positions in the Division of Special Services (DSS). These frozen positions, if allowed to hire, will ensure staff coverage during military deployment, paternity/maternity leave, planned leave, and unplanned leave.

OPA/IG/GAO

Airport Police

None reported.

Port Police

None reported.

Guam Fire Department

GFD reports that the only audits they have been subjected by CMS in regards to EMS billing and documentation. A third party vendor handles audits. All audits were concluded without any concerns.

Guam Police Department

Guam Police Department reports there have been no internal or external audits of GPD within the past three years.

Department of Corrections

DOC does not report any recent audit findings. However, a precursory review of the OPA records indicate that DOC has been cited for its dilapidated facilities, its lack of management controls, its ignorance to overtime and hazardous pay laws, and its inability to calculate and maintain data regarding its prison populations. *See* OPA DOA Performance Audit Oct 1, 2004 – June 6, 2009, OPA DOA Cost Per Prisoner Calculations Audit October 2010 through September 2013, OPA DOC Prison Capacity Planning Audit January 2013 – December 2013. There is no evidence that findings from these audits have been corrected.

Homeland Security & Civil Defense

This Agency reports that no internal or external audits have been conducted within the past three (3) years. However, the grantors and the programs they administer have been audited. The last audit was conducted by the Office of the Inspector General in FY2014 to inspect that Homeland Security's Homeland Security Grant Program awards for Fiscal years 2009 through 2001. Deficiencies were passed through the grantor to this agency. *See* 2014 OIG Audit.

The Agency undergoes periodic on-site financial and programmatic monitoring reviews. The last completed review conducted from March 14-18, 2016 listed eleven (11) areas of non-compliance with federal program guidelines and financial regulations. The majority deficiencies were unaddressed areas of non-compliance from the FY 2014 OIG Audit.

The Agency reports that they have completed a financial and monitoring review in FY 2018 and are awaiting the official results to formulate a response to submit proof of compliance, refute a corrective action plan, and/or develop a corrective action plan for areas of non-compliance.

Guam Customs & Quarantine

Customs was cited by the OPA in May of 2018 for its failure to adequately collect and report taxes on tobacco imports. The citation remains outstanding with no significant steps towards correction.

Department of Youth Affairs

DYA lists that there have been no recent audits of its agency and that there are no outstanding findings from any prior audits.

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[1]See Public Law 34-116
http://www.guamlegislature.com/Public_Laws_34th/P.L.%20No.%2034-116.pdf

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Doc. No. 35GL-19-0149.*

EXHIBIT A

GUAM BOARDS, COMMISSIONS, APPOINTMENTS

A.B. Won Pat International Airport Authority Board of Directors
Agricultural Board of Commissioners
Alcohol Beverage Control Board
Board of Allied Health Examiners
Bureau of Statistics and Plans, Director
CHamoru Land Trust Commission
CHamoru Registry Advisory Board
CHamoru Registry Advisory Board
Civil Service Board of Commissioners
Cockpit License Board
Commission on CHamoru Language and the Teaching of the History and Culture of the Indigenous People of Guam
Commission on Decolonization for the Implementation and Exercise of CHamoru Self Determination
Commission on Status of Women
Council on the Arts and Humanities Agency (CAHA)
Council on Mental Health and Substance aka the Advisory Council (GBHWC)
Council on Post-Secondary Institution Certification
Criminal Injuries Compensation Board
Decolonization Registry Board
Department of CHamoru Affairs Board of Trustees (Dipattamenton I Kaohao Guinahan CHamoru)
Department of Integrated Services for Individuals with Disabilities (DISID)
Department of Parks and Recreation Board of Commissioners
Government of Guam Retirement Fund Board of Trustees
Grand Prix Commission
Guam Academy Charter Schools Council
Guam Ancestral Lands Commission
Guam Banking and Insurance Board
Guam Banking Commissioner
Guam Board of Accountancy
Guam Board of Allied Health Examiners
Guam Board of Barbering and Cosmetology
Guam Board of Equalization
Guam Board of Examiners for Dentistry

Guam Board of Examiners for Optometry
Guam Board of Examiners for Pharmacy
Guam Board of Medical Examiners
Guam Board of Nurse Examiners
Guam Board of Registration for Professional Engineers, Architects, and Land Surveyors (PEALS)
Guam Board of Social Work
Guam Building Code Council
Guam Commission for Educator Certification
Guam Community College Board of Trustees
Guam Contractors License Board
Guam Council on Youth Affairs
Guam Customs and Quarantine Agency, Director
Guam Developmental Disabilities Council
Guam Early Learning Council
Guam Economic Development Authority (GEDA) Board of Directors
Guam Education Board
Guam Educational Telecommunications Corporation (KGTF/PBS)
Guam eHealth Collaborative
Guam Emergency Medical Service Commission
Guam Environmental Protection Agency Board of Directors
Guam Ethics Commission
Guam Fire Department, Fire Chief
Guam First Commission Advisory Council
Guam Health Coordinating Council
Guam Highway Commission
Guam Historic Preservation Review Board
Guam Housing and Urban Renewal Authority (GHURA), Board of Commissioners.
Guam Housing Corporation Board of Directors
Guam Interagency Coordinating Council
Guam Invasive Species Council
Guam Juvenile Justice Advisory Committee
Guam Land Use Commission
Guam Memorial Hospital Authority (GMHA) Board of Trustees
Guam Mental Health Planning Council
Guam Multi-Purpose Community Stadium Complex Commission
Guam Ocean and Fisheries Management Council
Guam Pardon Review Board
Guam Parole Board
Guam Planning Council

Guam Police Department, Chief of Police
Guam Procurement Advisory Council*
Guam Product Seal Task Force*
Guam Public Library System Board of Directors
Guam Public Library, Director
Guam Real Estate Commission
Guam Regional Transit Authority Board of Directors
Guam Seashore Protection Commission
Guam Science & Technology Committee (E.O. 2013-03)
Guam Solid Waste Authority Board of Directors
Guam South Pacific Games Commission
Guam State Apprenticeship Council (PL 32-230)
Guam Statewide Independent Living Council
Guam System of Care Council
Guam Transportation Commission
Guam Unarmed Combat Commission
Guam Veterans Commission
Guam Visitors Bureau Board of Directors
Guam War Reparation Commission
Guam Workforce Development Board
Guma Honra Commission
Hagatna Restoration and Redevelopment Authority Board of Commissioners
Joint Education Board (Tri-Board)
Komitea Para Tiyan
Kosas Board of Advisors
Kottura Board of Advisors
Mixed Martial Arts Commission
Northern & Southern Guam Soil and Water Conservation District, Board of Directors
Pacific Island Development Bank Board of Directors
Port Authority of Guam Board of Directors
Prevention Education and Community Empowerment (PEACE) Council
Procurement Appeals Board Public
Utilities Commission
Rehabilitation Advisory Council for Division of Vocational Rehabilitation aka Guam State
Rehabilitation Council (SRC)
Reverend Dr. Martin Luther King, Jr. Human & Civil Rights Commission
Safety Review Board
Serve Guam Commission
University of Guam Board of Regents

Veterans Cemetery Task Force
Western Interstate Commission for Higher Education (WICHE)
Workers' Compensation Commission

A.B. WON PAT GUAM INTERNATIONAL AIRPORT - BOARD OF DIRECTORS

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Ricardo C. Duenas	Chairman	A.B. Won Pat International Airport Authority Board of Directors	Three (3) years from date of confirmation	5/26/17		
Katherine C. Sgro	Vice Chairperson	A.B. Won Pat International Airport Authority Board of Directors	Three (3) Years	7/6/2018		
Deedee S. Camacho	Board Member	A.B. Won Pat International Airport Authority Board of Directors	Three (3) Years	7/6/2018		
Rosalinda A. Tolan	Board Member	A.B. Won Pat International Airport Authority Board of Directors	Three (3) years from date of confirmation	4/27/17		
Martin Gerber, Jr.	Board Member	A.B. Won Pat International Airport Authority Board of Directors	Three (3) years from date of confirmation	(Expired)		
Lucy Alcorn	Board Member	A.B. Won Pat International Airport Authority Board of Directors	Three (3) years from date of confirmation	(Expired)		
Gurvidner S. Sobti	Board Member	A.B. Won Pat International Airport Authority Board of Directors	Three (3) years from date of confirmation	5/26/17		
Charles H. Ada II	Executive Manager	A.B. Won Pat International Authority				Appt'd by BOD
Pedro Roy Martinez	Deputy Exec Manager	A.B. Won Pat International Authority				Appt'd by BOD

12 GCA §1101. Seven (7) members appt'd. by Governor with Legis. approval. Each director serves three (3) year term from date of appt. until successor is appt'd. All vacancies filled by Gov for unexpired term.

AGRICULTURAL BOARD OF COMMISSIONERS

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Matthew Sablan	Exec Ofcr of the Board - Agricult Director	Agricultural Board of Commissioners				***Per YB…last board of commission was in 1994***

5 GCA § 63802: Nine (9) members appointed by Gov. with Leg. Consent. Three (3) farmers from North; three (3) farmers from South, Three (3) private business members. Staggered terms of 2, 4, and 6 yrs.

ALOCHOLIC BEVERAGE CONTROL BOARD

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
John P. Camacho	Administrator	Alcoholic Beverage Control Board	Four (4) years	2/21/11		

Renie A. Llaneta	Chair	Alcoholic Beverage Control Board	Two (2) years	7/6/2018		
Geraldine M. Leon Guerrero	Vice-Chair	Alcoholic Beverage Control Board	Two (2) years July 1, 2018 to June 30, 2020	7/6/2018		
Candy C. Okuhama	Secretary	Alcoholic Beverage Control Board	Two (2) years July 1, 2016 to June 30, 2020	3/9/17		
Elizabeth T. Fisher	Member	Alcoholic Beverage Control Board	Two (2) years To serve remainder of the unexpired term from July 1, 2017 to June 30, 2019	8/27/18		
Conrad A. Kerber	Member	Alcoholic Beverage Control Board	Two (2) years To serve remainder of the unexpired term from July 1, 2017 to June 30, 2019	10/4/18		

11 GCA § 3502. Five (5) members appt.'d. by Gov. with Legis. approval. Gov. designates Chairman. Member cannot be part of business involving alcohol or be member of political party.

11 GCA § 3508. Gov. appoints Administrator, who must not be in business involving alcohol, is over 25 yrs. old, is not officer or committee member of any political party or campaign.

BUREAU OF STATISTICS AND PLANS - DIRECTOR

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Carl V. Dominguez	Director	Bureau of Statistics and Plans	To serve at the pleasure of the Governor	8/30/17		

5 GCA § 1207: appt'd. by Gov. with Legis. Consent who has training & experience to analyze and interpret trends and execute Bureau's responsibilities

CHAMORU LAND TRUST COMMISSION

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Amanda L.G. Santos	Member	Chamorro Land Trust Commission	Three (3) Years April 11, 2017 to April 10,2020	1/26/18		
Austin J. Duenas	Member	Chamorro Land Trust Commission	Three (3) Years (Expires 4/10/21)	5/1/2018		
Shawntel L. Techaira	Member	Chamorro Land Trust Commission	Three (3) Years	5/1/2018		
Joseph I. Cruz	VICE CHAIR	Chamorro Land Trust Commission	Three (3) Years Expires 4/10/19			
Gyongyi "Pika" P. Fejeran	CHAIR	Chamorro Land Trust Commission	Three (3) Years April 11, 2017 to April 10, 2020	6/30/17		5 GCA 75102: CHAIR appt'd. by the Governor

5 GCA § 75102: Five (5) members appt'd by Gov. with Legis. Consent, all Guam residents at least 3 years prior to appt. and 3 shall be native Chamorro

CHAMORU REGISTRY ADVISORY BOARD

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
VACANT		Chamorro Registry Advisory Board	Two (2) Years			

3 GCA § 18026: Five (5) members appt'd by Gov., all shall be Chamorros. Two (2) who worked in CHamoru agency or program; two (2) with background in Chamorro historical or genealogical work; two (2) with strong understanding of indigenous peoples.

CIVIL SERVICE - BOARD OF COMMISSIONERS

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Edith Pangelinan	Member	Civil Service Board of Commissioners	Six (6) years (Expired)	3/31/11		
Lourdes Hongyee	Member	Civil Service Board of Commissioners	Six (6) years (Expired)	3/31/11		
Catherine D. Gayle	Member	Civil Service Board of Commissioners	Six (6) years	10/23/15		
Luis R. Baza	CHAIR	Civil Service Board of Commissioners	Six (6) years October 01, 2018 to September 30, 2023	8/11/18		
John Smith	Member	Civil Service Board of Commissioners	Six (6) years	4/22/13		
Priscilla Tuncap	Member	Civil Service Board of Commissioners	Six (6) years (Expired)	10/5/10		
VACANT	Member	Civil Service Board of Commissioners	Six (6) years			Michael Topasna resigned 1/3/18

4 GCA § 4401(a): Seven (7) members appt'd. by Gov. with Legis. Consent, each with 6-year terms. No member can be GovGuam employee, board or commission member, or immediate family of GovGuam member

COCKPIT LICENSE BOARD

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Edward B. Palacios	Member	Cockpit License Board	One (1) Year from date of confirmation	5/1/2018		
Anthony C. Lujan	Member	Cockpit License Board	One (1) Year from date of confirmation	5/1/2018		

Earl J. Garrido	Member	Cockpit License Board	One (1) Year from date of confirmation	5/1/2018		

22 GCA § 39102: Three (3) members incl. Chairman appt'd by Gov. with Legis. Consent, each with one-year terms

COMMISSION ON CHAMORU LANGUAGE AND THE TEACHING OF THE HISTORY AND CULTURE OF THE INDIGENOUS PEOPLE OF GUAM

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Rosa Palomo	Appointed Member	CHAM LANG TEACHING OF HIST/CULT OF THE INDIG PEOPLE	Apptd: 2/6/17; Exp: 2/5/21			
Dr. Laura T. Sauder	Appointed Member	CHAM LANG TEACHING OF HIST/CULT OF THE INDIG PEOPLE				
Johnny Sablan	DCA President	CHAM LANG TEACHING OF HIST/CULT OF THE INDIG PEOPLE				
Robert Underwood	UOG Member	CHAM LANG TEACHING OF HIST/CULT OF THE INDIG PEOPLE				
Teresita Flores	UOG Member	CHAM LANG TEACHING OF HIST/CULT OF THE INDIG PEOPLE				
Jimmy Teria	GDOE	CHAM LANG TEACHING OF HIST/CULT OF THE INDIG PEOPLE				
Rufina Mendiola	GDOE	CHAM LANG TEACHING OF HIST/CULT OF THE INDIG PEOPLE				
Hope Cristobal	Legislative Rep	CHAM LANG TEACHING OF HIST/CULT OF THE INDIG PEOPLE				
Peter Onedera	Legislative Rep	CHAM LANG TEACHING OF HIST/CULT OF THE INDIG PEOPLE				

5 GCA § 88103. Nine (9) members - Pres. Of Dept. of CHamoru Affairs; two (2) from DOE; two (2) appt'd by Legis; two (2) appt'd by Gov. All must be fluent in CHamoru and actively engaged in its promotion and preservation.

COMMISSION ON DECOLONIZATION FOR THE IMPLEMENTATION AND EXERCISE OF CHAMORU SELF-DETERMINATION

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS

Gov. Eddie B. Calvo	CHAIR	Commission on Decolonization for the Implementation and Exercise of Chamorro Self Determination	No statutory term			
Acting Speaker Therese Terlaje	VICE CHAIR	Commission on Decolonization for the Implementation and Exercise of Chamorro Self Determination	No statutory term			Must be Chairperson of Guam Legislature Committee re Federal Affairs
Sen. Fernando Esteves	Member	Commission on Decolonization for the Implementation and Exercise of Chamorro Self Determination	No statutory term			
Sen. Telena Nelson	Member	Commission on Decolonization for the Implementation and Exercise of Chamorro Self Determination	No statutory term			
Adrian Cruz	Member	Commission on Decolonization for the Implementation and Exercise of Chamorro Self Determination	No statutory term			Free Association Task Force Rep.
Dr. Michael Bevacque	Member	Commission on Decolonization for the Implementation and Exercise of Chamorro Self Determination	No statutory term			Independence Task Force Rep.
Former Sen. Eddie Duenas	Member	Commission on Decolonization for the Implementation and Exercise of Chamorro Self Determination	No statutory term			Statehood Task Force Rep.
Dr. Lisa Baza	Member	Commission on Decolonization for the Implementation and Exercise of Chamorro Self Determination	No statutory term			Member-at-Large
Dr. Lisa Natividad	Member	Commission on Decolonization for the Implementation and Exercise of Chamorro Self Determination	No statutory term			Member-at-Large
Tristan Quintanilla	Member	Commission on Decolonization for the Implementation and Exercise of Chamorro Self Determination	No statutory term			Youth Congress Rep.
Mayor Robert Hoffman	Member	Commission on Decolonization for the Implementation and Exercise of Chamorro Self Determination				

1 GCA § 2104: Eleven (11) members, including Chair who is Gov. Gov. appts two (2) , Speaker appts one (1), Legs. Minority appts (1), Mayor's Council appts one (1) mayor, one (1) member advocating independence; one (1) member advocating free assn.; one (1) member advocating statehood; Youth Cong. appts one (1).

COMMISSION ON STATUS OF WOMEN

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
		Status of Women Commission	NO TERM LIMITS			

P.L. 12-212: Five (5) women members, all appt'd by Governor with Legislative consent. No Term Limits

COUNCIL ON THE ARTS AND HUMANITIES AGENCY (CAHA)

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Joseph D. Certeza	Interim Chair	Council on the Arts and Humanities Agency (CAHA)	Four (4) years	4/27/17		
Fanai C. Castro	Performing Arts Member	Council on the Arts and Humanities Agency (CAHA)	Four (4) Years January 01, 2016 to December 31, 2020	8/27/18		
Francis J. Guerrero	Member	Council on the Arts and Humanities Agency (CAHA)	Four (4) Years January 01, 2018 to December 31, 2022	8/27/18		
Dr. Michael Bevacqua, PH.D	Member	Council on the Arts and Humanities Agency (CAHA)	Four (4) years January 01, 2018 to December 31, 2022			
Francisco Lizama	Member	Council on the Arts and Humanities Agency (CAHA)				
Francisco Rabon	Member	Council on the Arts and Humanities Agency (CAHA)				
Christopher Fejeran	Member	Council on the Arts and Humanities Agency (CAHA)				

5 GCA § 85103: Thirteen (13) members, twelve (12) appt'd by Governor with Legislative consent. 13th member appt'd by Gov. from Mayor's Council, not subject to Legislative consent. Term of four (4) years. At least two (2) members in performing or visual arts, literature and folk arts. All other members are those who are "widely known for their interest in the arts and humanities."

COUNCIL ON MENTAL HEALTH & SUBSTANCE ABUSE aka the ADVISORY COUNCIL - (GBHWC)

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS

Melissa Chargualaf	Member	Council on Mental Health and Substance Abuse	Three (3) years	10/4/2018 to 10/3/2021		
Virginia Yasuhiro (EXPIRED)	Member (EXPIRED)	Council on Mental Health and Substance Abuse	Three (3) years (EXPIRED)	8/17/2015 (EXPIRED)		
Marcelene Santos	Member	Council on Mental Health and Substance Abuse	Three (3) years	???		
Maria Lusa Benavente	Member	Council on Mental Health and Substance Abuse	Three (3) years	???		
VACANT	Member	Council on Mental Health and Substance Abuse	Three (3) years			
VACANT	Member	Council on Mental Health and Substance Abuse	Three (3) years			
VACANT	Member	Council on Mental Health and Substance Abuse	Three (3) years			

10 GCA § 86107 - seven (7) members appt'd. by Gov. with Legis. Consent - at least one (1) member shall be a parent whose child is a client at Guam Behavioral Health and Wellnes Center. Term of three (3) years.

COUNCIL ON POST-SECONDARY INSTITUTION CERTIFICATION

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Dr. Thomas Kriese or designee	Member	Council on Post-Secondary Institution Certification	Based on their term of office			
Mary Okada or designee	Member	Council on Post-Secondary Institution Certification	Based on their term of office			
Jon Fernandez or designee	Member	Council on Post-Secondary Institution Certification	Based on their term of office			
Sam Mabini or designee	Member	Council on Post-Secondary Institution Certification	Based on their term of office			
VACANT	Member	Council on Post-Secondary Institution Certification	Two (2) years for 3 members appt'd. by Governor			
VACANT	Member	Council on Post-Secondary Institution Certification	Two (2) years for 3 members appt'd. by Governor			

VACANT	Member	Council on Post-Secondary Institution Certification	Two (2) years for 3 members appt'd. by Governor			

17 GCA § 44104: Seven (7) members, incl. UOG Pres., GCC Pres., GDOE Super., DOL Director, Chair and 2 at-large members with business and education backgrounds appt'd by Gov. with Legis. Consent

CRIMINAL INJURIES COMPENSATION COMMISSION

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
***Pâle'* Michael C. Crisostomo**	Member	Criminal Injuries Compensation Commission	Four (4) Years March 31, 2018 to March 31, 2022	8/11/18		
Dr. Lisa Flores	Member	Criminal Injuries Compensation Commission	Four (4) Years April 1, 2016 to March 31, 2020			
Denise M. Hertslet	Member	Criminal Injuries Compensation Commission	Four (4) Years April 1, 2017 to March 31, 2021	5/26/17		
VACANT	Member	Criminal Injuries Compensation Commission	Four (4) Years			
VACANT	Member	Criminal Injuries Compensation Commission	Four (4) Years			

8 GCA § 161.15: Five (5) members appt'd by Gov. with Legis. Consent

DECOLONIZATION REGISTRY BOARD

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
VACANT		Decolonization Registry Board				

3 GCA § 21026: Five (5) members all Guam native inhabitants. Two (2) with experience in cultural agency or program, two (2) with background in Guam's historical or genealogical work; one (1) with strong understanding of Guam's political status

DEPARTMENT OF CHAMORU AFFAIRS - BOARD OF TRUSTEES

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Johnny G. Sablan	President	Dept. of CHamoru Affairs - Board of Trustees	Staggered Terms of 2 and 4 yrs			

Joseph D. McDonald	Chairman	Dept. of CHamoru Affairs - Board of Trustees	Staggered Terms of 2 and 4 yrs			
Leonard Iriarte	Vice-Chair	Dept. of CHamoru Affairs - Board of Trustees	Staggered Terms of 2 and 4 yrs			
Beatrice Limtiaco	Member - Finance/Economics	Dept. of CHamoru Affairs - Board of Trustees	Staggered Terms of 2 and 4 yrs			
Maria Vilante	Secretary	Dept. of CHamoru Affairs - Board of Trustees	Staggered Terms of 2 and 4 yrs			
Dina Hernandez	Member - Tourism	Dept. of CHamoru Affairs - Board of Trustees	Staggered Terms of 2 and 4 yrs			
Vicente Meno	Member - History/Archaeology	Dept. of CHamoru Affairs - Board of Trustees	Staggered Terms of 2 and 4 yrs			
Darlene Tatiana	Member-At-Large	Dept. of CHamoru Affairs - Board of Trustees	Staggered Terms of 2 and 4 yrs			

5 GCA § 87105: Nine (9) members, all U.S. citizens and Guam residents, no less than 5 must be Chamorro. I Mas Ge'Hilo must be local resident with knowledge of CHamoru language, culture and history, appt'd. by Board. six (6) Trustees must be in the business, history, or archaeology, tourism, economics, finance, CHamoru language, culture or arts and three (3) members-at-large.

DEPARTMENT OF CORRECTIONS

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Alberto C. Lamorena	Director	Department of Corrections	To serve at the pleasure of the Governor			

5 GCA § 31132: Appt'd by Governor with Legis. Consent. REFER TO PL 34 - 167 for minimum qualifications

DEPT OF INTEGRATED SERVICES FOR INDIVIDUALS WITH DISABILITIES (DISID)

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Ben Sorvino	Director	Department of Integrated Services for Individuals with Disabilities (DISID)	To serve at the pleasure of the Governor			

17 GCA § 44102: Appt'd by gov. with Legis. Consent, must have master's or bachelor's deg. in social work or related field, 5-8 yrs. experience in disabilities field with 3 yrs. as administrator in such field.

DEPARTMENT OF PARKS & RECREATION - BOARD OF COMMISSIONERS

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS

Vicente P. Flores	Member	DPR - Board of Commissioners	Four (4) years	7/26/2017 to 1/22/2021		
Rudolpho Borja	Member	DPR - Board of Commissioners	Four (4) years	12/30/2016 to 1/22/2019		
Ramon Topasna	Member	DPR - Board of Commissioners	Four (4) years	10/27/2017 to 1/22/2021		
Joon Ko	Member	DPR - Board of Commissioners	Four (4) years	10/27/2017 to 1/22/2019		
VACANT	Member	DPR - Board of Commissioners	Four (4) years			
VACANT	Youth Member	DPR - Board of Commissioners	Four (4) years			
VACANT	Youth Member	DPR - Board of Commissioners	Four (4) years			

21 GCA § 77106 - Seven (7) members appt'd. by Governor - 2 shall be between the ages of 18 and 24.

21 GCA § 77105 - The Commission is established for the purpose of appointing, removing, and advising the Director

GOVERNMENT OF GUAM RETIREMENT BOARD OF TRUSTEES

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Gerard A. Cruz	Trustee - Private Sector Treasurer	GovGuam Retirement Fund Board of Trustees	Five (5) years (Expired 9/10/14)			
Katherine Taitano	Trustee - GovGuam Emp	GovGuam Retirement Fund Board of Trustees	Five (5) years (Expired 9/10/14)			
VACANT	Trustee	GovGuam Retirement Fund Board of Trustees	Five (5) years			
Joe T. San Agustin	Trustee - Elected Chairman	GovGuam Retirement Fund Board of Trustees	Five (5) years from Date of Confirmation			
Wilfred P. Leon Guerrero	Trustee - Elected Vice-Chairman	GovGuam Retirement Fund Board of Trustees	Five (5) years			
David M O'Brien	Trustee - Elected	GovGuam Retirement Fund Board of Trustees	Five (5) years			

Albert H. Santos	Trustee - Elected	GovGuam Retirement Fund Board of Trustees	Filled unexpired term of Anthony C. Blaz			

4 GCA § 8138. Seven (7) members as follows: Elected Retirees: Two (2) retirees who are domiciled in Guam and are currently in receipt of a retirement annuity from either the Defined Benefit Plan or the Defined Contribution Retirement System, to be elected only by retirees of the Defined Benefit Plan or the Defined Contribution Retirement System. Retirees who are employed by, or under contract with, the government of Guam shall, regardless of their employment status, remain eligible to vote for Elected Retirees and/or to serve as Elected Retirees on the Board of Trustees. Elected Active Members: Two (2) members of either the Defined Benefit Plan or the Defined Contribution Retirement System (A) who are employed and have been employed for at least five (5) years by the government of Guam; and (B) who are contributing to either the Defined Benefit Plan in accordance with § 8136 of this Article or to the Defined Contribution Retirement System in accordance with § 8208 of this Chapter, to be elected by members of the Defined Benefit Plan and participants in the Defined Contribution Retirement System. Appointed Residents: Three (3) persons who are domiciled in Guam, two (2) of whom are not employed by the government of Guam, and one (1) of whom shall be a government employee in the classified service, all with demonstrated financial ability and broad business management or investment experience, ideally in investment or management of pension funds, to be appointed by I Maga'lahen Guåhan with the advice and consent of I Liheslaturan Guåhan. Elected Officials and Retirement Fund Employees Disqualified. Any person holding an elected office and any employee of the Retirement Fund shall be disqualified from serving on the Board of Trustees. Incumbent Trustees shall continue to serve on the Board of Trustees, except that they will be deemed to have resigned upon the oath of office taken by two (2) Elected Retirees and two (2) Elected Active Members who are elected in the initial election to fill Offices 1 through 4. The term of office of a Trustee elected or duly appointed shall be five (5) years from the date the Trustee first takes the oath of office following such election or appointment.

GRAND PRIX COMMISSION

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
VACANT	Member	Guam Grand Prix Commission	Three (3) Years			

21 GCA § 78201. seven (7) members, all residents of Guam appointed by the Governor with advice and consent of the Legislature from the following groups: Two (2) members representing motorcycle clubs; two (2) members from automobile clubs; one (1) member from the Parks and Recreation Department; and two (2) members from among the general public of Guam. There may be additional advisors who shall be without vote. Advisory members shall be appointed and served at the pleasure of the Commission.

GUAM ACADEMY CHARTER SCHOOLS COUNCIL

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Yuka Oguma	Accounting / Finance Representative	Guam Academy Charter Schools Council	Three (3) years from date of confirmation.	6/30/17		
Rosa S. Palomo	Retired Teacher Member	Guam Academy Charter Schools Council	Three (3) Years	**WITHDRAWN**		
Amanda F. Blas	General Public Member	Guam Academy Charter Schools Council	Three (3) Years	4/27/17		
Celestin C. Babauta	General Public Member	Guam Academy Charter Schools Council	Three (3) Years	9/29/17		

Membership: 7; (1-Retired Teacher, 1-Retires School Administrator, 2-Accounting or Finance background, 3-from General Public, Director of Education or designee – non-voting) Term: 3 years (P.L. 19-140)

GUAM ANCESTRAL LANDS COMMISSION

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Ronald T. Laguana		Guam Ancestral Lands Commission	3/27/16 * 3/26/2020			
Ronald F. Eclavea		Guam Ancestral Lands Commission	3/27/16 * 3/26/2020			
Louisa Wessling		Guam Ancestral Lands Commission	8/18/15 * 8/17/19			
Maria Guerrero Cruz		Guam Ancestral Lands Commission	3/27/16 * 3/26/2020			
Anita F. Orlino	CHAIR	Guam Ancestral Lands Commission	3/27/16 * 3/26/2020			
Anthony J.P. Ada		Guam Ancestral Lands Commission	3/27/16 * 3/26/2020			
Antonio Sablan		Guam Ancestral Lands Commission	8/18/15 * 8/17/19			

21 GCA § 80103: Seven (7) members appt'd by Governor with Legislative consent, all members must be Guam residents and descendents or heirs of ancestral land owner. Term of four (4) years.

GUAM BANKING AND INSURANCE BOARD

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
John P. Camacho	Chairman	Guam Banking and Insurance Board	Six (6) Years	3/9/17		
William W. Cassidy	Member	Guam Banking and Insurance Board	Six (6) Years	3/9/17		
Danila Rapadas	Member	Guam Banking and Insurance Board	Six (6) Years	3/9/17		
Katherine Kakigi	Member	Guam Banking and Insurance Board	Six (6) Years	3/9/17		
Edelfrida Ada	Member	Guam Banking and Insurance Board	Six (6) Years	3/9/17		

Raymond A. Schnabel	Insurance Banking Rep.	Guam Banking and Insurance Board	Six (6) Years	3/9/17		
Elizabeth Fisher-Reyes	Bank Executive Officer Representative	Guam Banking and Insurance Board	Six (6) Years	6/30/17		
Cesar L. Garcia	Insurance Business Officer Representative	Guam Banking and Insurance Board	Six (6) Years	7/26/17		
Elizabeth T. Fisher		Guam Banking and Insurance Board				

11 GCA § 103103. Commissioner and nine (9) members. The nine (9) members shall be appointed by the Governor. Three (3) members are to be executive officers of entities chartered as banks and licensed to conduct business on Guam, one (1) of three (3) is to be an officer of the bank that meets the definition of a state bank (any bank chartered under the banking laws of one of the states of the United States), three (3) members are to be executive officers of insurance business licensed to conduct business on Guam; three (3) members who are not directors, trustees, officers, employees or stockholders of any entity chartered as a bank or engaged in the business of insurance. one (1) of these three (3) must be a licensed attorney. Only one (1) member may be a classified employee of the Government of Guam.

11 GCA § 103103e. allows the Governor to remove a board member for cause after notice and hearing. Failure to attend 2 consecutive meetings shall serve as sufficient cause for removal.

GUAM BANKING COMMISSIONER

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
John P. Camacho	Chairman	Guam Banking and Insurance Board	Six (6) Years	3/9/17		

11 GCA §103102. Appt'd by Governor with Legislative consent. Must have ten (10) years total experience in managerial position in credit risk, loan portfolio qualify bank operations or regulatory compliance in a U.S. state or Guam bank; **OR** administration, sales, law, actuarial or regulatory compliance in U.S., state or Guam insurance company; **OR** experience in management or supervisory position with gov't agency with responsibility to oversee or regulate banks or insurance cos.

GUAM BOARD OF ACCOUNTANCY

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
VACANT		Guam Board of Accountancy	Four (4) years			

22 GCA § 34104 - Five (5) members appt'd. by Gov. with Legis. Consent - whom shall be residents of Guam and holders of licenses currently valid

GUAM BOARD OF ALLIED HEALTH EXAMINERS

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Richard C.H. Chong	Member (Acupuncturist)	Guam Board of Allied Health Examiners	(Expired, but under statute, must continue serving until successor is appointed and confirmed)			DPHSS is not able to get info from Gov's Ofc or from members
Mamie Balajadia	CHAIR, Member (Psychologist)	Guam Board of Allied Health Examiners	(Expired, but under statute, must continue serving until successor is appointed and confirmed)			"
Ryan Robert M. Claros	Member (Physical Therapist)	Guam Board of Allied Health Examiners	(Expired, but under statute, must continue serving until successor is appointed and			"
Dr. Horinouchi	Member (Nutritionist)	Guam Board of Allied Health Examiners	(Expired, but under statute, must continue serving until successor is appointed and	5/1/18		"
Syvil D.G. Crisostomo	Member (Speech Therapist)	Guam Board of Allied Health Examiners	(Expired, but under statute, must continue serving until successor is appointed and confirmed)			"
Dr. Gregory Miller	Member (Chiropractor)	Guam Board of Allied Health Examiners	Expires 2/18/21	2/19/18		"
Catherine San Nicolas	Member (Clinical Dietician)	Guam Board of Allied Health Examiners	Expires 2/18/21	2/19/18		"
Alesia Ogo	Member (Occupational Therapist)	Guam Board of Allied Health Examiners	Expires 4/30/21	5/1/18		"
Gregory J. Cruz	Member (Respiratory Therapist)	Guam Board of Allied Health Examiners	Expires 5/1/18	4/30/2021		"
Raymond Tajalle	Member (Physician Assistant)	Guam Board of Allied Health Examiners	Expires 4/27/17	4/26/2020		"
Nadine T. Cepeda	Member (Licensed Mental Health Counselor)	Guam Board of Allied Health Examiners	Expires 11/21/19	11/22/2016		"

10 GCA § 12803. nine (9) members nominated and appointed by the Governor with advice and consent of the Legislature. Governor shall appoint two (2) additional members, one (1) member for the Respiratory Therapist and one (1) member for the Nutritionist/Clinical Dietician and shall appoint additional members for any other allied health profession being examined for licensure that the Board includes in its licensing procedure, and specifically recommend the Governor to appoint a board member representative. Term shall be for a period of three (3) years.

Individuals nominated for the Board shall have practiced in their respective discipline for at least 5 consecutive years immediately prior to appointment. The individual must hold full licenses in Guam and practiced on Guam "long enough to have become familiar with policies and practices in the jurisdiction" Nominees must be citizens or permanent residents of the US, they must have resided on Guam for at least five (5) consecutive years prior to appointment.

GUAM BOARD OF BARBERING AND COSMETOLOGY

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS

Jenneth Quiambao	Manicurist Member	Guam Board of Barbering and Cosmetology	Four (4) Years (Expires 1/10/20)	DPHSS not able to get info from Gov Ofc.		
Marcy Tiong	Cosmetologist Member	Guam Board of Barbering and Cosmetology	Four (4) Years (Expires 1/10/20)	"		
Andrew Hernandez	Cosmetologist Member	Guam Board of Barbering and Cosmetology	Four (4) Years (Expires 1/10/19)	"		
Juannet G. Torres	Cosmetologist Member	Guam Board of Barbering and Cosmetology	Four (4) Years (Expires 1/10/20)	"		
VACANT	Public Member	Guam Board of Barbering and Cosmetology	Four (4) years	"		

10 GCA § 18102: Five (5) members, at least two (2) cosmetologists in good standing with 5 yrs. experience; at least two (2) members of any profession licensed by board with 5 yrs. experience; one (1) public member not in any licensed professions or who sells equipment to professions.

GUAM BOARD OF EQUALIZATION

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Cynthia Ecube	CHAIR	Guam Board of Equalization	Four (4) Years (Expires 8/28/19)	1/20/2016		
Elmore Cotton	Member	Guam Board of Equalization	Four (4) Years (Expires 8/28/19)			
Kamia L. G. Dierking	Member	Guam Board of Equalization	Four (4) Years (Expires 8/28/19)	5/3/2016		
Pelagio S. Sardoma	Member	Guam Board of Equalization	Four (4) Years (Expires 8/28/19)	4/27/17		
VACANT	Member	Guam Board of Equalization	Four (4) Years			

11 GCA § 24501: Five (5) members appt'd by Gov. with Legis. Consent, Gov. designates Chair

GUAM BOARD OF EXAMINERS FOR DENTISTY

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Dr. Antonio Rapadas	Chair	Guam Board of Examiners for Dentistry				DPHSS is not able to get info from Gov Ofc. Or from directly from person
Dr. Earl Sauget	Vice-Chair	Guam Board of Examiners for Dentistry				"
Dr. Robert Yang	Secretary	Guam Board of Examiners for Dentistry				"
Dr. Janice Malilay	Member	Guam Board of Examiners for Dentistry				"
Dr. Corazon Webb	Member	Guam Board of Examiners for Dentistry				"

10 GCA § 12430: Five (5) members appt'd by Gov. at least four (4) licensed dentists, all U.S. citizens or permanent residents residing on Guam for two (2) years. Term is for three (3) years.

GUAM BOARD OF EXAMINERS FOR OPTOMETRY

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Marlene R.A. San Nicolas	Chair	Guam Board of Examiners for Optometry				DPHSS is not able to get info from Gov Ofc. Or from directly from person
Kristina Woesner	Vice-Chair	Guam Board of Examiners for Optometry	12/27/2018			"
Monica Hines	Secretary	Guam Board of Examiners for Optometry	12/31/2018			"
Jay McDonald	Member	Guam Board of Examiners for Optometry	12/21/2021			Resigned 11/01/2018
	Member	Guam Board of Examiners for Optometry				

10 GCA § 12502: Five (5) members appt'd by Gov. all who have resided in Guam and continuously engaged in optometry practice in Guam for at least one (1) year immediately prior to appointment, and either U.S. citizens or permanent residents. Staggered terms of three (3) years.

GUAM BOARD OF EXAMINERS FOR PHARMACY

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Thomas J. Caurso	Member	Guam Board of Examiners for Pharmacy	Three (3) Years (Expired 11/14/17)			
Lourdes Evangeline Philips	Member	Guam Board of Examiners for Pharmacy	Three (3) Years (Expires 5/7/20)			

Angelina M. Eustaquio	Member	Guam Board of Examiners for Pharmacy	Three (3) Years (Expires 11/17/21)			
Racquel Sperrazzo	Member	Guam Board of Examiners for Pharmacy	Three (3) Years (Expires 3/17/19)			
Gary Roy	Member	Guam Board of Examiners for Pharmacy	Three (3) Years (Expires 3/14/21)			

10 GCA § 12606: all five (5) members must be pharmacists, Guam residents for not less than 2 yrs., currently licensed in good standing to practice. 3-yr. terms limited to two (2) terms.

GUAM BOARD OF MEDICAL EXAMINERS

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Dr. Kia Rahmani	Member	Guam Board of Medical Examiners	Three (3) Years			DPHSS is not able to get info from Gov Ofc. Or from directly from person
Dr. Vincent S. Duenas	Member	Guam Board of Medical Examiners	Four (4) years	10/4/18		
VACANT	Member	Guam Board of Medical Examiners	Four (4) years			
VACANT	Member	Guam Board of Medical Examiners	Four (4) years			
VACANT	Member	Guam Board of Medical Examiners	Four (4) years			
VACANT	Member	Guam Board of Medical Examiners	Four (4) years			
VACANT	Member	Guam Board of Medical Examiners	Four (4) years			

10 GCA § 12203. seven (7) members, six (6) of the members are to be physicians licensed in Guam who have practiced in Guam for at least five (5) consecutive years immediately preceding their appointment. All must be US citizens or permanent residents who have resided on Guam for at least five (5) consecutive years immediately preceding the appointment. one (1) of the physician members shall be the Medical Director of GMHA. If the medical director does not meet all the criteria for appointment then the Governor shall appoint a qualified physician from the GMHA staff. The Board's public member cannot be a physician or health care provider. The person must have no substantial personal or financial interest in the practice of medicine or with any organization regulated by the board. Appointments are for four (4) years. No person can service more than three (3) consecutive terms.

GUAM BOARD OF NURSE EXAMINERS

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Anna Marie Cruz	Member (DPHSS)	Guam Board of Nurse Examiners	Three (3) Years	6/6/2018		

Anna Varghese	Member (Education) - UOG	Guam Board of Nurse Examiners	Three (3) Years	6/6/18		
Brenda Manzana	Member (LPN) - AAFB Clinic	Guam Board of Nurse Examiners	Three (3) Years	5/8/17		
Charlotte Huntsman	Public Member - GRMC	Guam Board of Nurse Examiners	Three (3) Years	2/15/16		
Christine Tuquero	Member - GMHA	Guam Board of Nurse Examiners	Three (3) Years	4/17/18		
Meagan Bamba-Ada	Member (APRN) - GRMC	Guam Board of Nurse Examiners	Three (3) Years	5/4/18		
Bernadette S. Santos	Member (Community Registered Nurse)	Guam Board of Nurse Examiners	Three (3) Years	11/20/18		
VACANT	Chair	Guam Board of Nurse Examiners	Three (3) Years			
VACANT	Vice-Chair	Guam Board of Nurse Examiners	Three (3) Years			

10 GCA § 12302. seven (7) members, appt'd by the Governor, five (5) registered nurses (at least one (1) from school of nursing, one (1) from public health nursing, one (1) from hospital nursing, one (1) from APRNs), one (1) practical nurse and one (1) public member. Term of three (3) years, no member shall serve more than two (2) consecutive terms.

GUAM BOARD OF REGISTRATION FOR PROFESSIONAL ENGINEERS, ARCHITECTS AND LAND SURVEYORS (PEALS)

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Gabriel A. Jugo, PE, SE	CHAIR, Engineer Member	Guam Board of Registration for Professional Engineers, Architects, and Land Surveyors (PEALS)	Four (4) years			
H. Mark Ruth, FAIA	VICE CHAIR, Architect Member	Guam Board of Registration for Professional Engineers, Architects, and Land Surveyors (PEALS)	Four (4) years			
Pelagio S. Sardoma	Secretary/Treasurer, Engineer Member	Guam Board of Registration for Professional Engineers, Architects, and Land Surveyors (PEALS)	Four (4) years			
Paul L. Santos, PLS	Land Surveyor Member	Guam Board of Registration for Professional Engineers, Architects, and Land Surveyors (PEALS)	Four (4) years			
Liza J. Provido, RA, AIA	Architect Member	Guam Board of Registration for Professional Engineers, Architects, and Land Surveyors (PEALS)	Four (4) years			

Glenn Leon Guerrero	DPW Director Member	Guam Board of Registration for Professional Engineers, Architects, and Land Surveyors (PEALS)	No term limit for DPW Director Member			
Philip Villanueva	Public Board Member	Guam Board of Registration for Professional Engineers, Architects, and Land Surveyors (PEALS)	Four (4) years			

22 GCA §§ 32104 and 32105: Seven (7) members appt'd. by Gov. two(2) shall be female, all U.S. citizens and Guam residents comprising: DPW Director; two (2) architects; two (2) engineers; one (1) land surveyor- all practicing for 8 yrs.; one (1) public member not registered as engineer, architect or land surveyor. A member may be reappointed to succeed himself but for not more than two (2) consecutive terms. In the event of a vacancy on the Board for any reason, resulting in an unexpired term and I Maga'lahen Guåhan (Governor) fails to appoint a successor within three (3) months after the vacancy occurs, the Board may appoint a provisional member to serve in the interim until I Maga'lahen Guåhan (Governor) makes an appointment. Must be US Citizen and resident of Guam and have experience in professional field for at least 8 years with no disciplinary action from any jurisdiction.

GUAM BOARD OF SOCIAL WORK

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Mae Fe Muyco	General Public Member	Guam Board of Social Work	~~Three (3) years~~ ~~December 26, 2016 to December 25, 2019~~ December 10, 2016 to December 9, 2019 (unexpired term portion)	6/30/17		
Angelina-Marie Cruz	Social Worker Member	Guam Board of Social Work	~~Three (3) Years~~ ~~December 26, 2015 to December 25, 2018~~ December 10, 2014 to December 9 , 2017 (unexpired term portion); and December 10, 2017 to December 9, 2020 (three (3) year full term)	10/27/17		
Pete A. Meno	Social Worker Member	Guam Board of Social Work	~~Three (3) Years~~ ~~December 26, 2015 to December 25, 2018~~ December 10,2014 to December 9 , 2017 (unexpired term portion); and December 10, 2017 to December 9, 2020 (three (3) year full term)	7/26/17		
Aja Ramos	NASW Representative	Guam Board of Social Work	~~Three (3) Years~~ ~~December 26, 2015 to December 25, 2018~~ December 10, 2015 to December 9 , 2018 (unexpired term portion)	6/30/17		

GUAM BUILDING CODE COUNCIL

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Brent L. Wiese	Architect Member	Guam Building Code Council	Five (5) Years			Pending vote by Legislature on reappointment for term that expires 4/17/21
William G. Miller	Registered Professional Engineer Member	Guam Building Code Council	Five (5) years April 18, 2016 to April 17, 2021			Pending vote by Legislature on reappointment for term that expires 4/17/21
Thomas P. Camacho	Structural Engineer Member	Guam Building Code Council	Five (5) Years	7/6/2018		Term exp: 4/17/22
Frank J. Pangelinan	Licensed Real Estate Professional Member	Guam Building Code Council	Five (5) Years	7/6/2018		4/17/2022
Robin Mae F. Valdez	General Public Member	Guam Building Code Council	Five (5) years			4/17/2021
Amanda M. Katherine	General Public Member	Guam Building Code Council	Five (5) years	7/6/2018		4/17/2022
William D. Beery	Licensed General Building Contractor Member	Guam Building Code Council	Five (5) Years	7/6/2018		4/17/2019
DPW Director or designee	Ex-Officio	Guam Building Code Council				
GFD Chief or designee	Ex-Officio	Guam Building Code Council				

21 GCA § 67101.8. Seven (7) members appointed and two (2) ex-officio members. The nine (9) members shall consist of the following: one (1) architect, one (1) licensed General Building Contractor; one (1) Licensed Real Estate Professional; two (2) members of the general public who are not Registered Professional, Licensed General Bldg. Contractors or Licensed Realtors, at least one (1) of who shall be familiar with barrier free architecture and aware of , and sensitive to, the requirements necessary to ensure public bldgs area accessible to, and usable by, persons with disabilities; one (1) Professional Engineer, licensed on Guam specialized in structural engineering; one (1) Professional Engineer, licensed on Guam specializing in either mechanical, electrical or fire protection engineering; the Director of DPW to service in an ex-officio capacity; the Chief of GFD to serve in an ex-officio capacity.

GUAM COMMISSION FOR EDUCATOR CERTIFICATION

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Jonathan B. Pilarca	Guidance Counselor Member	Guam Commission for Educator Certification	Three (3) Years	2/19/18		

Domingo L. Ocampo	Classroom Teacher Member	Guam Commission for Educator Certification	Three (3) years	12/5/17		
Dr. Michelle M.S. Santos	Community at Large Member	Guam Commission for Educator Certification	Three (3) Years	1/26/18		
Roberta M. Abaday	Community At-Large Member	Guam Commission for Educator Certification	Three (3) Years	5/1/2018		
Dr. Lisa Baza-Cruz, Ed.D.	Member	Guam Commission for Educator Certification	Three (3) Years	5/1/2018		
Dr. Lisa Cooper-Nurse, Ed.D.	Ed.D. Member	Guam Commission for Educator Certification	Three (3) Years	7/6/2018		
Gayle F. Hendericks	Member	Guam Commission for Educator Certification	Three (3) Years	12/5/17		
DOE Superintendent or designee	Ex-Officio & Non-Voting Member	Guam Commission for Educator Certification				
BOE Chairman or designee	Ex-Officio & Non-Voting Member	Guam Commission for Educator Certification				
GCC President or Designee	Ex-Officio & Non-Voting Member	Guam Commission for Educator Certification				
UOG President or Designee	Ex-Officio & Non-Voting Member	Guam Commission for Educator Certification				

17 GCA § 27003. Seven (7) voting members appointed by the Governor with advice and consent of the Legislature, to include a classroom teacher, administrator (principal or asst principal) employed in a public school; guidance counselor employed in a public school; two (2) members who possess a terminal degree in the subject of education from an accredited college or university which, as used here, means an institution that is accredited by a United States accrediting body recognized by the Council on Higher Education Accreditation CHEA) or its successor, or an equivalent foreign college or university; and two (2) members appointed from the community at large. Term is for three (3). The Superintendent of Education or his designee; the Chairman of the Guam Education Policy Board or his designee; the President of GCC or his designee, the President of UOG or his designee shall serve as ex-officio members without vote in proceedings of the Commission.

GUAM COMMUNITY COLLEGE - BOARD OF TRUSTEES

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Frank P. Arriola	CHAIR	Guam Community College Board of Trustees	Five (5) Years (Expires 11/10/20)			

Richard P. Sablan	VICE CHAIR	Guam Community College Board of Trustees	Five (5) Years (Expires 1/26/21)			
Gina Y. Ramos	Secretary	Guam Community College Board of Trustees	Five (5) Years (Expires 11/10/20)			
Eloy P. Hara	Treasurer	Guam Community College Board of Trustees	Five (5) Years (Expires 3/27/20)	2/19/18		
Deborah C. Belanger	Member	Guam Community College Board of Trustees	Five (5) Years (Expired 10/30/18)			
May Ann Joyce Aloit	Student Member	Guam Community College Board of Trustees	Student Member has term of one (1) year only (Expires 5/8/19)			Student member is elected by students of GCC
Carlo M. Leon Guerrero	Member	Guam Community College Board of Trustees	Five (5) Years (Expires 11/10/22)	1/26/18		
Kenneth Bautista	Support Staff Advisory Member	Guam Community College Board of Trustees	Five (5) Years			
Mary A.Y. Okada	CEO & President	Guam Community College Board of Trustees	Five (5) Years			
Frederick Tupaz	Faculty Advisory Member	Guam Community College Board of Trustees	Five (5) Years			

17 GCA § 31101: Seven (7) trustees, six (6) appt'd by Gov. with Legis. Consent. One (1) from business & industry, one (1) from labor organization; remaining four (4) are members of the public. One (1) is student member. None can be GovGuam employees

GUAM CONTRACTORS LICENSE BOARD

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Adelia Custodio	Vice-Chair	Guam Contractors License Board	Four (4) years From date of confirmation + four (4) years			
James Casallo	Member	Guam Contractors License Board				
Glenn Leon Guerrero	Ex-Officio, DPW Director	Guam Contractors License Board				
John P. Camacho	Ex-Officio, RevTax Dir.	Guam Contractors License Board				

James B. Kirk	Construction Ind. Rep.	Guam Contractors License Board				
VACANT		Guam Contractors License Board				
VACANT		Guam Contractors License Board				

21 GCA § 70102: Seven (7) members; two (2) of which shall be appointed by *I Maga'lahi* from the Construction Industry; three (3) of which shall be appointed by *I Maga'lahi* from the general public and who shall not have no interest in the construction industry; the Director of Revenue & Taxation, ex-officio; and the Director of Public Works, ex-officio. The concurrence of four (4) members of the Board shall be necessary for the validity of any of its actions.

GUAM COUNCIL ON YOUTH AFFAIRS

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
	Exec. Secretary - Council (Director DYA)	Guam Council on Youth Affairs	Four (4) years			

19 GCA § 20105: eleven (11) members appt'd by the Governor with the advice and consent of the Legislature for a term of four (4) years; provided that of the members first appointed , three (3) shall serve for a term of one (1) year; three (3) for a term of two (2) years; three (3) for a term of three (3) years and two (2) for a term of four (4) years. The members shall determine by lot which of them shall serve which terms.

GUAM CUSTOMS AND QUARANTINE AGENCY - DIRECTOR

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
George Charfauros	Actg Director	Guam Customs & Quarantine Agency	To serve at the pleasure of the Governor			

5 GCA § 3127: Appt'd by Governor with advice and consent of the Legislature, no other qualifications listed. **REFER TO PL 34 - 170 for details on minimum qualifications**

GUAM DEVELOPMENTAL DISABILITIES COUNCIL

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Benito Servino	State Agency Rep	Guam Dev Disabilities Council				
Zenaida Okada	State Agency Rep	Guam Dev Disabilities Council				
Catherine Tydingco	State Agency Rep	Guam Dev Disabilities Council				
Evelyn Cruz	Older Amer Act - DPHSS-DSC	Guam Dev Disabilities Council				
Ma Theresa Arcangel	SSA/Title XIX - DPHSS-DPW	Guam Dev Disabilities Council				

Joseph Mendiola	State Agency Rep	Guam Dev Disabilities Council				
Harold Parker	State Agency Rep	Guam Dev Disabilities Council				
Lourdes Bitanga	NGO/Local -CSS	Guam Dev Disabilities Council				
Rey Vega	Other - GBHWC	Guam Dev Disabilities Council				
Rolly Pilipina	Transportation - GRTA	Guam Dev Disabilities Council				
Katherine Taitano	Housing - GHURA	Guam Dev Disabilities Council				
Candice Perry	Ind w/DD	Guam Dev Disabilities Council				
Gabriel Lau	Parent w/IWDD	Guam Dev Disabilities Council				
Thomas Manglona	Ind w/DD	Guam Dev Disabilities Council				
Pollyana Amistad	Immediate Rel w/IWDD	Guam Dev Disabilities Council				
Katherine Benavente	Ind w/DD	Guam Dev Disabilities Council				
Joyce Tejeresas	Parent/Guardian of Child	Guam Dev Disabilities Council				
Josephine Guerrero	Parent/Guardian of Child	Guam Dev Disabilities Council				
Maylynn Fejeran	Parent/Guardian of Child	Guam Dev Disabilities Council				
Hikie Lazaga	Ind w/DD	Guam Dev Disabilities Council				
Rebecca Eclavea	Parent/Guardian of Child	Guam Dev Disabilities Council				
Lourdes Mendiola	Parent/Guardian of Child	Guam Dev Disabilities Council				
Elisabeth Cruz	Ind w/DD	Guam Dev Disabilities Council				
VACANT	Ind w/DD	Guam Dev Disabilities Council				
Monica Limtiaco	Advocate	Guam Dev Disabilities Council				
Victoria Perez	Advocate	Guam Dev Disabilities Council				
Norma Boswell	Parent/Guardian of Child	Guam Dev Disabilities Council				
Marie Libria	GDDC Prog Coord. - POC	Guam Dev Disabilities Council				

42 USC § 15025 and E.O. 94-09: Appt'd by Governor. All qualifications are found in Federal law, EO 94-09 does not contain any specific requirements for the council. The law does not specify the number of individuals required to serve on the council

1505 ©. (3) The council should reflect the diversity of the state with respect to race and ethnicity. No less than 60 % of the membership of council shall consist of individuals who are; (A) (i) Individuals with developmental disabilities; (ii) Parents or guardians of children with developmental disabilities; or (iii) Immediate relatives or guardians of adults with mentally impairing developmental disabilities wo cannot advocate for themselves; and (B) not employees of a government agency that receives funds provided pursuant to 42 USC Chapter 144, Subchapter I, part B and are not a managing employee of any other entity that receives funds or provides services pursuant to 42 USC Chapter 144, Subchapter I, part B. **(4)** (A) The Council shall include representatives of relevant state entities including; (i) representatives of the relevant state entities, including (I) Government entities that administer funds provided under Federal laws related to individuals with disabilities, Including Rehabilitation Act of 1973 (29 USC 701 et seq.) the Individuals with Disabilities Education Act (20 USC 1400 et seq.) The Older Americans Act of 1965 (42 USC 3001 et seq.) and titles V and XIX of the Social Security Act (42 USC 701 et seq. and 1396 et seq.) (II) Centers in the State; and (III) the state protection and advocacy system; and (ii) Representatives at all times of local and nongovernmental agencies and private nonprofit groups concerned with services of individuals with developmental disabilities in the state in which such agencies and groups are located. **(5)** (A) 1/3 of the members appointed pursuant to paragraph 3 shall be Individuals with developmental disabilities (B) 1/3 of the members appointed pursuant to paragraph 3 shall be Parents or guardians of children with developmental disabilities; or Immediate relatives or guardians of adults with mentally impairing developmental disabilities wo cannot advocate for themselves (C) 1/3 shall be a combination of the individuals defined in paragraph (3)(A) At least one of the above members shall be an immediate relative or guardian of an individual with developmental disability who resides or previously resided in an institution or shall be an individual with a developmental disability who resides or previously resided in an instruction, unless no such person resides in the state.

GUAM EARLY LEARNING COUNCIL

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
FL Christine Calvo	Co-Chair	Guam Early Learning Council				
Elaine Eclavea	Co-Chair	Guam Early Learning Council				
VACANT	PIRC	Guam Early Learning Council				
Richard Brown	NPO - Guam System of Care	Guam Early Learning Council				
Mildred Lujan	NPO - Sanctuary	Guam Early Learning Council				
Diana Calvo	NPO - CSS	Guam Early Learning Council				
Ama Underwood	Private Child Care Provider	Guam Early Learning Council				
Estela Gapas	Private Child Care Provider	Guam Early Learning Council				
VACANT	GMS - Pedi/Family Prac	Guam Early Learning Council				
VACANT	DOE	Guam Early Learning Council				
VACANT	DOE	Guam Early Learning Council				
Rey Vega	GBHWC	Guam Early Learning Council				
Sam Mabini	DOL	Guam Early Learning Council				
Robert Underwood	UOG - CEDDERS	Guam Early Learning Council				

Mary Okada	GCC	Guam Early Learning Council				
Peter John Camacho	GMHA	Guam Early Learning Council				
Speaker	Legislature	Guam Early Learning Council				
Sen. Dennis Rodriguez	Legislature	Guam Early Learning Council				
VACANT	MCOG	Guam Early Learning Council				
Vicky Arriola	Parent	Guam Early Learning Council				
Ann Marie Cruz	Parent	Guam Early Learning Council				
Judge Arthur Barcinas	Judiciary	Guam Early Learning Council				

10 GCA § 3901. No term length in statute. Governor has one designee who is co-chair, statute is not clear concerning who appoints the remaining members consisting of representatives of the following organizations. (1) The Parent Information Center, (2) non-profit organizations providing services and support to children birth to eight and their families, (3) private child care providers, (4) Guam Medical Society, (5) DPHSS, (6) GDOE – Head Start, Early Intervention: part C, Preschool Special Education: part B, Section 610, (7) GBHWS, (8) Guam Department of Labor, (9) UOG,(10) GCC (11) GMH (12) Guam Legislative Committee Chairpersons, including but not limited to the Committees on Education, Health and Human Services; (13) The Catholic Social Services, (14) at a minimum 3 parent representatives of which at least one (1) is a parent/guardian of a family member of a person with developmental disabilities, (15) Mayors Council of Guam (16) Sanctuary Inc, (17) Superior Court of Guam (18) Project Director of Project Tinituhon

GUAM ECONOMIC DEVELOPMENT AUTHORITY - BOARD OF DIRECTORS

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
EJ Calvo	Chairman	Guam Economic Development Authority (GEDA) Board of Directors	Four (4) Years Four years from date of confirmation.	2015		
David J. John	Vice-Chairman	Guam Economic Development Authority (GEDA) Board of Directors	Four (4) Years	2015		
George Chiu	Member	Guam Economic Development Authority (GEDA) Board of Directors	Four (4) Years			
Ernesto V. Espaldon, Jr.	Member	Guam Economic Development Authority (GEDA) Board of Directors	Four (4) Years	5/23/2018		
Gia B. Ramos	Member	Guam Economic Development Authority (GEDA) Board of Directors	Four (4) Years	5/26/17		
Monte D.M. Mesa	Member	Guam Economic Development Authority (GEDA) Board of Directors	Four (4) Years	6./30/17		

12 GCA § 50105. Seven (7) members, appointed by the Governor. The Governor shall appoint a member of the Board to serve as Chairman.

GUAM EDUCATION BOARD

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Mark B. Mendiola	Appointed Member	Guam Education Board	Three (3) years	4/27/2017		***Elected during the 2018 General Election***
Dr. Ronald L. McNinch	Appointed Member	Guam Education Board	Three (3) years	2/19/2018		
VACANT	Appointed Member	Guam Education Board	Three (3) years			
Lourdes M Benavente	Elected Member	Guam Education Board	Six (2) Years Jan - 2017 to Jan - 2019			Elected during the 2018 General Election
Maria A Gutierrez	Elected Member	Guam Education Board	Six (2) Years Jan - 2017 to Jan - 2019			Elected during the 2018 General Election
Lourdes B. San Nicolas	Elected Member	Guam Education Board	Six (2) Years Jan - 2017 to Jan - 2019			
James AC Lujan	Elected Member	Guam Education Board	Six (2) Years Jan - 2017 to Jan - 2019			Elected during the 2018 General Election
Robert A Crisostomo	Elected Member	Guam Education Board	Two (2) years			
Peter Alexis D. Ada	Elected Member	Guam Education Board	Six (2) Years Jan - 2017 to Jan - 2019			
Hacie San Jose	Non-Voting Member (Student)	Guam Education Board	Two (2) years			
Mark D. McCarthy	Non-Voting Member (Bargaining Unit)	Guam Education Board	Two (2) years			
Mayor Rudy M Matanane	Non-Voting Member (Mayor's Council)	Guam Education Board	Two (2) years			

17 GCA § 3102.3: Three (3) members appt'd by Gov. with Legis. Consent; one (1) in private business with upper level managerial position; one (1) a parent of a GDOE-enrolled student; one (1) a retired GDOE teacher or administrator

GUAM EDUCATIONAL TELECOMMUNICATIONS CORPORATION (KGTS/PBS)

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Kate Baltazar	Station Manager Member	Guam Educational Telecommunications Corporation (KGTF/PBS)	To serve at the pleasure of the Governor.	8/27/18		
Joseph D. Franquez	Classroom Teacher Member	Guam Educational Telecommunications Corporation (KGTF/PBS)	Three (3) Years	4/27/2017 to 6/30/2020		
David R. Duenas	Member	Guam Educational Telecommunications Corporation (KGTF/PBS)	Two (2) years	5/1/2018 to 6/30/2020		
Vacant/Don Brooks (EXPIRED)	Chairperson	Guam Educational Telecommunications Corporation (KGTF/PBS)	Two (2) years (EXPIRED)	1/20/2016 to 6/30/2018 (Expired)		
Vacant/Athena Meno (EXPIRED)	Member	Guam Educational Telecommunications Corporation (KGTF/PBS)	Four (4) Years (EXPIRED)	8/12/2014 to 6/30/2018 (Expired)		
Rosemary Clement	Member	Guam Educational Telecommunications Corporation (KGTF/PBS)	Four (4) Years	9/3/2015 to 6/30/2019		
April L. Flores	Member	Guam Educational Telecommunications Corporation (KGTF/PBS)	Four (4) Years	8/12/2015 to 6/30/2019		

12 GCA §§ 3105 and 3019 - Seven (7) members appt'd. by Gov. with Legis. Consent- 1 classroom teacher with 3 years of experience; no Director can be a govguam employee except the teacher; After the initial appointment by the Governor each Director shall have a four (4) year term. All members of the Board shall serve for the term specified or until their successors are appointed and qualified. Board Members from the general public shall be US citizens and must have resided on Guam for at least six (6) months immediately preceding their appointment, who have demonstrated their interest in public television, and who have no direct or indirect interest in commercial broadcasting on Guam.

12 GCA § 3107 - Subject to the advice and consent of the Legislature, the Governor of Guam, upon the recommendation of the Board, shall appoint a Station Manager of the facility who shall be responsible to the Board for the dayto-day operation of the Corporation

GUAM eHEALTH COLLABORATIVE

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
James Gillan	DPHSS	Guam eHealth Collaborative				
Vince Quichocho	GMHA	Guam eHealth Collaborative				
Rey Vega	GBHWC	Guam eHealth Collaborative				
Joey Manibusan	BIT	Guam eHealth Collaborative				

Paula Blas	GGRF	Guam eHealth Collaborative				
Dr. John Taitano	GMS	Guam eHealth Collaborative				
Dr. Thomas Shieh	GMA	Guam eHealth Collaborative				
Carla Torress Haddock, RN	GNA	Guam eHealth Collaborative				
Karen Song	GPhA	Guam eHealth Collaborative				
Sen. Dennis Rodriguez	Legislature	Guam eHealth Collaborative				
Fank Campillo/Don Davis	Health Insurance (Calvo/Staywell)	Guam eHealth Collaborative				
Joseph Husslein	Heath Insurance TakeCare	Guam eHealth Collaborative				
David Leddy	Chamber	Guam eHealth Collaborative				

E.O. 2009-12. Could not obtain copy of the Executive Order. No other information waas located regarding the Collaborative.

GUAM EMERGENCY MEDICAL SERVICE COMMISSION

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Martin A Arrisueno	EMS Med Dir (GMH/ER)	Guam Emergency Medical Service Commission	Serves at the Pleasure of the Governor			
Jennifer Artero	Member - GCC	Guam Emergency Medical Service Commission	Serves at the Pleasure of the Governor			
Margaret Bell	Member - CDR Coordinator (DPHSS)	Guam Emergency Medical Service Commission	Serves at the Pleasure of the Governor			
Daren Burrier	Member - GFD	Guam Emergency Medical Service Commission	Serves at the Pleasure of the Governor			
Robert Leon Guerrero, MD	Member - EM SC Pediatric Director)	Guam Emergency Medical Service Commission	Serves at the Pleasure of the Governor			
Arthur Paulino	Member - GPD	Guam Emergency Medical Service Commission	Serves at the Pleasure of the Governor			
Julietta Qunene	Member - GDOE	Guam Emergency Medical Service Commission	Serves at the Pleasure of the Governor			
Cherika Chargualaf	Member - GFD/911	Guam Emergency Medical Service Commission	Serves at the Pleasure of the Governor			
Kevin San Nicolas	Member - GFD	Guam Emergency Medical Service Commission	Serves at the Pleasure of the Governor			

VACANT	Member-At-Large Non-Voting Member	Guam Emergency Medical Service Commission				
Marlene Carbullido	Non-Voting Member (EMS Office)	Guam Emergency Medical Service Commission	Serves at the Pleasure of the Governor			
Cecilia Javier	Non-Voting Member (DPW/OHS)	Guam Emergency Medical Service Commission	Serves at the Pleasure of the Governor			
Tom Manglona	Non-Voting Member	Guam Emergency Medical Service Commission	Serves at the Pleasure of the Governor			
Sow Kobayashi, M.D.	Non-Voting Member (GRMC)	Guam Emergency Medical Service Commission	Serves at the Pleasure of the Governor			
Elliot Ross, M.D.	Non-Voting Member (Naval Hospital-GU)	Guam Emergency Medical Service Commission	Serves at the Pleasure of the Governor			

10 GCA § 84108 - Eighteen (18) members; Seventeen (17) appt'd. by Gov; eleven (11) are voting members & seven (7) are non-voting.

GUAM ENVIRONMENTAL PROTECTION AGENCY - BOARD OF DIRECTORS

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Robert C.A. Perron	Chairman	Guam EPA Board of Directors	Three (3) Years	11/29/18		
Terry Brooks	Vice-Chair	Guam EPA Board of Directors	Three (3) Years			
Steven R. Hollister	Member	Guam EPA Board of Directors	Three (3) Years	9/29/17		
Ann Roth	Member	Guam EPA Board of Directors	Three (3) Years	8/11/18		
Steven Carrara	Member	Guam EPA Board of Directors	Three (3) Years	8/11/18		
Florida M. Sanchez	Member	Guam EPA Board of Directors	Three (3) Years	11/29/18		
VACANT	Member	Guam EPA Board of Directors	Three (3) Years			
VACANT	Member	Guam EPA Board of Directors	Three (3) Years			
VACANT	Member	Guam EPA Board of Directors	Three (3) Years			

10 GCA § 45103. All nine (9) members to be appointed by Governor, with terms staggered so that three (3) appointed each year. Majority shall not be employees of GovGuam, and chairman shall be selected among members.

GUAM ETHICS COMMISSION

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
VACANT	Member	Guam Ethics Commission				

4 GCA § 15301. seven (7) members appointed by the Governor with advice and consent of the Legislature. Each appointee shall be a US citizen and a bona fide resident of Guam. No prson who has ever been convicted fo a felony shall be eligible to serve on the Commission. Term of office of each member shall be for four (4) years, provided that of the original members, two (2) shall hold office for two (2) years, two (2) shall hold office for three (3) years and one (1) shall hold office for four (4) years. Determination of these members' length of office shall be by a lot drawn by the members at their initial meeting. No person shall be appointed consecutively to more than two (2) terms as a member of the commission.

GUAM FIRE DEPARTMENT - FIRE CHIEF

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
	Fire Chief	Guam Fire Department				

5 GCA § 3105. Fire Chief appt'd by Governor with Legislative consent, must have bachelor's degree in Fire Science or public administration or related discipline; and ten (10) years experience in fire control, of which two (2) years must be served in position equivalent to Battalion Chief or higher; **OR** must have associate's degree in Fire Science or closely relative field. and fifteen (15) years experience in fire control of which four (4) years must be served in position equivalent to Battalion Chief or higher.

GUAM FIRST COMMISSION ADVISORY COUNCIL

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
VACANT	Member	Guam First Commission Advisory Council				EO: 2012-06

GUAM HEALTH COORDINATING COUNCIL

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
VACANT	Member	Guam Health Coordinating Council				

GUAM HIGHWAY COMMISSION

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
		Highway Commission	Three (3) years			

5 GCA § 54101 - Five (5) members - Director of Public Works (Ex Officio) and four (4) members appt'd. by Gov. with Legis. Consent, Chief Engineer for Highways, Department of Public Works shall act as Executive Secretary to the Commission.

GUAM HISTORIC PRESERVATION REVIEW BOARD

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Dr. Marilyn Salas	Chamorro Culture Representative	Guam Historic Preservation Review Board		1/28/14		
Rebecca Duenas	Chamorro Culture Representative	Guam Historic Preservation Review Board	Four (4) Years March 21, 2017 to March 20, 2021	7/10/14		
James Viernes	History (Alternate)	Guam Historic Preservation Review Board		5/1/15		
***Pa'le* Eric Forbes**	History	Guam Historic Preservation Review Board	Four (4) Years March 21, 2018 to March 20, 2022	7/10/2014		
Michael Makio	Chairman	Guam Historic Preservation Review Board	Four (4) Years	7/10/2014		
David Lotz	Planning	Guam Historic Preservation Review Board		11/22/2016		
VACANT	Architect (Alternate)	Guam Historic Preservation Review Board				
Jolie Liston	Archaeologist	Guam Historic Preservation Review Board		11/22/2016		
Cecile Craft	Archaeologist (Alternate)	Guam Historic Preservation Review Board		5/29/2015		
VACANT	Planning (Alternate)	Guam Historic Preservation Review Board				
Richard K. Olmo	Archaeologist Alternate	Guam Historic Preservation Review Board	Four (4) Years To serve remainder of Cecile Craft's unexpired term from March 21, 2015 to March 20, 2019			

21 GCA § 76507. Govenror to appoint five (5) members, and five (5) alternates. At least one (1) knowledgable in historic preservation, and majority recognized professionals in displines of history, prehistoric and historic archeology, or architecutre. At least one (1) knowledgeable of traditional CHamoru society and culture.

GUAM HOUSING AND URBAN RENEWAL AUTHORITY - BOARD OF COMMISSIONERS

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
George F. Pereda	Commissioner	Guam Housing and Urban Renewal Authority (GHURA), Board of Commissioners.	Five (5) Years	4/27/17		
George A. Santos	Chairman	GHURA Board of Commissioners	Five (5) Years			
Thomas E.B. Borja	Vice-Chairman	GHURA Board of Commissioners	Five (5) Years			
Annabelle M. Dancel	Commissioner	GHURA Board of Commissioners	Five (5) Years			
Carl V. Dominguez	Commissioner	GHURA Board of Commissioners	Five (5) Years			
Eliza U. Paulino	Commissioner	GHURA Board of Commissioners	Five (5) Years			
Joseph M. Leon Guerrero	Resident Commissioner	GHURA Board of Commissioners	Five (5) Years			

12 GCA § 5103. Seven (7) appointed by Governor, not more than three (3) of whom shall be at any time a salaried official or employee of the government of Guam or of the United States. The Governor shall designate a Chairman and Vice-Chairman from among the Commissioners

GUAM HOUSING CORPORATION - BOARD OF DIRECTORS

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Francisco A. Florig	Chair	GHC Board of Directors	Six (6) Years	12/5/17		
Tomas L.G. Flores	Vice-Chair	GHC Board of Directors	Six (6) Years	12/5/17		
Cecilia Perez	Secretary	GHC Board of Directors	Six (6) Years	1/26/18		
Sandra F. Bordallo	Director	GHC Board of Directors	Six (6) Years	12/5/17		
Rossanna Villagomez-Aguon	Director	GHC Board of Directors	Six (6) Years July 1, 2013 to June 30, 2019.	7/26/17		
Cecilia G. Mantanona	Director	GHC Board of Directors	Six (6) Years	4/27/17		

Christopher M. Duenas	President	GHC Board of Directors	Six (6) Years	4/27/17		

12 GCA § 4112. Seven (7) appointed by Governor including Chairperson. Qualifications of Board members shall include demonstrated ability, attachment to the public interest, impartiality, and diversified experience among its members.

GUAM INTERAGENCY COORDINATING COUNCIL

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Dr. Matilda Rivera	Parent	Guam Interagency Coordinating Council				
VACANT	Parent					
VACANT	Parent					
VACANT	Parent					
VACANT	Parent					
Terrie Fejerang	Service Prov - Guam Early Hearing Det & Interv					
VACANT	Service Prov - Proje t Karinu					
Margarita Gay	Service Prov - Project Bisita I Familia					
Dr. Yolanda Carrera	Service Prov - Private Physician					
Avelina Opena	Service Prov - GMHA					
Sen Dennis Rodriguez	Legislature					
Dr. Suzanne Bells-McManus	Personnel Preparation					
Bridgette Lobo	Early Intervention					
Catherine Tydingco	PreSchool					
Teresita Gumataotao	Medicaid					
Catherine Schroeder	Head Start (Dept. Head)					
John Nelson	Child Care					

VACANT	Health Insurance					
Angelina Cruz	Homeless Childrent & Youth					
Linda Rodriguez	Foster Care					
Benny Pinaula	Mental Health					
Patricia Mantanona	Part C Ealy Intervention Srvcs					
Estella Gapas	Childcare - Private					

GUAM INVASIVE SPECIES COUNCIL

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Matthew Sablan	DoAg	Guam Invasive Species Council				PL: 31-43
Vince Perez	C&Q	Guam Invasive Species Council				
Melissa Savares	MCOG	Guam Invasive Species Council				
Chuck Ada	GIAA	Guam Invasive Species Council				
Joanne Brown	PAG	Guam Invasive Species Council				
William Reyes	DPR	Guam Invasive Species Council				
Roland Quitugua	Northern Soil & Water	Guam Invasive Species Council				
BG Roderick Leon Guerrero	HAS - Non Voting	Guam Invasive Species Council				
Carl Dominguez	BSP - Non Voting	Guam Invasive Species Council				
Michael Troy Brown	USDA- Non Voting	Guam Invasive Species Council				

GUAM JUVENILE JUSTICE ADVISORY COMMITTEE

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
VACANT		Guam Juvenile Justice Advisory Committee				

GUAM LAND USE COMMISSION

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Hardy Tan Vy		Guam Land Use Commission	Five (5) years	12/30/16		
Tae Oh		Guam Land Use Commission	Five (5) years	5/1/15		
Conchita D Bathan		Guam Land Use Commission	Five (5) years	5/1/15		
Robert Salas		Guam Land Use Commission	Five (5) years			Pkt sent 10/16/18
VACANT		Guam Land Use Commission	Five (5) years			

GUAM MEMORIAL HOSPITAL AUTHORITY - BOARD OF TRUSTEES

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Eloy S. Lizama	Chair	Guam Memorial Hospital Authority (GMHA) Board of Trustees	Six (6) Years May 2, 2017 to May 01, 2023.	7/26/17		
Lillian Q. Perez-Posadas	Vice-Chair	Guam Memorial Hospital Authority (GMHA) Board of Trustees				
Melissa Y. Waibel	Secretary	Guam Memorial Hospital Authority (GMHA) Board of Trustees	Six (6) Years	10/27/17		
Dr. Ricardo M. Terlaje	Trustee	Guam Memorial Hospital Authority (GMHA) Board of Trustees	Six (6) Years	10/27/17		

Sonia L. Siliang	Trustee	Guam Memorial Hospital Authority (GMHA) Board of Trustees	Six (6) Years	2/28/18		
Sharon J. Davis	Trustee	Guam Memorial Hospital Authority (GMHA) Board of Trustees				
VACANT	Trustee	Guam Memorial Hospital Authority (GMHA) Board of Trustees				
VACANT	Trustee	Guam Memorial Hospital Authority (GMHA) Board of Trustees				
Valentino G. Perez		Guam Memorial Hospital Authority (GMHA) Board of Trustees				
Dr. Hieu T. Campus	Member	Guam Memorial Hospital Authority (GMHA) Board of Trustees	Six (6) Years	WITHDREW AS OF 11/20/17.		

10 GCA § 80105. Ten (10) appointed by Governor: 4 from general public with background & expierence in healthcare, management, finance or any other business-related filed; one (1) from Allied Health Professions; two (2) from Guam Nursing Association; and two (2) from Guam Medical Community. GHM Volunteers Association has one (1) ex-officio member.

GUAM MENTAL HEALTH PLANNING COUNCIL

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
VACANT		Guam Mental Health Planning Council				

GUAM MULTI-PURPOSE COMMUNITY STADIUM COMPLEX COMMISSION

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
VACANT	Member / Finance	Guam Multi-Purpose Community Complex Commission				
VACANT	Member / Finance	Guam Multi-Purpose Community Complex Commission				
VACANT	Member / Gen Public	Guam Multi-Purpose Community Complex Commission				

VACANT	Member / Sports	Guam Multi-Purpose Community Complex Commission				
VACANT	Member / Architect & Design	Guam Multi-Purpose Community Complex Commission				
VACANT	Member / Civil Eng/Struct Eng Background	Guam Multi-Purpose Community Complex Commission				
VACANT	Member / Visitor Tourism Industry	Guam Multi-Purpose Community Complex Commission				
John Camacho	Director - DRT	Guam Multi-Purpose Community Complex Commission				
William Reyes	Director - DPR	Guam Multi-Purpose Community Complex Commission				
Nathan Denight	GM - GVB	Guam Multi-Purpose Community Complex Commission				
Sen Rodriguez	Legis Chair of Tourism	Guam Multi-Purpose Community Complex Commission				
Jay Rojas	Administrator - GEDA	Guam Multi-Purpose Community Complex Commission				

12 GCA § 77802. Seven (7) members appointed by I Maga'låhi, and who are subject to confirmation by I Liheslaturan Guåhan. The following seven (7) individuals shall serve as appointed members of the Commission: two (2) members with a background in finance; one (1) member of the general public; one (1) member with a background in sports; one (1) member with an architecture and design background; one (1) member with a civil engineering or structural engineering background; and one (1) member with a background in the visitor/tourism industry. Term of eighteen (18) months.

GUAM OCEAN AND FISHERIES MANAGEMENT COUNCIL

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
VACANT		Guam Ocean and Fisheries Management Council	Staggered			

5 GCA § 63902. & 5 G.C.A. § 63904. Nine (9) voting members who shall be appointed by I Maga'låhen Guåhan with the advice and consent of I Liheslaturan Guåhan. With the advice and consent of I Liheslaturan Guåhan, I Maga'lahen Guåhan shall appoint eight (8) voting members to the Council in the following categories: Four (4) Council members shall be appointed from the community-at-large, two (2) individuals of which shall be appointed to represent Chamorro grassroots organizations; One (1) Council member shall be an active member m good standing of the Marianas Underwater Fishing Federation; One (1) Council member shall be an active member in good standing of the Guam Organization of Saltwater Anglers; One (1) Council member shall be an active member in good standing of the Guam Fishermen's Cooperative Association; and One (1) Council member shall be a faculty member of the University of Guam. All eight (8) voting members of the Council appointed by I Maga'lahen Guåhan shall be residents of Guam for a period of at least five (5) consecutive years immediately preceding their appointment, and shall continue to maintain their residency during their terms on the Council. In making appointments to the Council, if no qualified person is available from the specific organization or entity identified in items (2) through (5) of this Subsection (a), supra, to serve as a Council member, I Maga'lahen Guåhan may substitute a suitable appointee from the community-at-large. Shall designate four (4) members to serve initial four (4) year terms, and three (3) members to serve initial two (2)-year terms. All subsequent appointments shall be for terms of four (4) years, except appointments to fill a vacancy.

GUAM PARDON REVIEW BOARD

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Elizabeth Barrett-Anderson	Atty Gen.	Guam Pardon Review Board				
Alberto Lamorena	DOC Director	Guam Pardon Review Board				
Fr. Mike Crisostomo	Clergy	Guam Pardon Review Board				
VACANT	Public-At-Large	Guam Pardon Review Board				

(*Board is includes members of the Parole Board)

MiChelle H. Taitano	Chair	Guam Parole Board	Four (4) years From date of confirmation + four (4) years			
Thomas Van Engen	Vice-Chair	Guam Parole Board	Four (4) years From date of confirmation + four (4) years			
Lina N. Hammond	Member	Guam Parole Board	Four (4) years	5/26/17		
Joseph C. Wesley	Member	Guam Parole Board	Four (4) Years Four years from date of confirmation.	6/30/17		
Stephen J. Guerrero	Member	Guam Parole Board	Four (4) years To serve remainder of the unexpired term From date of confirmation + four (4) years	8/27/18		

9 GCA §85.10. Guam Parole Board Created. Seven (7) members appointed by I Maga'låhi [the Governor], by and with the advice and consent of I Liheslaturan [the Legislature]. Only persons, who by their knowledge and experience are prepared to perform efficiently the duties of the Board as hereinafter provided, shall be eligible for such appointment. Any person holding an elected office shall not be eligible to serve on the Guam Parole Board. No person who has a family member of the first consanguinity serving a local sentence, or on parole, shall be eligible to serve on the Board. The composition of the Board members shall be comprised of the following minimum background and experience: at least two (2) Board members shall have at least ten (10) years in law enforcement work, or a baccalaureate degree in criminal justice from a college or university accredited by a United States accrediting body recognized by the Council on Higher Education Accreditation (CHEA) or its successor, or an equivalent foreign university as determined consistent with 17 GCA 3104 (a)(l), or professional experience in these areas of study; at least two (2) Board members shall have at least a baccalaureate degree or higher from an accredited U.S. institution of higher education in social work, sociology or psychology or a medical degree from a college or university accredited by a United States accrediting body recognized by the Council on Higher Education Accreditation (CHEA) or its successor, or an equivalent foreign university as determined consistent with 17 GCA 3104 (a)(l); and the three (3) remaining Board members shall have at least ten (10) years of experience in human resources development, or legal background or professional experience in these areas of study, or any person of good moral character. The chairman shall be elected by its members every two (2) years.

GUAM PAROLE BOARD

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
MiChelle H. Taitano	Chair	Guam Parole Board	Four (4) years From date of confirmation + four (4) years			
Thomas Van Engen	Vice-Chair	Guam Parole Board	Four (4) years From date of confirmation + four (4) years			
Lina N. Hammond	Member	Guam Parole Board	Four (4) years	5/26/17		
Joseph C. Wesley	Member	Guam Parole Board	Four (4) Years Four years from date of confirmation.	6/30/17		
Concepcion B. Duenas	Member	Guam Parole Board	Four (4) Years	12/5/17		
Stephen J. Guerrero	Member	Guam Parole Board	Four (4) years To serve remainder of the unexpired term	8/27/18		

9 GCA § 85.10. Five (5) appointed by Governor. 1 one (1) Board member shall have at least five (5) years of experience in law enforcement or other criminal justice work, or a baccalaureate degree in criminal justice from a college or university accredited by a United States accrediting body recognized by the Council on Higher Education Accreditation (CHEA) or its successor, or an equivalent foreign university as determined consistent with 17 GCA § 3104(a)(1), or professional experience in these areas of study; 1 with baccalauerate degree or higher in social work, sociology or psychology or a medical degree from US. accredited institution; 1 with at least 5 years experienc ein human resource development, or legal background or professional experience; and 2 from general public

GUAM PLANNING COUNCIL

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
VACANT		Guam Planning Council				

P.L. 20-147 Bill No. 1060

65 GCA § 562012. Twelve (12) members to include the Director of the Department of Land Management; the Director of the Bureau of Planning; the Administrator of the Guam Economic Development Authority; the Director of the Department of Commerce; the General Manager of the Guam Visitors Bureau; one member of the Mayors' Council of Guam, to be nominated by the Mayors' Council of Guam and appointed by the Governor; three members of the Legislature, including one minority member, nominated by the Speaker and appointed by the Governor; one member of the Chamber of Commerce appointed by the Governor with the advice and consent of the Legislature; one member of the community at large appointed by the Governor with the advice and consent of the Legislature; and the Administrator of the Guam Environmental Protection Agency.

GUAM POLICE DEPARTMENT - CHIEF OF POLICE

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Joseph Cruz	Chief of Police	Guam Police Department				

10 GCA § 77109: Chief appt'd by Gov. with Legis. Consent, 35 yrs. old, 15 yrs. gov't law enforcement position, 5 yrs. supervisory command, 5 yrs. in law enforcement mgmt. ; Bachelor's deg. in criminal justice or related field; no felony, domestic or family violence convictions; no misdemeanor convications re moral turpitude; submit to psych. testing & polygraph exam.

GUAM PROCUREMENT ADVISORY COUNCIL

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Rose Ramsey	Governor's Office	Guam Procurement Advisory Council				
Atty. Elizabeth Barrett-Anderson	AG	Guam Procurement Advisory Council				
Benjamin Cruz	Public Auditor	Guam Procurement Advisory Council				
Geraldine A Cepeda	Complier of Laws	Guam Procurement Advisory Council				
Claudia Acfalle	Chief Proc Officer	Guam Procurement Advisory Council				
Ed Birn	DOA Director	Guam Procurement Advisory Council				
Glenn Leon Guerrero	DPW Director	Guam Procurement Advisory Council				
Atty. John Thomas Brown	Guam Bar Assoc.	Guam Procurement Advisory Council				
Leonard Kaae	Gov Appointee - Construction Procurement	Guam Procurement Advisory Council				
John Unpingco	Gov Appointee - Retail Procurement	Guam Procurement Advisory Council				
John Onedera	Board of Accountancy	Guam Procurement Advisory Council				
Dr. Anita B Enriquez	UOG - School of Business	Guam Procurement Advisory Council				

5 GCA § 5901. Composition. The Council shall be comprised of the following members: a senior member of I Maga'lahi's (the Governor's) staff designated by I Maga'lahen Guåhan (the Governor of Guam), who shall serve as an ex-officio member; and who shall serve as interim Chairperson and shall call for its first meeting within fifteen (15) days of enactment; such meeting for possible election of the Chairperson; the Attorney General of Guam or his designee; the Public Auditor or his designee; the Compiler of Laws; the Chief Procurement Officer; the Director of Administration; the Director of Public Works; an attorney in private practice admitted to the Guam Bar with procurement experience, selected by the Guam Bar; a Guam resident experienced in procurement from the construction industry selected by I Maga'lahen Guåhan; a Guam resident experienced in procurement from the retail or service sector selected by I Maga'lahen Guåhan; the Chairman of the Board of Accountancy; and the Dean of the School of Business and Public Administration of the University of Guam. The Council shall elect its Chairperson

GUAM PRODUCT SEAL TASK FORCE

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
LT. Gov Tenorio	Chair	Guam Product Seal Task Force				
VACANT	Vice - Chair					
VACANT	C&Q					
VACANT	DRT					
VACANT	DCA					
VACANT	GVB					
VACANT	GEDA					
VACANT	DPHSS					
VACANT	MCOG					
VACANT	OAG					
James Bonano	Governor's Appointee License Holder					
George Baza	Govern's Appointee License Holder					
VACANT	Chamber of Commerce					
Manuel Leong Guerrero, Jr	Governor's Appointee At-Large Member					
VACANT	SBDC - UOG					

GUAM PUBLIC LIBRARY SYSTEM BOARD OF DIRECTORS

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Kyle R. Mandapat	Member	Guam Public Library System Board of Directors	Four (4) Years June 30, 2017 to June 29, 2020	8/30/17		
William Q. Sarmiento	Member	Guam Public Library System Board of Directors	Four (4) Years June 30, 2017 to June 29, 2020	8/30/17		
Marissa Q. Mears	Member	Guam Public Library System Board of Directors	Three (3) Years	9/29/17		
Krishnan Seerengan	Member	Guam Public Library System Board of Directors	Three (3) Years	4/27/17		
VACANT	Member/Business	Guam Public Library System Board of Directors	Three (3) Years			
VACANT	Member/IT field	Guam Public Library System Board of Directors	Three (3) Years			
VACANT	Member/Student	Guam Public Library System Board of Directors	One (1) Year			
	Director	Guam Public Library System Board of Directors				
	Deputy Director	Guam Public Library System Board of Directors				

5 GCA § 80106. Seven (7) members appointed by I Maga'lahi with advice and consent of I Liheslaturan Guahan. Of the appointed members, one (1) shall be a FT student (4GCA, §2105.1), at least one (1) shall be a librarian throughout the term of appt.; one (1) shall be a classroom teacher throughout the term of appt.; one (1) shall be employed in the field of IT throughout the term of appt.; one (1) shall be a business owner or senior manager in the private business throughout the term of appt.

5 GCA § 80107. Except for the student membe, the members of the Board shall serve for a term of three (3) years, commencing with the date fo appointment, and until their successors are appointed and qualified; provided that of the members first appointed, two (2) shall serve for two (2) years and two (2) shall serve for one (1) year, as designated by I Maga'lahi. The term of the student member shall be for one (1) year.

5 GCA § 3122 (c) The Director is Appointed by the Board of Directors and must have a Master's Degree in Library Science or Master's Degree in Education with concentration on Libarary Science from a US accredited college or University accredited by the American Libarary Association. The Director must have four (4) years general managerial experience or have earned a Bachler's or Master's Degree in Business Administration, Commerce, Business Information Systmes, Public Admininstration or a related field from a US Accredited College or University. The Deputy Director is appointed by the Director with conccurence of the Board.

GUAM REAL ESTATE COMMISSION

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Richard T. Gutierrez	General Public Member	Guam Real Estate Commission	Four (4) Years	5/1/2018		
Christopher Murphy	Chairperson/Real Estate Broker	Guam Real Estate Commission	Four (4) Years	5/3/2016 to 1/15/2020	21 GCA §§ 102102, 102103, 102104	

Odessa Martinez	Vice Chairperson / Real Estate Broker	Guam Real Estate Commission	Four (4) Years	5/3/2016 to 1/15/2020		
Alice Sebasatian-Cruz	Executive Secretary/Employee of	Guam Real Estate Commission	Four (4) Years	12/30/2016 to 1/15/2020		
VACANT	Member/Attorney	Guam Real Estate Commission	Four (4) Years			
VACANT	Member/Real Estate	Guam Real Estate Commission	Four (4) Years			
VACANT	Member/Real Estate	Guam Real Estate Commission	Four (4) Years			
Director - Revenue and Taxation	Real Estate Commissioner					

21 GCA §§ 102102, 102103, and 102104. Seven (7) members total appt'd. by Gov. with Legis. Consent- 4 members must be real estate brokers for 5 yesrs on Guam, one (1) attorney, one (1) from general public, one (1) member classified employee of Rev and Tax chosen by Commissioner. Members are appointed for a term of four (4) years and they shall hold the office until the appointment and qualificaiton of their successors.

GUAM REGIONAL TRANSIT AUTHORITY - BOARD OF DIRECTORS

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Louise Rivera	Chairperson/Mayor	Guam Regional Transit Authority (GRTA) Board of Directors	Four (4) Years	1/12/2017 to 1/11/2021		
Vacant/Gerard Cruz (Expired)	Viice-Chairpoerson	Guam Regional Transit Authority (GRTA) Board of Directors	Four (4) Years (EXPIRED)	6/16/2015 to 6/15/2018 (Expired)		
Frank A. Benavente	Member/Mayor	Guam Regional Transit Authority (GRTA) Board of Directors	Four (4) Years	1/12/2017 to 1/11/2021		
Vacant/Andrew Tydingco (EXPIRED)	Member	Guam Regional Transit Authority (GRTA) Board of Directors	Four (4) Years (EXPIRED)	8/25/2014 to 8/24/2018 (Expired)		
Jason L. Cruz	Member/Rep for Disabled	Guam Regional Transit Authority (GRTA) Board of Directors	Four (4) Years	Pending Public Hearing and Confirmation		
David J. Arentz	Member/Transit/Rep for Disabled	Guam Regional Transit Authority (GRTA) Board of Directors	Four (4) Years	7/26/17 to 3/31/2021		
VACANT		Guam Regional Transit Authority (GRTA) Board of Directors	Four (4) Years			

	Executive Manager	Guam Regional Transit Authority (GRTA)				

12 GCA § 6201 - Seven (7) Members appt'd. by Gov. with advice Legis. Consent - two (2) selected by and from Mayor's Council, three (3) appointed by Governor, (five (5) members will recommend four (4) additional candidates - two (2) representative of mass transit and two (2) advocates for rights of disabled persons) - from those four (4) - two (2) will be appointed by the Governor

12 GCA § 6202 - The Board may appoint an Executive Manager, who shall be its chief executive officer. The Executive Manager shall serve at the pleasure of the Board, and the Board shall establish the compensation. The Executive Manager shall possess the following qualifications: (1) a combined minimum of six (6) years of operational, supervisory, and management experience working in an organization that provides transportation related services; and (2) possess at a minimum, from an accredited institution, a Bachelors degree, preferably in the field of business administration, city planning, urban planning, engineering, engineering technology, public administration or closely related field or discipline.

GUAM SEASHORE PROTECTION COMMISSION

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
VACANT		Guam Seashore Protection Commission				Dept of Land Management

21 GCA § 63104. Seven (7) members of the Territorial Land Use Commission and the members shall hold office so long as they remain members of the Territorial Planning Commission.

GUAM SCIENCE & TECHNOLOGY COMMITTEE

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
VACANT	UOG President	Guam Science & Technology Committee				E.O. 2013-03
John Fernandez	GDOE Sup or designee					
Mary Okada	GCC or designee					
VACANT	Dean - UOG SBPA					
VACANT	GPA GM or designee					
VACANT	GEDA Administrator or designee					
Sam Mabini	DOL Director or designee					
VACANT	CIO BIT					
VACANT	Ex. Dir. Ctr for Micro Empowerment					

Chip Guard	Private Sector Rep					
Paul Packbier	Private Sector Rep					
VACANT	Speaker or designee					
VACANT	JRM Rep					
VACANT	Micronesian Rep					

GUAM SOLID WASTE AUTHORITY - BOARD OF DIRECTORS

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Andrew Gayle	Chairperson	Guam Solid Waste Authority (GSWA) Board of Directors	Four (4) Years	12/18/2018 to 9/13/2021		
Jonathan Denight	Vice Chairperson	Guam Solid Waste Authority (GSWA) Board of Directors	Four (4) Years			
VACANT		Guam Solid Waste Authority (GSWA) Board of Directors	Four (4) Years			
Minakshi V. Hemlani	Secretary	Guam Solid Waste Authority (GSWA) Board of Directors	To serve at the pleasure of the Governor.	4/27/2017 to 4/26/2021		
VACANT		Guam Solid Waste Authority (GSWA) Board of Directors	Four (4) Years			
	General Manager	Guam Solid Waste Authority (GSWA)				
	Asst General Manager	Guam Solid Waste Authority (GSWA)				

10 GCA § 51A105 - Five (5) Members appt'd. by Gov. with Legis. Consent

10 GCA § 51A106 - The Board shall appoint a General Manager, who shall be its chief executive officer and shall serve at its pleasure. The General Manager shall, at a minimum, possess the following qualifications: (1) a combined minimum of six (6) years of documented experience successfully managing a solid waste management system of similar size as the GSWA system, and (2) graduation from an accredited institution of higher education with a Bachelors degree in Business Management, Engineering Management, Engineering Technology or Civil Engineering.

10 GCA § 51A107 - The General Manager, with the consent of the Board, may appoint an Assistant General Manager for Operations and Technical Support, who shall serve at the pleasure of the General Manager.

GUAM SOUTH PACIFIC GAMES COMMISSION

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
VACANT		Guam SPG				

GUAM STATE APPRENTICESHIP COUNCIL

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
VACANT		Guam State Apprenticeship Council				PL: 32-230

GUAM STATEWIDE INDEPENDENT LIVING COUNCIL

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
VACANT		Guam Statewide Independent Living Council				

Rehabilitation Act Amendments of 1992; Public Law 102-569 102nd Congress

SEC. 705. STATEWIDE INDEPENDENT LIVING COUNCIL. Members of the independent living council in each state (or territory) are appointed by the governor. (Exception: In certain states, another entity may be authorized to make appointments instead of the governor.) The Act requires the governor (or appointing entity) to solicit recommendations from organizations representing a broad range of people with disabilities prior to selecting individuals to serve as members of the council. The council membership must include: At least one director of an independent living center who has been selected by other center directors in the state to fill this role. A representative from the state vocational rehabilitation agency, who serves in a nonvoting ex officio role; representatives from other state agencies providing services to people with disabilities may also be appointed as nonvoting ex officio members of the council. At least one representative of the directors of any American Indian Vocational Rehabilitation Services program, if there is one in the state. Other potential council members include staff members of independent living centers (in addition to the center director selected by his or her peers), parents and guardians of people with disabilities, advocates of and for people with disabilities, representatives from private businesses, representatives from organizations providing services to people with disabilities, and the catch-all, “other appropriate individuals.” It is important to note that the Rehab Act requires that the majority of the members of the council be comprised of people with disabilities who are not employed by a state agency or center for independent living. Individuals selected to serve as members of the council must be knowledgeable about independent living centers and services and must represent different parts of the state as well as different disability constituencies. Each member of the Council shall serve for a term of 3 years, except that: a member appointed to nil a vacancy occurring prior to the expiration of the term for which a predecessor was appointed, shall be appointed for the remainder of such term; and the terms of service of the members initially appointed shall be (as specified by the appointing authority) for such fewer number of years as will provide for the expiration of terms on a staggered basis. No member of the Council may serve more than two consecutive full terms.

GUAM SYSTEM OF CARE COUNCIL

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
VACANT	Parent	Guam System of Care Council				

10 GCA §93103.

GUAM TRANSPORTATION COMMISSION

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
VACANT		Guam Transportation Commission	Three (3) years			

5 GCA § 44101. Five (5) members appt'd by the Governor with Legislative consent. Gov will designate among the members, the president & VP of the commission. The Governor shall select one (1) each: a person with disabilities who rides the Paratransit System, a member of the GSTAT, DISID, Guam Developement Disabilities Council and a member of the Public. The Directors shall hold office for terms of three (3) years.

GUAM UNARMED COMBAT COMMISSION

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
VACANT	Gen Public	Guam Unarmed Combat Commission				
VACANT	Gen Public	Guam Unarmed Combat Commission				
VACANT	MMA	Guam Unarmed Combat Commission				
VACANT	MMA	Guam Unarmed Combat Commission				
VACANT	Boxing	Guam Unarmed Combat Commission				
VACANT	Boxing	Guam Unarmed Combat Commission				
VACANT	Tourism	Guam Unarmed Combat Commission				
John Camacho	Ex-Officio - DRT	Guam Unarmed Combat Commission				
William Reyes	Ex-Officio - DPR	Guam Unarmed Combat Commission				
VACANT	Chair Med Advisory	Guam Unarmed Combat Commission				

11 GCA § 7300. Seven (7) members appt'd by the Governor with Legislative consent and each serve four (4) year terms. The seven (7) member Commission, at least two (2) being female, shall be consituted as follows: two (2) members of the general public, two (2) members with a background in the sport of boxing, two (2) members with a background in the sport of mixed martial arts, and one (1) member with a background in the visitor industry in the area of sports tourism. The Director of the Dept of Revenue and Taxation, the Director of the Dept of Parks and Recreation and the Chairman of the Medical Advisory Board shall serve as Ex-Officio Members.

GUAM VETERANS COMMISSION

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
VACANT		Guam Veterans Commission				

10 GCA § 67107 - Nine (9) members: four (4) of whom shall be representative of a veterans or retirees association for each branch of the U.S. Armed Forces to consist of: (A) U.S. Army Retirees (or Veterans) Association; (B) U.S. Air Fore Retirees (or Veterans) Association; (C) U.S. Navy Retirees (or Veterans) Association; and (D) U.S. Marine Corps (or Veterans) Associations; two (2) members from the officially chartered Guam Chapters of multi-service Veteran Service Organizations.

GUAM VISITORS BUREAU - BOARD OF DIRECTORS

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Milton Morinaga	Chairperson	GVB Board of Directors	To serve at the pleasure of the Governor.	12/30/16		
Monte D.M. Mesa	Vice Chairperson	GVB Board of Directors	12th Director Appointment by Board			
Samuel Shinohara	Treasurer	GVB Board of Directors	Membership Elected Director			
Therese C. Arriola	Secretary	GVB Board of Directors	Legislative Appointed (Alternate) Director	1/7/2013 appointed		
William D. Nault	Member	GVB Board of Directors	To serve at the pleasure of the Governor.	3/9/17		
Eduardo (Champ) Calvo	Member	GVB Board of Directors	To serve at the pleasure of the Governor.	3/30/11		
Bartley A. Jackson	Member	GVB Board of Directors	Membership Elected Director	1/6/2015 appointed		
Robert Hofmann	Member Mayor's Council Appointed Director	GVB Board of Directors	To serve at the pleasure of the Governor.	4/22/13		
Katarina R. C. Sgro	Member - Youth	GVB Board of Directors	To serve at the pleasure of the Governor.	3/20/15		

Tak (Tatsuo) Takano	Member	GVB Board of Directors	Membership Elected Director			
Satoru Murata	Member	GVB Board of Directors	Membership Elected Director			
Brad Kloppenburg	Member	GVB Board of Directors	Membership Elected Director	1/6/2015 appointed		
Young Sook Hong (KU)	Member	GVB Board of Directors	Legislative Appointed Director			
Nathan Denight	General Manager	GVB	To serve at the pleasure of the Board.			

12 GCA § 9106 - Twelve (12) Members - Five (5) appointed by Governor with Legislative consent (one (1) appointed must be by Commissioner's Council), two (2) selected by Speaker of Guam Legislature, four (4) must be members of GVB in good standing, one (1) member selected by eleven (11) other members requiring vote of at least 8 - 12th member must be directly involved in tourism, one (1) alternate director appointed by speaker of legislature. Elected and alternate directors, the legislative directors and the twelfth (12th) director shall serve for two (2) years.

12 GCA § 9108 - The Board, by an affirmative vote of at least eight (8) votes, shall appoint a General Manager. The General Manager shall serve as the Bureau's chief administrative officer, and his duties and compensation shall be determined and approved by the Board. The General Manager will serve at the pleasure of the Board.

GUAM WAR RAPARATIONS COMMISSION

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
VACANT		Guam War Reparations Commission				

1 GCA § 2201 - Nine (9) members - three (3) appt'd by the Governor; two (2) appt'd by the Speaker of the Guam Legislature; the Chairperson of the Committee on Rules; Government Reform and Federal Affairs, who shall serve as Chairperson of the Commission; the President of the Mayor's Council of Guam, or his designee, the Chief Justice fo the Supreme Court of Guam, or his designee; and one (1) your member under the age of twenty-five (25) years, who shall be appointed by the Guam Youth Congress.

GUAM WORKFORCE DEVELOPMENT BOARD *(formerly known as Guam Workforce Investment Board)*

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Gina Y Ramos	Chairperson (SP Mgr Select Care)	Guam Workforce Development Board	To Serve at the Pleasure of the Governor			Business Representative
Jerrold C 'Jere' Johnson	Vice-Chairperson (Hawaiian Rock Products)	Guam Workforce Development Board	To Serve at the Pleasure of the Governor			"
Derrick Quinata	Business Community - Auto Spot	Guam Workforce Development Board	To Serve at the Pleasure of the Governor			"
Robert W. Haulbrook, Jr.	Business Community - GTA	Guam Workforce Development Board	To Serve at the Pleasure of the Governor			"

Steven Crowdey	Business Community - Delta Airlines	Guam Workforce Development Board	To Serve at the Pleasure of the Governor			"
Jina Rojas	Business Community - Coral Ent.	Guam Workforce Development Board	To Serve at the Pleasure of the Governor			"
Margaret Bengzon	Business Community - GRMC	Guam Workforce Development Board	To Serve at the Pleasure of the Governor			"
Ashley Ayuyu	Business Community - McDonalds Guam	Guam Workforce Development Board	To Serve at the Pleasure of the Governor			"
Sanjay Dewan	Business Community - Port of Mocha	Guam Workforce Development Board	To Serve at the Pleasure of the Governor			"
Wayne Bigler	Business Community - Cabras Marine Corp	Guam Workforce Development Board	To Serve at the Pleasure of the Governor			"
Kenneth Laguana	Workforce Rep (IBEW)	Guam Workforce Development Board	To Serve at the Pleasure of the Governor			Workforce Representative
David Owen	Workforce Rep (PIU)	Guam Workforce Development Board	To Serve at the Pleasure of the Governor			"
James Martinez	Workforce Rep (GCA)	Guam Workforce Development Board	To Serve at the Pleasure of the Governor			"
Mary Rhoades	Workforce Rep (GHRA)	Guam Workforce Development Board	To Serve at the Pleasure of the Governor			"
Governor Calvo	Governor of Guam	Guam Workforce Development Board	To Serve at the Pleasure of the Governor			GovGuam Representative
Sam Mabini	DOL	Guam Workforce Development Board	To Serve at the Pleasure of the Governor			"
Mary Okada	GCC	Guam Workforce Development Board	To Serve at the Pleasure of the Governor			"
Christine San Nicolas	DPHSS (designee)	Guam Workforce Development Board	To Serve at the Pleasure of the Governor			"
Peter Barcinas	UOG (designee)	Guam Workforce Development Board	To Serve at the Pleasure of the Governor			"
Ben Servino	DISID/DVR	Guam Workforce Development Board	To Serve at the Pleasure of the Governor			"
Frank Leon Guerrero	DGOE (designee)	Guam Workforce Development Board	To Serve at the Pleasure of the Governor			"

21 GCA § 1309 - The Workforce Investment Board shall have the same authority and functions with respect to programs administered pursuant to this Article, as that provided in the Workforce Investment Act, Public Law Number 105-220, and the Workforce Innovations and Opportunity Act of 2014.

GUMA HONRA COMMISSION

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
VACANT		Guma Honra Commission				

HAGATNA RESTORATION & REDEVELOPMENT AUTHORITY - BOARD OF COMMISSIONERS

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Alvin Gumataotao	Gov's Appointee					PKT sent via email: 7/25/18
John T. Calvo	Gov's Appointee					
Zenon E. Belanger	Gov's Appointee					
VACANT	Gov's Appointee					
VACANT	Gov's Appointee					
Rob S. Limtiaco	Gov's Appointee					
Gregory D. Perez	Gov's Appointee					
John Cruz	Hagatna Mayor					
VACANT	Speaker's Appointee					
Joseph Santos	Ex-Officio/DLM					
Bill Reyes	Ex-Officio/DPR					
Omaira Brunal	Ex-Officio/UOG-MARC					
VACANT	Ex-Officio/GU PRES TRUST					
Nathan Denight	Ex-Officio/GVB					
Glenn Leon Guerrero	Ex-Officio/DPW					

Walter Leon Guerrero	Ex-Officio/GEPA					
Ben Servino	Ex-Officio/DISID					
VACANT	Ex-Officio/Chamoru Language Commission					

21 GCA § 79301 - Nine (9) members - seven (7) are appt'd by the Gov with Legislative consent to serve froa term of five (5) years; one of the Commissioners shall be the Mayor of Hagatna, who shall serve for the duration of his/her term(s); one (1) member shall be appointed by the Speaker of the Guam Legislature, who shall serve at the pleasure of the Speaker, and who appointment shall be effective until the conclusion of the term of the

JOINT EDUCATION TRI-BOARD

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
VACANT		Joint Education Tri-Board				

17 GCA § 16A101 - The Board of Regents of the University of Guam, the District Boards of Education and the Board of Trustees of the Guam Community College shall hold at two (2) joint open meetings per year for the purpose of coordinating their activities and facilitating the solution of problems of mutual concern; A majority of the members of the Board of Regents of the University of Guam, the District Board of Education and the Board of Trustees of the Guam Community College shall constitute a quorum; The Chairman of the Board of Regents of the University of Guam, the Chairman of the District Boards of Education and the Chairman of the Board of Trustees of the Guam Community College shall serve alternately.

KOMITEA PARA TIYAN

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
		Komitea Para Tiyan				

5 GCA § 3129 - agent for the Governor of Guam under E.O 95-02 as caretakers of Naval Air Station, Guam - twelve (12) members, Lt. Governor is Chairperson, Office of Guam's Delegate to Congress, two (2) appointees of the Speaker of the Legislature, one (1) representatve of the Mayor's Council, one (1) representative from Board of Education, one (1) representative from Chamorro Land Trust, one (1) representative of Homeless Coalition, one (1) representative of Guam landowners organizations, one (1) representative from community at large.

KOSAS BOARD OF ADVISORS

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Simeon M. Palomo	Guam History Representative	Kosas Board of Advisors	Four (4) years	8/27/2018 to 8/26/2022		
Shannon J. Murphy	At-large-Member	Kosas Board of Advisors	Four (4) Years	WITHDREW AS OF 9/13/17.		
VACANT	At-large-Member	Kosas Board of Advisors	Four (4) Years			

Laura M. Torres Souder	Saina Representative	Kosas Board of Advisors	Four (4) Years	5/1/2018 to 4/30/2022		
VACANT	Manhoben Representative	Kosas Board of Advisors	Four (4) Years			

5 GCA § 87136 - Five (5) members appt'd. by Gov. with Legis. Consent- one (1) Saina representative, one (1) Manhoben representative, one (1) shall have extensive formal experience or education in Guam History or Museum Administration; all members must demonstrate extensive knowledge of Guam's History and culture.

KOTTURA BOARD OF ADVISORS

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
		Kottura Board of Advisors	Four (4) years			

5 GCA §87123: Five (5) members appt'd by Gov. with Legis. Consent, one (1) a *Saina* representative, one (1) a *Manhoben* representative. All must be Guam residents and demonstrated speakers or writers of CHhamoru.

MIXED MARTIAL ARTS COMMISSION

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
		MMA Commission				

NORTHERN & SOUTHERN GUAM SOIL & WATER CONSERVATION DISTRICT BOARD

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Ronald Laguana	Chairperson	Northern Guam Soil and Water Conservation District Board	Three (3) Years			
Hope Santos	Director	Northern Guam Soil and Water Conservation District Board	Three (3) Years			
Joe Santos	Vice-Chairperson	Northern Guam Soil and Water Conservation District Board	Three (3) Years			
Vacant	Director	Northern Guam Soil and Water Conservation District Board	Three (3) Years			
Vacant	Director	Northern Guam Soil and Water Conservation District Board	Three (3) Years			

Michael E.D. Aguon	Director	Southern Guam Soil and Water Conservation District Board	Three (3) Years	5/23/2018		

Benny Chargualaf	Chairperson	Southern Guam Soil and Water Conservation District Board	Three (3) Years	8/2/2016 to 8/1/2019		
Angie Mendiola	Vice-Chairperson	Southern Guam Soil and Water Conservation District Board	Three (3) Years	8/2/2016 to 8/1/2019		
Carol Tayama	Director	Southern Guam Soil and Water Conservation District Board	Three (3) Years	8/2/2016 to 8/1/2019		
Brian Leon Guerrero	Director	Southern Guam Soil and Water Conservation District Board	Three (3) Years	8/2/2016 to 8/1/2019		

5 GCA § 71103 - Five (5) members who are largely engaged in farming and is a land occupier of the district to which they are served to elect, farmers or landowners within each district shall nominate individuals to serve and shall elect five (5) from those nominated; vacancies shall be filled within 30 days by the Gov. with Legis. Consent

PACIFIC ISLAND DEVELOPMENT BANK - BOARD OF DIRECTORS

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
		Pacific Island Development Bank Board of Directors				

5 GCA §§ 1902 - 1906 - Govenor is authorized to accept membership for the territory of Guam in the Pacific Islands Development Bank - Govenor shall appoint one (1) person qualified to be representative of the Executive Branch, one (1) person on the Board of Governors of the Bank shall be the Speaker or the Speaker's designeee, as the representative of the Legislative Branch

PORT AUTHORITY OF GUAM - BOARD OF DIRECTORS

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Francisco G. Santos	Chairman	Guam Port Authority Board of Directors.	Three (3) Years	3/9/17		
Oscar A. Calvo	Vice-Chairman	Guam Port Authority Board of Directors.	Three (3) years			
Melanie R. Mendiola	Board Secretary	Guam Port Authority Board of Directors	Three (3) Years July 01, 2017 to June 30, 2020	7/26/17		
Nathan T. Taimanglo	Member	Guam Port Authority Board of Directors	Three (3) years	4/27/17		
Maria DR Taitano	Member	Guam Port Authority Board of Directors	Three (3) Years July 01, 2017 to June 30, 2020	7/26/17		

12 GCA § 10103. Five (5) appointed by Governor

PREVENTION EDUCATION AND COMMUNITY EMPOWERMENT (PEACE)

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Christopher Anderson	GDOE	PEACE				
Therese Arriola	Sanctuary	PEACE				
Sr. Marian Arroyo, RSM	Archdiocese of Agana	PEACE				
VACANT	UOG, Coop Ext Srvcs	PEACE				
Mayor June U Blas	MCOG	PEACE				
Catherine Castro	Chamber of Commerce	PEACE				
Angelina Cruz	Head Start, DOE	PEACE				
Rhodora R. Cruz	GMHA	PEACE				
Dr. Annette David	State Epidemiological Outcomes Workgroup	PEACE				
Tim Dela Cruz	GALA	PEACE				
Clyde Donato	Community Member	PEACE				
Mary-Therese Edgerle	GIFTS	PEACE				
Deana Esplana	GARNG	PEACE				
Sean Rupley	GARNG	PEACE				
James Gillan	DPHSS	PEACE				
Cerina Y Mariano	SCOG	PEACE				
Bernice A McGill	Game Time	PEACE				
Andresina McManus	Southern Christian Academy (Faith Based))	PEACE				
VACANT	DYA	PEACE				
Peter J. Roberto	GCC	PEACE				
Sen. Dennis Rodriguez	Legislature & Chair, Cmte on HHS	PEACE				
Sean Rupley	Youth For Youth LIVE!	PEACE				

Christie San Agustin	KUAM	PEACE				
Paul Tapao	GPD	PEACE				

E.O. 2011-03.

PROCUREMENT APPEALS BOARD

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
		Procurement Appeals Board				Membership: 7; Term: 6yrs

PUBLIC UTILITIES COMMISSION

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Dr. Jeffrey C. Johnson	Commissioner	Public Utilities Commission	Six (6) Years	5/1/18		
Joseph M. McDonald	Commissioner	Public Utilities Commission	Six (6) Years	1/26/18		
Peter B. Montinola	Commissioner	Public Utilities Commission	Six (6) Years	5/1/2018		
Mark G. Miller	Commissioner	Public Utilities Commission	Six (6) years To serve remainder of the unexpired term of Andrew Niven from Nov 01, 2013 to Oct 31, 2019			
Michael Pangelinan	Commissioner	Public Utilities Commission	Six (6) Years	2/18/2016 to 10/31/2021		
Rowena Perez	Commissioner	Public Utilities Commission	Six (6) Years	4/15/2014 to 10/31/2019		
Filomena Cantoria	Commissioner - CPA	Public Utilities Commission	Six (6) Years	10/30/2013 to 10/31/2019		

12 GCA § 12102. Seven (7) members appt'd by the Governor with Legislative consent, two (2) members from the business community of Guam, one (1) member who is a certified public accountant; two (2) members, each of whom have training or experience in at least one (1) of the following four (4) areas (power generation, telephone, water/sewer utilities or marine terminal operations/transportation via ocean common carrier), with the additional requirement that the two (2) members appointed each have training or experience in a different area; and two (2) members who are from the community at large.

Except for the intial term, the terms of such members shall be for six (6) years. No member shall be a director, deputy director, appointed, unclassified employee, any other unclassified employee of the Gov't of Guam, or a member of any other board or commission. The appt of any person to the Commission shall become void if at anytime during that person's term of office, that person shall become a director, deputy director, appointed to any unclassified position in the government of Guam, or accept appointment to any other board or commission. Staggered terms, one (1) of the initially selected members shall serve a term of one (1) year, three (3) of the initially selected shall serve a term of three (3) years, and three (3) of the initially selected members shall serve a term of five (5) years.

REHABILITATION ADVISORY COUNCIL FOR DEPT OF VOCATIONAL REHABILITATION (DVR) aka GUAM STATE REHABILITATION COUNCIL (SRC)

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Lourdes Ann Mesa	CHAIR	Rehabilitation Advisory Council for DVR aka Guam State Rehabilitation Council (SRC)	Three (3) Years			
Lynn Tydingco	VICE CHAIR	Rehabilitation Advisory Council for DVR aka Guam State Rehabilitation Council (SRC)	Three (3) Years			
Eddie Reyes	Treasurer	Rehabilitation Advisory Council for DVR aka Guam State Rehabilitation Council (SRC)	Three (3) Years			
Leah Abelon	Outreach Comm. Chair	Rehabilitation Advisory Council for DVR aka Guam State Rehabilitation Council (SRC)	Three (3) Years			
Rodney Calimlim	Outreach Comm. Member	Rehabilitation Advisory Council for DVR aka Guam State Rehabilitation Council (SRC)	Three (3) Years			
Tim Murphy	Outreach Comm. Member	Rehabilitation Advisory Council for DVR aka Guam State Rehabilitation Council (SRC)	Three (3) Years			
Edmund Cruz	Services Comm. Chair	Rehabilitation Advisory Council for DVR aka Guam State Rehabilitation Council (SRC)	Three (3) Years			
Marie Libria	Services Comm. Member	Rehabilitation Advisory Council for DVR aka Guam State Rehabilitation Council (SRC)	Three (3) Years			
Barbara Johnson	Services Comm. Member	Rehabilitation Advisory Council for DVR aka Guam State Rehabilitation Council (SRC)	Three (3) Years			
Carol Darlow	Services Comm. Member	Rehabilitation Advisory Council for DVR aka Guam State Rehabilitation Council (SRC)	Three (3) Years			
Geraldine Aguon	DVR Representative	Rehabilitation Advisory Council for DVR aka Guam State Rehabilitation Council (SRC)	Three (3) Years			

Rita Sotomayor	DVR Administrative Services Officer	Rehabilitation Advisory Council for DVR aka Guam State Rehabilitation Council (SRC)	Three (3) Years			
Benito Servino	Acting DVR Administrator	Rehabilitation Advisory Council for DVR aka Guam State Rehabilitation Council (SRC)	Three (3) Years			

17 GCA § 41204. Guam's State Rehabilitation Council has been created pursuant to Section 101 (a) (35) and Section 105 of the Rehabilitation Act of 1973, as amended by the Rehabilitation Act Amendment of 1998. The Administrator will submit nominations for membership of RAC for approval by the Governor and shall be composed of the representatives specified in the Vocational Rehabilitation Act, as amended. The members shall include: at least one (1) representative of the Statewide Council on Independent Living which representative may be the Chairperson; at least one (1) representative of a parent training and information center; at least one (1) representative of the Client Assistance Program; at least one (1) vocational rehabilitation counselor with knowledge of and experience with vocational rehabilitation programs, who shall serve as ex-officio, nonvoting member if employed by the Division of Vocational Rehabilitation (DVR); at least one (1) representative of community rehabilitation program service providers; at least four (4) representatives of business, industry, and labor; representatives of disability advocacy groups representing a cross section of individuals with physical, cognitive, sensory and mental disabilities, and parents, family members, guardians, advocates or authorized representatives of individuals with disabilities who have difficulty in representing themselves or are unable due to their disabilities to represent themselves; current or former applicants for, or recipients of, vocational rehabilitation services; and the Administrator of DVR, who shall be ex-officio nonvoting member. Each member of the RAC shall serve a three-year term but may not serve more than two (2) consecutive full terms. Terms shall be staggered.

REVEREND DR. MARTIN LUTHER KING, JR. HUMAN & CIVIL RIGHTS COMMISSION

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
	Member	Reverend Dr. Martin Luther King, Jr. Human & Civil Rights Commission				Appointments: Governor - 14 & Speaker - 3

1 GCA § 2301: Seventeen (17) members - fourteen (14) appt'd by the Governor and three (3) members appointed by the Speaker of the Legislature. Fourteen (14) appt'd by Gov includes - one (1) Executive Director, two (2) from the military community, one (1) from the business community, one (1) from the Guam interfaith Committee, three (3) representing education, one (1) each from private, public and military educational institutions, one (1) from the Consular Corps, one (1) member of the Mayor's Council of Guam designated by the President of the Council, who may select himself, one (1) member of the Guam Youth Congress designated by teh Speaker of the Youth Congress, who may select himself; one (1) of the Civil Service Commission, one (1) from the Judiciary System, and one (1) member of the Guam Chamber of Commerce, designated by the Chairman of the Chamber, who may select himself.

The Speaker's appointees are one (1) member of the minority and two (2) members of the majority who shall be designated by the Speaker who may appoint himself. Commission appointees must have lived on Guam for at least one (1) year and must be committeed to promoting the ideas and vision of the Reverend Dr. King, Jr. as well as human and civil rights in Guam. Members of the Commission shall serve a three (3) year term. Any vacancies occurring with any three (3) year term shall be fill by nomination by two-thirds (2/3) vote of the remaining Commission members and approved by Governor.

SAFETY REVIEW BOARD

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
		Safety Review Board				

10 GCA § 87117 - Five (5) Members appt'd. by Gov. with Legis. Consent - one (1) with experience in representing accident victims, one (1) attorney with experience in representing insruance companies in accident cases, one (1) employee of a line department, one (1) employee of an autonomous agency, one (1) medical practicioner.

SERVE GUAM COMMISSION

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Peggy Denney	Community-based Agency/Org	Serve Guam Commission	Three (3) Years Feb 25, 2018 - Feb 24, 2021			
Mayor Melissa Savares	GovGuam (NV)	Serve Guam Commission	Three (3) Years Feb 25, 2018 - Feb 24, 2021			
Dr. Carmen Garrido	DOE Sup or Designee	Serve Guam Commission	Three (3) Years Feb 25, 2018 - Feb 24, 2021			
Peter Barcinas	Rep of local Gov't	Serve Guam Commission	Three (3) Years Feb 25, 2018 - Feb 24, 2021			
Viola Cruz	GovGuam (NV)	Serve Guam Commission	Three (3) Years Feb 25, 2018 - Feb 24, 2021			
Gerard Limtiaco	GovGuam (NV)	Serve Guam Commission	Three (3) Years Feb 25, 2018 - Feb 24, 2021			
Arthur U San Agustin	GovGuam (NV)	Serve Guam Commission	Three (3) Years Feb 25, 2018 - Feb 24, 2021			
JoAnnalyn Fullerton	Local Labor Org	Serve Guam Commission	Three (3) Years Feb 25, 2018 - Feb 24, 2021			
Annie Makepeace	Rep of Business	Serve Guam Commission	Three (3) Years Feb 25, 2018 - Feb 24, 2021			
Cynthia Toves	Community	Serve Guam Commission	Three (3) Years Feb 25, 2018 - Feb 24, 2021			
Francisco Lujan	Community	Serve Guam Commission	Three (3) Years Feb 25, 2018 - Feb 24, 2021			
Frank Scharff	Community	Serve Guam Commission	Three (3) Years Feb 25, 2018 - Feb 24, 2021			
Femi Bajomo	Community	Serve Guam Commission	Three (3) Years Feb 25, 2018 - Feb 24, 2021			
Laura Gombar	Age 16-25 participant or supvsr - srvc prog - school age youth	Serve Guam Commission	Three (3) Years Feb 25, 2018 - Feb 24, 2021			
Alicia Aguon	Rep of Nat'l Srv Prog (Habitat for Humanity)	Serve Guam Commission	Three (3) Years Feb 25, 2018 - Feb 24, 2021			
Dr. Julia Ulloa-Heath	GovGuam	Serve Guam Commission	Three (3) Years Feb 25, 2018 - Feb 24, 2021			

Margrit Atalig, RN	Community	Serve Guam Commission	Three (3) Years Feb 25, 2018 - Feb 24, 2021			
Candice Ananich	Community	Serve Guam Commission	Three (3) Years Feb 25, 2018 - Feb 24, 2021			
Jessica Lizama	Community	Serve Guam Commission	Three (3) Years Feb 25, 2018 - Feb 24, 2021			
Derrick Ariyoshi	Ex-Officio (NV) State of HI Prog Dir, CNCS	Serve Guam Commission				

45 C.F.R. 2550.50 and Executive Order 2015-05. Governor must appoint 15 to 25 members to renewable three -year terms except that initially the Governor must appoint a third of the members to one-year terms and another third of the members to two-year terms. 1 representative of community-based agency or organization, 1 head of Department of Education or his/her designee, president of mayor's council or designee, 1 representative of local labor organization, 1 representative of a locall owned business, 1 individual between the ages of 16 and 25, inclusive, who is a participant or supervisor of a service program for school-age youth, or a campus-based or national service program, 1 representative of a national service program, 1 individual with expertise in the educational, training, and development needs of youth, particulary disadvantaged youth, 1 individual with experience in promoting the involvment of older adults (age 55 and older) in service and volunteerism, 1 representative fo the volunteer sector.

To the extent possible, the Governor shall ensure that membership of the Commission is balanced with respect to race, ethnicity, age, gender, and disability characteristics. Not more that fifty percent (50%) plus one (1) of the members of the Commission may be from the same political party. In addition, the number of voting members of the Commission who are officers or employees of the government may not exceed twenth-five percent (25%) of the total membership of the Commission.

SURVEY BOARD

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
		Survey Board				

UNIVERSITY OF GUAM BOARD OF REGENTS

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Jerold W. Filush	Member	University of Guam Board of Regents	Six (6) Years To serve the remainder of the unexpired term of Joaquin S. Santos, Jr., from May 1, 2015 to April 30, 2021	Apr 27, 2017 to Apr 30, 2021		
Liza J. Provido	Member	University of Guam Board of Regents	Six (6) years From date of confirmation plus six (6) years	Sep 29, 2017 to Sep 28, 2023		
Annie Fay Camacho	Student Regent Member	University of Guam Board of Regents		Jun 21, 2018 to May 4, 2020		

Sandra H. McKeever	Member	University of Guam Board of Regents	Six (6) years From date of confirmation plus six (6) years	Jul 18, 2018 to Jul 17, 2024		
Mari Flor Herrero	Member	University of Guam Board of Regents	Six (6) years From date of confirmation plus six (6) years	May 9, 2014 to May 8, 2020		
Christopher T. Felix	Chairperson	University of Guam Board of Regents	Six (6) years From date of confirmation plus six (6) years	Nov 27, 2013 to Nov 26, 2019		
Jillette T. Leon Guerrero	Vice Chairperson	University of Guam Board of Regents	Six (6) years From date of confirmation plus six (6) years	Dec 11, 2012 to Dec 10, 2018		
Elvin Y. Chiang	Treasurer	University of Guam Board of Regents	Six (6) years From date of confirmation plus six (6) years	Aug 18, 2014 to Aug 17, 2020		
Dr. Hyo Sang Ji	Member	University of Guam Board of Regents	Six (6) years From date of confirmation plus six (6) years	Jan 20, 2016 to Jan 19, 2022		
Michael A. Tougher, III	Member	University of Guam Board of Regents	Six (6) years From date of confirmation plus six (6) years	Pending Public Hearing and Confirmation		

16 GCA §§ 16104, 16104.3 - Nine (9) members appt'd. by Gov. with Legis. Consent- one (1) student and one (1) alumni of UOG, US Citiizen/Permanent Resident and living on Guam at least three (3) years prior to appointment; no govguam employee or UOG employee

VETERANS CEMETERY TASK FORCE

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
VACANT		Veterans Cemetery Task Force				

Public Law 18-19: Nine (9) members appt'd by the Gov (from nominees submitted to him) with Legis consent for three (3) year terms, all shall be veterans of the US Armed Services, Guam Armed Forces veterans organizations may nominate not less than six (6) people of which three (3) shall be appointed. Commissioner's Council may nominate not less than four (4) of which two (2) shall be appointed. Guam Armed Forces retirees organization may nominate not less than six (6) of which three (3) shall be appointed, Guam Veterans Office may nominate not less than two (2) of which one (1) shall be appointed.

WESTERN INTERSTATE COMMISSION FOR HIGHER EDUCATION (WICHE)

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS

VACANT		WICHE				

Public Law 33-216: authorized Governor to transfer money from any general fund appropriation to fund the annual dues for the Western Interstate Commission. The 32nd Guam Legislature passed on February 1, 2014 Res. 234-32 (COR) relative to supporting Guam's application for membership in the Western Interstate Commission for Higher Education. They unanimously adopted Res 234-32 (COR) resolved to the people of Guam's support to become active members of WICHE. Member states will be able to benefit by providing student access to the Western Undergraduate Exchange (WUE) Program. The WUE Program provides a reduced tuition at no more than 150% of the resident tuition rate at over 150 participating two-and four- year public institutions to all residents of member states. As a WICHE member, our community will have a ccess to the following Student Exchange Programs: the Western Undergraduate Exchange (WUE), the Western Regional Graduate Program (WRGP), the Professional Student Exchange (PSEP) and WICHE Internet Course Exchange (WICHE ICE).

WORKERS COMPENSATION COMMISSION

APPOINTEE	POSITION	AGENCY	TERM LENGTH	DATE CONFIRMED	POTENTIAL REPLACEMENT	COMMENTS
Mayor Doris F. Lujan	MCOG	Workers Compensation Commission				
Dr. Annette David	Dr. (GMS)	Workers Compensation Commission				
Cynthia V Ecube	Atty. (GBA)	Workers Compensation Commission				
VACANT	Public Accountant	Workers Compensation Commission				
Margaret Cruz	GovGuam Employee	Workers Compensation Commission				
Sanjay Sharma	Labor Union	Workers Compensation Commission				
Sam Mabini	Commissioner	Workers Compensation Commission				

22 GCA § 9141 - Six (6) members appt'd by the Governor - one (1) member appt'd from the Mayor's Council; one (1) member appt'd from a list of three (3) medical doctors recommended by the Guam Medical Society; one (1) member appt'd from a list of three (3) attorneys recommended by the Guam Bar Association; one (1) member appt'd from a list of three (3) Certified Public Accountants recommended by the Guam Society of Public Accountants; one (1) government of Guam employee; and one (1) member of a labor union.