

GUAM
VISION 2001

GUAM VISION 2001

Task Force: GOALS 2000 PANEL/EDUCATION

Co-Chairs: Art De Oro
Vince Merfalen

Sub-Committees: Governance, Accountability, and Management
Standards
Education Technology
School-To-Work, Voc-Ed, and Drop-Out
Parental and Community Involvement
Systemwide Reform
Timeliness and Monitoring

Long Term Objectives:

Preliminary issues for each Subcommittee and long term objectives are presently being developed.

GUAM EDUCATION GOALS 2000 VISION 2001 EDUCATION TASK FORCE

STATUS REPORT FEBRUARY 16, 1996



Bureau of Planning

"A dynamic and comprehensive system of education dedicated to the pursuit of excellence for all island students."

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GOALS 2000 Panel/Vision 2001 Education Task Force

VISION

**A DYNAMIC AND COMPREHENSIVE SYSTEM OF EDUCATION
DEDICATED TO THE PURSUIT OF EXCELLENCE FOR ALL ISLAND
STUDENTS.**

MISSION

The Goals 2000 Panel/Vision 2001 Education Task Force will serve as the executive council for education reform for Guam in order to establish a quality public school system.

GOALS

By the year 2001:

- 1. Every school on Guam will be free of drugs, alcohol, violence and firearms, and will offer a disciplined learning environment.**
- 2. Every school will develop family and community partnerships that will increase parental involvement and participation in promoting the social, cultural, emotional and academic growth of children.**
- 3. High school graduation rates will increase to 90%. All students will possess the knowledge and skills necessary to compete in the global economy and exercise the rights and responsibilities of citizenship.**
- 4. Every child will be guaranteed equal opportunities to reach their full educational potential.**
- 5. Guam's public schools will develop a system for continuous quality assurance, including appropriate program assessment and required professional development and training for all teachers, staff and administrators.**

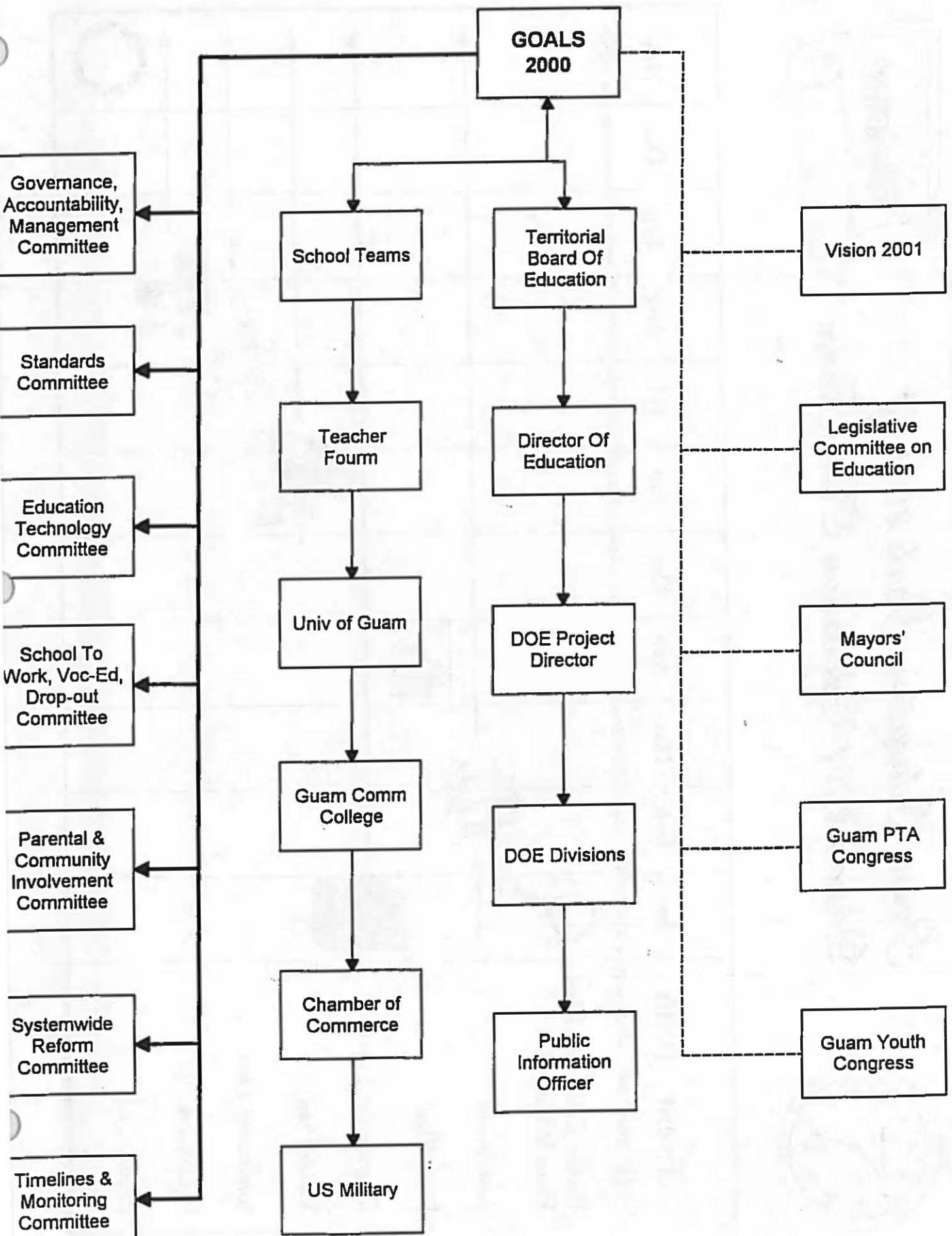
STATUS REPORT

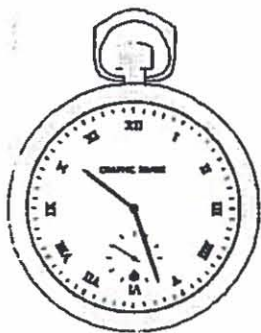
February 16, 1996

- We are merging efforts of the Department of Education divisions and the Goals 2000 committees.
- Panel meetings continue every two weeks on Saturdays from 9:00 a.m. -11:00 a.m.
- Panel membership was recently updated, with newly appointed members by Governor Gutierrez. There are 3 vacancies awaiting appointment by the Director of Education.
- The second year planning grant application for Goals 2000 is currently being developed. The estimated submission to U.S. DOE is the 1st week of March, 1996.
- Goals 2000 awarded three schools \$7,000 subgrants for school improvement projects. The three schools and their programs are:
 - ⇒ The "Northern Coalition", made up of schools and the community (under the leadership of Yigo Mayor Eddie Artero) from Upi Elementary, Yigo Elementary, F.B. Leon Guerrero Middle School, and Simon Sanchez High School, sponsored a "Families and Schools Working Together (FAST) Workshop on Saturday, February 3, 1996, at Simon Sanchez High School. The objective of the workshop was to increase parental involvement in schools, and included a week-long "training-the-trainers" workshop of school teams from all schools on Guam.
 - ⇒ Dededo Middle School completed its first session of the "Roadrunners After School Challenge on Education" (RACE) on February 8, 1996. The 28-hour program is designed to help at-risk students improve learning skills in math, science, social studies, and reading.
 - ⇒ M.U. Lujan Elementary School bought student planners for every student to use as a tool to improve communication between parents and teachers, and to help children become more organized and improve completion of homework assignments.
- The final education reform plan is scheduled for implementation during School Year (SY) 1996-1997. Future changes to the plan will be accomplished through built-in mechanisms and continuous improvement.

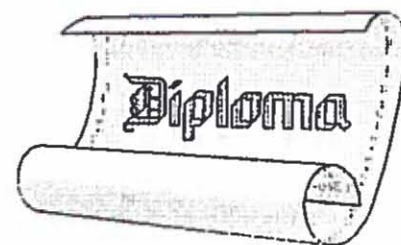
RESOURCES NEEDED

Request one person be assigned for full-time administrative support. The Goals 2000 Panel is a volunteer organization and the administrative requirements are backlogged and hampering our effectiveness. The person assigned will file correspondences, take minutes at meetings, prepare fax and other correspondences, schedule meetings and organize committee and task force reports.





Guam Education Goals 2000 & Vision 2001 Education Task Force



Event 1996	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Review Current Reform Plans & Initiatives											
Assessment											
Draft Plan											
Community Input											
Revise Plan											
Implement Plan											
School Year 97											
Repeat Cycle											



"Northern Coalition" Tackles Parental Involvement Goal

By Lou Boyd

With their team assembled and leaders poised, the northern coalition is set to score big in sponsoring the "Families and Schools Together" workshop on Saturday, February 3, 1996.

The northern coalition, under the chairmanship of Yigo Mayor Eddie Artero, is made up of the northern schools of Upi Elementary School, Yigo Elementary School, F.B. Leon Guerrero Middle School, and Simon Sanchez High School.

The event is being sponsored in part through a grant from Goals 2000.

During the week of January 29 through February 2, teams of school administrators, teachers, parents, students and community members from all schools on the island are participating in an intensive trainers workshop.

The Families and Schools Together program focuses on skills to help children succeed in school. Parents are taught how to recognize the different learning styles, and gives them the tools to deal with each child individually.

On Saturday, February 3rd, the workshop will run from 8:00 a.m. to 2:30 p.m.

Registration begins at 7:30 a.m., and there will be free baby-sitting service. A continental breakfast and lunch will also be served.

The organizing committee has been working hard during the last few months to make the workshop's a success.

In keeping with the spirit of Goals 2000, the workshop supports Goal 8 of the Goals 2000 national goals, in which "Every school will promote partnerships that will increase parental involvement and participation in promoting the social, emotional and academic growth of children."



Maria Teehan (right) is pictured with U.S. Secretary of Education, Richard Riley, during a recent Goals 2000 Teacher Forum Conference in Washington, D.C. Maria is working on organizing a teacher forum on Guam.

Guam Teacher Forum Planned...

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Student Planner Helps Parents And Teachers

By Mishelle Cruz Patty

The M.U. Lujan Elementary School "Student Planner" is a huge success. M.U. Lujan implemented the student planner at the beginning of the 1995-1996 school year after receiving a \$7,000 sub-grant from Goals 2000.

The student planner has been beneficial and useful to students, parents, and teachers. According to the second grade teachers, "The planner helps children become more organized and teaches responsibility. There is more communication with parents and it enables teachers to build a better relationship with parents."

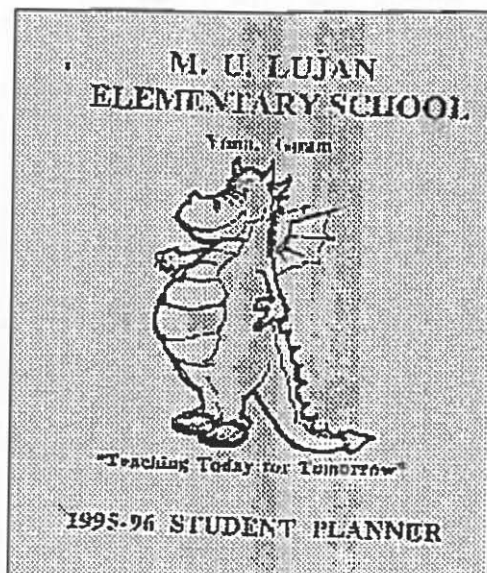
Teachers use the planner to communicate with parents and to give students their daily and weekly homework assignments. "The planner helps them to be more organized", says Cluadia Bittlingmaier, fifth grade teacher.

Students are responsible for writing their daily and weekly assignments and having parents sign and check the homework. They also write important reminders about school events such as: Parent-Teacher Conferences, PTO Meetings, and other important events happening within the school.

"It helps keep the parents involved", according to Susan Perry, second grade teacher. The student planner also includes a weekly calendar, a multiplication table, U.S. map, Guam map, and other useful information for students to utilize.

"It has a lot of good information", said Mike Carbullido, fifth grade teacher. The student planner is an instrument used as a means of communication to keep parents informed of events in the classroom and school.

It also provides immediate



feedback to the parents of their child's performance and progress. M.U. Lujan will continue to use the student planner when it pilots year round education this next school year.

Students Give Planners "Two Thumbs Up"...

Cyandra Jan 11, 1996

I like my Student planner because it tells me what my home work I am doing. I really like my Planner.



Cyandra Shimizu - 2nd Grade

I like my Planner because it reminds me what I need to do. Genevieve 1-11-96



Genevieve DeJesus - 2nd Grade

JFK High School Student Wins Logo Contest

By K. Rymer

JFK High School art student Ramil Rasco's entry was chosen as the Goals 2000 official logo. The winning entry was judged the winner among twenty-seven student entries from all of Guam's public high schools.

Each of the students was asked to submit a logo based on their perception of what education on Guam would be like in the year 2000. They were also asked to submit an explanation of what their logo meant.

Rasco's comments about his entry, are, "Education in the year 2000 will be more improved. We will have better maintained schools and more parents and students involved in education so there will be less violence. The schools may be equipped with computers so

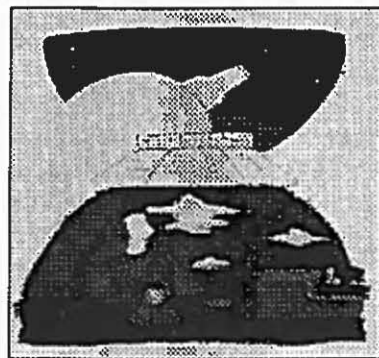


Ramil Rasco's winning logo.

students will be able to understand the lesson easily and more students will graduate in the year 2000.

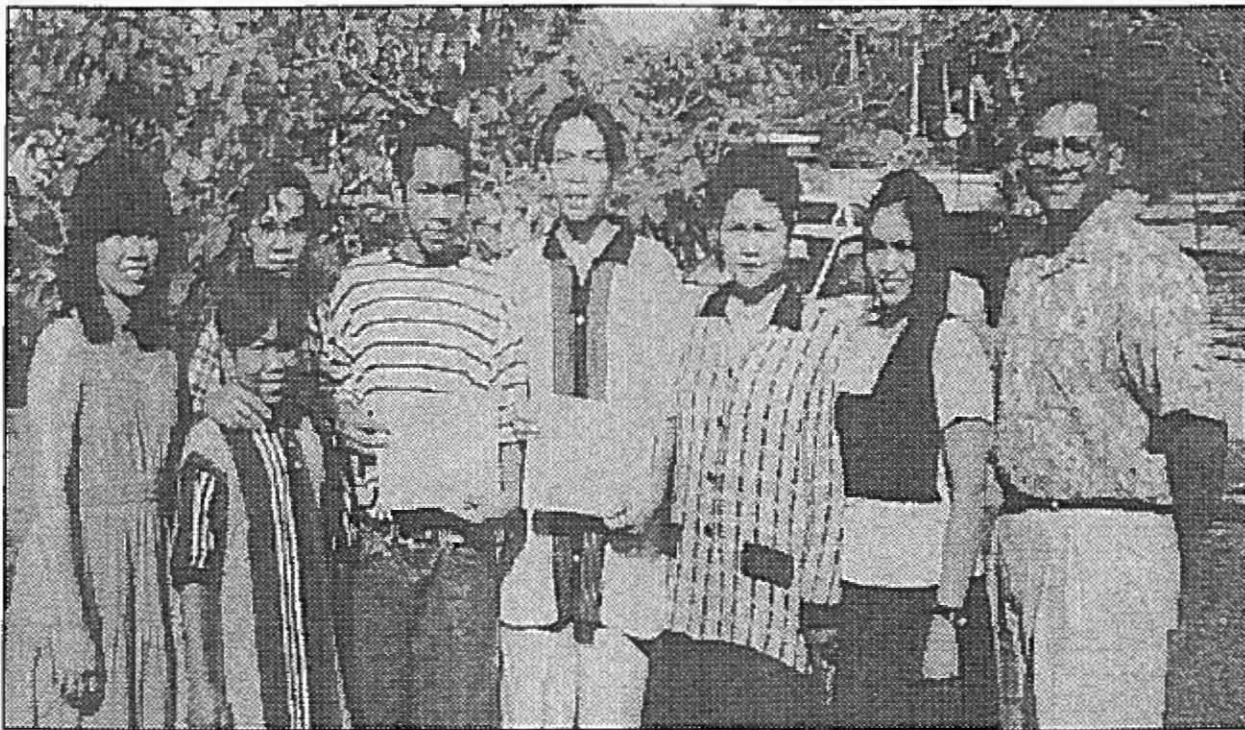
Second place went to another JFK student. Angelo Bumagat's entry came in a close second. When asked about his work, he said, "The reason why I did my painting this way is to show goals. The shape of the painting; the latte stone is to symbolize Guam.

The man experimenting shows how most people will learn how to do stuff in the future; hands on experience. the buildings on water symbolize the community in the future and last, the telescope tells people to look to the stars and reach your goals. That's why its on top."



Angelo Bumagat's 2nd place logo.

Logo Contest Winners Honored...



Ramil Rasco and Angelo Bumagat were recently honored at the Goals 2000 Panel Meeting on January 27, 1996. They each received a Certificate of Appreciation, and art supplies totalling \$200, donated by Congressman Robert Underwood. Goals 2000 also presented a \$500 prize for art supplies to the JFK High School art teacher, Mrs. Karen Howe. Pictured from left to right are Howe, Michael Bumagat, Mrs. Mercedes Bumagat, Angelo Bumagat, Ramil Rasco, Mrs. Fina Rasco-Gener, Rochelle Rasco, and Art De Oro, Goals 2000 Co-Chair.

New Panel Members Appointed

By Art De Oro

There are new appointments to the Goals 2000 Panel. The newly appointed members join the other panel members as they work to complete Guam's educational improvement plan.

The panel's work also includes drafting the very important provisions for the Governor's "Vision 2001" plan for education.

The new members are as follows:

Dr. David Shimizu-UOG-higher education

Randy Coffman, home schooling,

Asumayo School, school-to-work

Dr. Katherine Aguon, higher education, former education administrator

Ann Marie Sablan, language teacher, Chamorro Language Commission

Freddie Van Doo, business community

David Sablan, visitor industry education

Ed Fortier, youth rehabilitation

Anita Sukola, former teacher, education administrator

Ana San Nicolas, former teacher, principal, and administrator

Elizabeth P. Arriola, former Senator, educator

Mary Louise Wheeler, attorney and former psychologist working in special education, Governor's Representative

There are still a few vacant positions in the panel. Applications are available at the Research, Planning, and Evaluation Division, Department of Education. Deadline for submitting applications is Friday, February 16, 1996.

Dededo Middle School Sponsors RACE

By Emy Ilao

The Goals 2000 sponsored Dededo Middle School, Roadrunners After-School Challenge on Education (RACE) program will complete its first session on Thursday, February 8, 1996.

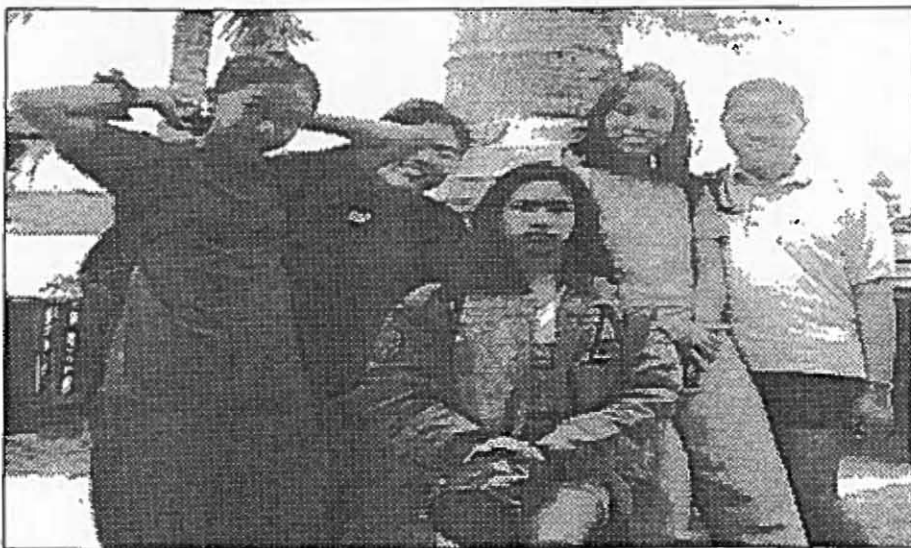
The 28-hour program is designed to improve learning skills in math, science, social studies, and reading. However, the program also gives students the opportunity to listen and learn from different resource persons from the community.

Guest speakers for the first session included Senator Ben Pangelinan, Mr. William Smith, Naval Investigative Service, and Kathy Guiao, Sanctuary, Inc.

The program also gave student leaders from the National Junior Honor Society, Student Body Association, and Future Teachers of America the opportunity to assist the participants as Peer Tutors.

RACE students also had the opportunity to have fun during field trips to Gee Ago, the UOG Planetarium, and the Agana Museum.

Seventh grader, Jessica Bermudes says this about the RACE program, "I



FLY GIRLS!!! RACE Peer Tutors relax during a trip to Gef Pago. Pictured from left to right are, April Calina, Yon Kim, Angelica Garrido, Ehrine Manzana, and Catherine Ignacio

like RACE because it helps me on subjects that are hard."

Melanie Alik, 8th grade, sums up her experience for the group, "In my opinion the RACE program was a big success. Everyone participated fairly well. The students in my class were all cooperative and I think they learned a lot. Every day was a new experience which was always fun", said Melanie.

GOAL LINE...

is a publication of the Goals 2000 Panel. Questions, concerns, input, and corrections should be directed to the editors of

GOALINE

Art De Oro and Maria Teehan.

The phone numbers for

GOALS 2000 are

475-0512-4, fax 477-3047.

GUAM VISION 2001

Task Force: **HEALTH CARE**

Co-Chairs: **Margaret Van Meter**
Helen Ripple

Sub-Committees: **Hospital Improvement**
Quality, Prevention and Health Education
Guaranteed Access To Healthcare
Improved Working Environment

Long Term Objectives:

- (A) Privatize Guam Memorial Hospital.**
- (B) Select diabetes and cardiac disease for islandwide coordinated campaign with a focus on measurement, education and prevention.**
- (C) Department of Public Health and Social Services (DPHSS) to be the coordinating body mandating measurement reporting and orchestrating island efforts.**
- (D) Insure/privatize the Medically Indigent Program (MIP) population.**
- (E) Encourage uninsured population to become insured.**
- (F) Provide malpractice insurance.**

Governor's Vision 2001 Taskforce on Health Care

**Saturday, January 20, 1996
9:00 A.M. - 12:00 P.M.
Hyatt Regency Hotel
Santa Rita Room**

MINUTES

I. Call to Order

Meeting was called to order at 9:30 a.m. by chairperson Margaret Van Meter.

II. Roll Call

Present: Margaret Van Meter, Helen Ripple, Senator Lou Leon Guerrero, Merle Ryland, Chuck Crisostomo, Dr. Dennis Irwin, Frank Campillo, Peter Leon Guerrero, Dr. Alex Chenet (for Dr. Richard Gomez), Mark Eaton, Dr. Wes Youngberg, Stacey Yatar

Absent: Dr. Vincent Duenas, Frank Rosario, Dr. Richard Gomez, Don Davis, Bureau of Planning

III. Review Vision Taskforce Charter

Margaret gave a brief background about the "birth" of the taskforce and the work that was completed since the last time they met. Also mentioned was the work that lay ahead.

A 30 minute video presentation of the Governor's Vision speech was shown.

IV. Taskforce on Health Care

1. **Purpose:** To complete implementation plan and create a focused community effort towards carrying it out.
2. **Responsibility:** To communicate progress to the Governor, the Legislature and the community. To bring additional resources where and when needed.
3. **Empowerment:** The Governor has empowered the taskforce to do the "right things" to resolve issues and achieve the vision. We are to move forward and MAKE it happen.

V. Health Care Vision Document

Taskforce members were provided with the Health Care Vision document submitted to the Governor. The document outlined all the issues discussed and agreed upon by taskforce members during the initial meetings. A copy of the survey instrument used to conduct research for the taskforce was also included.

VI. Key Goals and Strategies of Taskforce

Proposed goals and strategies for the taskforce to accomplish were presented. It was noted that it will be up to the individual working groups to decide what strategies will be used to better achieve each goal.

Goals were rearranged and prioritized: 1) Hospital Improvement, 2) Quality, Prevention, Health Education, 3) Guaranteed Access for All, 4) Improve Physician Working Environment. (See attached listing of Key Goals & Strategies.)

VII. Taskforce Structure

1. **Taskforce Meetings:** The group will meet on a monthly basis. It was suggested that future meetings be held on weekdays after working hours.
2. **Working Groups:** Four working groups were established to tackle the top challenges facing health care today. Each group will be comprised of a chair and co-chair and no more than ten members. (See attachment.)
3. **Member Requirements:** Performance expectations of working group chairpersons and members were defined.
4. **Progress Report on work done to date:** Margaret reported that Senator L.G. agreed to have her Blue Ribbon Committee, established to address the issue of the MIP, serve as the working group for Goal 3. Margaret also reported that she is bringing one of FHP's corporate employees to Guam in February to assist the working group in defining "how to" package a hospital for sale, approach possible buyers and evaluate the GMH asset. This is a resource to educate the working group about possible future options.

VIII. Timeline for Implementation

Margaret presented the planning calendar provided by the Governor's office to all taskforce members. She noted that the Governor is expecting to receive final implementation plans by June 1 so that he may present the complete Strategic Plan on June 12 at the Chamber of Commerce Annual Economic Meeting.

There was discussion as to who would "implement" as opposed to "plan the implementation." This needs clarification. Some felt that a government employee would be given the responsibility of actual implementation. Margaret stated that she believed the taskforce was

expected to lead the actual implementation. There was confusion. It was agreed that the individual who will be tasked with implementation should be present in the working group. Margaret will seek clarification from the Governor's office.

In order to keep the Governor's office looped in during the planning process, Senator L.G. suggested that we find out to whom on the Governor's management team our taskforce reports. She felt it would be to our advantage to have that person present at taskforce meetings so that he or she will understand the who, what, where, when and why of the final implementation plan.

IX. Adjournment

The meeting was adjourned at 11:50 a.m.

Governor's Vision 2001 Taskforce on Health Care

**Saturday, January 20, 1996
9:00 A.M. - 12:00 P.M.
Hyatt Regency Hotel
Santa Rita Room**

KEY GOALS AND STRATEGIES

- 1. To create a hospital that the people of Guam trust.**
 - A. Privatize GMH.
 - B. _____

- 2. To create a focused effort towards preventive health care, measurable quality health care and health education on Guam.**
 - A. Select diabetes and cardiac disease for islandwide coordinated campaign with a focus on measurement, education and prevention.
 - B. DPHSS to be the coordinating body mandating measurement reporting and orchestrating island efforts.
 - C. _____

- 3. To guarantee access to health care for all of Guam's residents.**
 - A. Insure/privatize the MIP population.
 - B. Encourage uninsured population to become insured.
 - C. _____

- 4. To improve the working environment for physicians on Guam.**
 - A. Provide malpractice insurance.
 - B. _____

**Governor's Vision 2001
Taskforce on Health Care
Implementation Working Groups**

Working Group	Chairperson	Members*	Preliminary Ideas for Action
Goal 1 Improve hospital (Privatization)	Margaret Van Meter Helen Ripple	Senator Lou L.G. Atty. Bill Williams Dr. Vince Duenas (TDC) Frank Rosario (GMHP) Frank Campillo (Moylan's) Dr. Mike Cruz (GMHA) Jesus Leon Guerrero Gov.'s Mgmt. Team Member	* John Kao, consultant, provide guidance * Seek enabling legislation * Transition govt. workers to private sector * Group should define the process * Seek GMHA Board's resolution of support
Goal 2 Quality, prevention, health ed.	Chuck Crisostomo Dr. Wes Youngberg	Dr. Richard Weiss (FHP) Clarissa G-Alvarez (FHP) James Rarick (CDC) Louis Martinez (DOE) Bureau of Planning Representative Gov.'s Mgmt. Team Member Legislative Representative	* Educate PCP about early intervention * All insurers cover health education * Form working group w/specific measurable action items * Focus on diabetes & cardiac disease
Goal 3 Guarantee access to all (MIP)	Senator Lou Leon Guerrero Senator Ben Pangelinan	(Blue Ribbon Committee) Senator Francis Santos John Leon Guerrero (DPHSS) Frank Campillo (Moylan's) Frank Rosario (GMHP) Don Davis (Staywell) Joe Husslein (FHP) Jesse Catahay (Lou's office) President-Pharmacy Assoc. President-Medical Society	* Guarantee access to all * Insure Medicaid Program (Arizona example) * Check with Dr. Mabel Chen who heads the program in Arizona and used to be with DPHSS on Guam
Goal 4 Improve working environment (Malpractice)	physician-driven (yet to be decided)	Peter Leon Guerrero Margaret Van Meter Dr. Richard Gomez Senator Liz B-Anderson Vince Duenas Fred Horecky	* Need more physicians - Quantify * Look into licensing obstacles * Physician compensation issues * Legislative reform on malpractice risk

* Members in these working groups were proposed at the meeting. We still must seek their commitment and/or willingness to participate. Therefore, membership is subject to change.

GUAM VISION 2001

Task Force: PUBLIC SAFETY

Co-Chairs: Earl C. Aguigui
Adolpho B. Palacios

Sub-Committees: None

Long Term Objectives:

- (A) Construct four (4) new firehouses and rescue stations throughout the island.
- (B) Upgrade firefighting equipment.
- (C) Train all GFD personnel to meet or exceed the prescribed standards of the National Fire Protection Association's (NFPA) PERSONNEL QUALIFICATION STANDARDS.
- (D) Develop an All-Hazards Emergency Training and Exercise Program.
- (E) Establish a HazMat or hazardous materials team to cope with environmental hazards.
- (F) Establish an island-wide telephone utilized alerting system.
- (G) Develop an All-Hazards Emergency Training and Exercise Program
- (H) Establish an Emergency Response Team
- (I) Develop community-oriented crime prevention and awareness programs that are based in the workplace, schools and villages

TASK FORCE: PUBLIC SAFETYLONG-TERM OBJECTIVE: Construct four (4) new firehouses and rescue stations throughout the island.

RESULTS	TIMETABLE	RESOURCES	ACCOUNTABILITY	FEEDBACK MECHANISM
1. Determine strategic locations for firehouses and rescue stations -ASTUMBO DEDEDO (Engine company, tanker, medic and rescue units) -HARMON RT. 1 & 16a (To relocate existing Dededo engine company and medic unit) -AGANA BOAT BASIN (New rescue station for Land and Sea Rescue Units) -MERIZO PIER (Land and Sea Rescue Units) -Inarajan PIER (Land and Sea Rescue Units)	Yr 1 Qtr 1	160 hrs.	GPD GFD	Reports of findings
2. Identify government land areas. General areas are: - Astumbo, Dededo (engine company, water tanker unit, medic unit, and rescue unit); -Harmon route 1 & 16a (relocation of existing Dededo engine company and medic unit.	Yr 1 Qtr 2	____ hrs.	GFD; DLM	Final report w/maps
3. Identify and plan to meet building criteria for structures. (If possible, one (1) building design for use on all four (4) firehouse structures)				
4. Bid for construction.				

TASK FORCE: PUBLIC SAFETY

LONG-TERM OBJECTIVE: Upgrade Firefighting equipment.

RESULTS	TIMETABLE	RESOURCES	ACCOUNTABILITY	FEEDBACK MECHANISM
1. Purchase six (6) new fire trucks (pumpers). -two (2) to allow for preventive maintenance of online fire trucks -three (3) for replacement -one (1) for the proposed Astumbo Fire Station -DETERMINE SPECIFICATIONS (based on NFPA standard) -DETERMINE FUNDS TO PURCHASE	Yr. 1 Qtr. 3 Yr. 2 Qtr. 3 Yr. 3 Qtr. 1 Yr. 1, 2, 3 Yr. 1, 2, 3,		GFD; GSA GFD; GSA GFD; GSA GFD; GSA GFD	Apparatuses received Apparatuses received Apparatus received Apparatus specification Budget appropriation
2. Establish two (2) hose companies. (to supply hoses to engine companies at a working fire) -one (1) for Northern District -one (1) for Southern District -DETERMINE SPECIFICATIONS (BASED ON NFPA STANDARD) -DETERMINE FUNDS	Yr. 3		GFD; GSA	Fire apparatuses received
3. Purchase three (3) 5,000 gallon tankers. (one for replacement of existing tanker, one (1) for Astumbo fire station, and one for ready reserve to allow for preventive maintenance				Fire apparatuses received
4. Purchase four (4) Ambulances	Yr. 4			Ambulances received

1996-02-15 15:12

671 477 4285 HAF A ADA1 GUM FIRE DEPARTMENT 007 P03

P03
TO: 671 477 1812

FEB 13 '96 09:55 RELACIOS

TASK FORCE: PUBLIC SAFETY

LONG-TERM OBJECTIVE: Train all GFD personnel to meet or exceed the prescribed standards of the National Fire Protection Association's (NFPA) PERSONNEL QUALIFICATIONS STANDARDS.

RESULTS	TIMETABLE	RESOURCES	ACCOUNTABILITY	FEEDBACK MECHANISM
Adopt the NFPA's Personnel Qualification standards for all ranks of the GFD.	Yr 1 Qtr 1		GFD	GFD's official sanction of NFPA standards.
Develop, model or adopt qualification standards for land and sea rescue personnel.			GFD	GFD sanction of Qualifications Standards.
Develop personnel qualification certification system for each GFD rank. -CERTIFICATE SHALL ATTEST PERSONNEL PROMOTABILITY FOR NEXT RANK. A REQUIREMENT BEFORE ONE CAN BE PROMOTED TO THE RANK IN WHICH CERTIFIED. -CERTIFICATION SHALL ENTAIL WRITTEN AND PRACTICAL (if applicable) EXAMINATIONS -CERTIFICATION EXAMINATIONS SHALL NOT BE GIVEN UNLESS PERSONNEL'S TRAINING JACKET REFLECTS REQUIRED PRACTICE SESSIONS OR INSTRUCTIONS FOR EACH CRITERION OF RESPECTIVE N.F.P.A. PERSONNEL QUALIFICATION STANDARD.				
Sustainable ongoing personnel training schedule as per NFPA.				

TASK FORCE: PUBLIC SAFETY

LONG-TERM OBJECTIVE: Train all GFD personnel to meet or exceed the prescribed standards of the National Fire Protection Association's (NFPA) PERSONNEL QUALIFICATIONS STANDARDS.

Establish GFD Personnel Qualification Certification Standing Committee. -LEGAL AND FORMAL ORGANIZATIONAL COMMITTEE SETUP -CLEAR LAYOUT OF COMMITTEE DUTIES AND RESPONSIBILITIES, AND TENURE -COMMITTEE RECOMMENDATIONS OR RESOLUTIONS SHOULD HAVE ADEQUATE FORCE ON FIRE CHIEF -USE OF NFPA STANDARDS AS BASES FOR DISPOSITIONS -STRICT REQUIREMENTS FOR COMMITTEE RECORDS AND REPORTS -COMMITTEE MEMBERSHIP MINIMUM QUALIFICATION REQUIREMENTS -knowledge -education -skill -experience				
Automate GFD Training Bureau -Determine software for tracking of personnel training -Determine type and obtain computer hardware -Train or staff Training Bureau with computer literate personnel			GFD	

TASK FORCE: PUBLIC SAFETYLONG-TERM OBJECTIVE: Train all GFD personnel to meet or exceed the prescribed standards of the National Fire Protection Association's (NFPA) PERSONNEL QUALIFICATIONS STANDARDS.

8. Establish an immediate and interim list of GFD certified instructors. -List should predominantly consist of officers. (Captains and above) -Seek to certify those most capable of meeting NFPA's certification requirements for instructors; i.e. those certified by NFA or other renown institutes.	Yr 1 Qtr 3		GFD	
9. Train and certify Battalion Chiefs and Captains to meet NFPA requirements for officers. Captains and above shall all be required as a condition of their respective rank to attain certification as an instructor. -CERTIFIED INSTRUCTORS SHALL BE REQUIRED TO GIVE A MINIMUM NUMBER OF INSTRUCTIONS A YEAR TO A MINIMUM NUMBER OF GFD PERSONNEL IN ORDER TO MAINTAIN RANK. -INSTRUCTORS NOT MEETING THE REQUIREMENTS OF THE ESTABLISHED MINIMUM INSTRUCTIONAL REQUIREMENTS WILL BE PUT THROUGH A PROBATIONARY STATUS ON THEIR RANKS.				
9. Civil Service Commission (CSC) and Department of Administration (DOA) clearances. -SEEK CSC AND DOA CLEARANCE AS NEEDED RELATIVE TO INSTRUCTIONAL REQUIREMENTS				

1996-02-15 15:14

671 477 4285 HAF A ADA1 GUAM FIRE DEPARTMENT 007 P06

TASK FORCE: PUBLIC SAFETYLONG-TERM OBJECTIVE: Establish a HazMat or hazardous materials team to cope with environmental hazards.

RESULTS	TIMETABLE	RESOURCES	ACCOUNTABILITY	FEEDBACK MECHANISM
1. Determine sufficient number of Hazardous Material Response Teams for Guam.	Yr 1 Qtr 1	160 hrs.	GFD CD/GESO	Reports of findings
2. Train response team to required HazMat response level to meet GFD's mandated responsibilities.			GFD	Certificate of Training.
3. Train Hazardous Material response personnel on their roles with respect to the Federal Urban Search and Rescue Team functions	Yr. 1	160 hrs.	GFD; CD/GESO	Certificate of Training
4. Ongoing personnel training schedule.				
5. Develop GFD procedures for personnel of all levels of HazMat response. -STRICT SCHEDULE OF PREVENTIVE EQUIPMENT MAINTENANCE				

LONG-TERM OBJECTIVE: Establish a HazMat or hazardous materials team to cope with environmental hazards.

6.	Establish GFD Hazardous Material Standing Committee. -LEGAL AND FORMAL ORGANIZATIONAL COMMITTEE SETUP -CLEAR LAYOUT OF COMMITTEE DUTIES AND RESPONSIBILITIES -COMMITTEE RECOMMENDATION OR RESOLUTIONS SHOULD HAVE ADEQUATE FORCE ON FIRE CHIEF -STRICT REQUIREMENTS FOR COMMITTEE RECORDS AND REPORTS				
7.	Public Notice of Uniform Fire Code (UFC), Article 80, Hazardous Materials provisions and requirements.			GFD, CD/GESO, EPA,	
8.	Determine HazMat vehicle design and specifications.	Yr 1 Qtr 2	160 hrs.	GFD, CD/GESO, GSA/DOA	Approved Specs.
9.	Purchase required (2 ea) HazMat Response Vehicles.				
10.	Determine appropriate HazMat software. (Software should satisfy reasonable information demands from other entities/players of HazMat emergency incidents. -APPLICATIONS SOFTWARE -EXPERT SOFTWARE -OTHER SOFTWARE				

LONG-TERM OBJECTIVE: Establish a HazMat or hazardous materials team to cope with environmental hazards.

11. Determine appropriate hardware equipment for use in HazMat Response Vehicle. -CELL PHONES -SEVERAL RESOURCE MANUALS -STAND ALONE COMPUTER -HIGH BPM MODEM(S) -GENERATOR -SURGE PROTECTOR AND LINE CONDITIONER				
12. Determine equipment and supplies needed. -VARIOUS CLASSES OF SUITS -VARIOUS CLASSES OF GLOVES AND FOOTWEAR -TEST EQUIPMENT (various kinds) -BREATHING APPARATUSES -RADIO COMMUNICATION HARDWARE -ABSORBENT MATERIALS -ADHESIVE TAPES				
13. Drills/Exercises	Quarterly			Drill report

Task Force: PUBLIC SAFETY

Long-Term Objective: To Develop an All-Hazards Emergency Training and Exercise Program

CD

TO: 671 477 1812

Key Results/Action Items	Time Table	Resources Needed	Accountability	Feedback Mechanism
Create a Public Safety Training Task Force	YR 1 QTR 1	20 HRS	CD/GESO	Consolidation of Training for Government of Guam
Develop a 5 year All-Hazards Training and Exercise Program	YR 1 QTR 4	100 HRS	CD/GESO	Long Range Training and Exercise Plan
Conduct Annual Exercises to Test Response Capabilities (Table-Top, Functional and Full-Scale)	YR 2 QTR 3	80 HRS	CD/GESO	Critique/Lessons Learned Feedback
Territory-wide Preparedness and Response Capability	YR 4 QTR 4	400 HRS	CD/GESO	Adequately trained Response Personnel

Long-Term Objective: ESTABLISH AN ISLAND-WIDE TELEPHONE UTILIZED ALL

6ESD

Key Results/Action Items	Time Frame	Resources Needed	Accor
Develop software capable of working with our existing telephone system	IR - JTR -	\$130,000	CD/CE50
Develop a plan to progressively achieve island-wide alerting capability	R 2 JR 2	\$ 50,000	CD/CE50
Test system using different scenarios	R 2 JR 4	- 0 -	CD/CE50
Island-wide telephone alerting capability	R 3 JR 1	303 HRS	CD/CE50

TO: 671 477 1812

FEB 10 '96 08:30 RALPH:IOS

Task Force: PUBLIC SAFETY

Long-Term Objective: To Develop an All-Hazards Emergency Training and Exercise Program

Key Results/Action Items	Time Table	Resources Needed	Accountability	Feedback Mechanism
Create a Public Safety Training Task Force	YR 1 QTR 1	20 HRS	CD/GESO	Consolidation of Training for Government of Guam
Develop a 5 year All-Hazards Training and Exercise Program	YR 1 QTR 4	100 HRS	CD/GESO	Long Range Training and Exercise Plan
Conduct Annual Exercises to Test Response Capabilities (Table-Top, Functional and Full-Scale)	YR 2 QTR 3	80 HRS	CD/GESO	Critique/Lessons Learned Feedback
Territory-wide Preparedness and Response Capability	YR 4 QTR 4	400 HRS	CD/GESO	Adequately trained Response Personnel

671 477 1812: # 2 / 2
SENT BY: CD / GESO
2-12-96 : 2:46PM : CIVIL DEFENSE/GESO-

Task Force:

PUBLIC SAFETY

Long-Term Objective: ESTABLISH AN ISLAND-WIDE TELEPHONE UTILIZED ALERTING SYSTEM

Key Results/Action Items	Time Table	Resources Needed	Accountability	Feedback Mechanism
1 Develop software capable of working with our existing telephone system	YR 1 QTR 1	\$100,000	CD/GESO	Workable Software
2 Develop a plan to progressively achieve island-wide alerting capability	YR 2 QTR 2	\$ 50,000	CD/GESO	Workable Plan
3 Test system using different scenarios	YR 2 QTR 4	- 0 -	CD/GESO	Alerting specific telephone prefixes, or areas of the Island
4 Island-wide telephone alerting capability	YR 3 QTR 1	300 HRS	CD/GESO	Island-wide alerting system
5				

GEPA

Task Force: PUBLIC SAFETYLong-Term Objective: Establish an Emergency Response Team

Key Results/Action Items	Timetable	Resources Needed	Accountability	Feedback Mechanism
Create a local Emergency Planning Commission	Yr 1 Qtr 1		SERC	Adequate representatives from all Government Agencies
Develop a local Contingency Plan	Yr 1 Qtr 4		LEPC made up of Government representatives and private enterprise	Clear delineation of each Government Agency's responsibilities
Develop legislation similar to SARA Title III but with more stringent reporting requirements	Yr 1 Qtr 4		GEPA and GFD	Legislation approved by Legislature and signed into law by Governor
Conduct and complete an islandwide survey of businesses that handle hazardous materials	Yr 2 Qtr 3		LEPC	Mapping of potential areas that may be affected should a spill occur
Begin purchasing emergency response equipment	Yr 2 Qtr 4		LEPC	Adequate equipment to handle emergencies
Complete proper training of emergency response team	Yr 3 Qtr 1		LEPC	Properly trained individuals capable of responding to chemical emergencies/oil spills

Long-Term Objective:

To develop community oriented crime prevention and awareness programs that are based in the workplace, schools and our villages

<u>Results:</u>	<u>Time Table:</u>	<u>Resources:</u>	<u>Accountability:</u>	<u>Feedback:</u>
1. To establish Community Youth Resource Centers in North, Central & Southern Districts	July 1996	Personnel from GPD & DYA	DYA	Develop and implement on-to-one or group presentations to include literature and media.
2. To provide counseling and other support group services.	July 1996	Personnel from Mental Health & DYA	DYA	Develop a directory of services available to provide guidance & support in strengthen the family units.
3. To create programs & services within the schools	July 1996	Student Body Association & DYA	DYA	Develop a plan to be implemented in school year 1996-1997

GUAM VISION 2001

Task Force: **AFFORDABLE HOUSING**

Co-Chairs: **Thomas Young**
 James Sablan

Sub-Committees: **None**

Long Term Objectives:

- (A) Implementation of Lada Estates Affordable Housing Project**
- (B) Home Ownership Counseling**
- (C) Mortgage Revenue Bond Tax Exempt Bond**
- (D) Incentive Programs for Building Affordable Housing**
- (E) Chamorro Homesteading Program**
- (F) Manpower Resource: Improving Alien Labor Certification**

AFFORDABLE HOUSING 2001 STRATEGIC PLANNING TASK FORCE

	<u>Fax No.</u>	<u>Phone</u>
THOMAS YOUNG, Co-Chairman Executive Vice President Hawaiian Rock Products	734-3744	734-2971
JAMES SABLAN, Co-Chairman, President, Guam Housing Corporation	477-7409	475-4904
<u>MEMBERS</u>		
JOHN T. ANDERSON, Chief Territorial Planner Land Management	477-0883	475-5201/ 475-5235
JOSEPH M. BORJA, Administrative Director Chamorro Land Trust Commission	477-8082	475-4253
QUIRINO H. BASBAS, P.E., PUAG Chief Engineer	649-0158	647-7880
BILL LEON GUERRERO, Bank of Guam Exec. Vice President/Chief Operating Ofcr.	477-8687	472-5300
NELSON DEL CARMEN, Vice President Inland Builders	646-5929	646-5606
ED BORJA, Chief Building Inspector DPW One Stop Service Center	472-2128	475-4535
M. CLARISSA GAPUZ, Vice President Rosario and Associates	649-0831	649-0831
EDWARD UNTALAN Economic & Public Finance Manager GEDA	649-4146	647-4329

February 07, 1996

LONG TERM OBJECTIVES

RESPONSIBLE DEPARTMENT

- | | | |
|----|---|---------------------|
| 1. | Implementation of Lada Estates Affordable Housing Project | Guam Housing |
| 2. | Home Ownership Counseling | GHURA/Guam Housing |
| 3. | Mortgage Revenue Bond Tax Exempt Bond | Guam Housing/GEDA |
| 4. | Incentive Programs for Building Affordable Housing | GEDA |
| 5. | Chamorro Homesteading Program | Chamorro Land Trust |
| 6. | Manpower Resource: Improving Alien Labor Certification | Department of Labor |

TASK FORCE STATUS REPORT

1. First Task Force meeting was held on February 07, 1996. Agreed on long term objectives and assigned to different departments for further study.
2. Communicate with Infrastructure Task Force for infrastructure needs for future housing development.
3. Communicate with GEDA to establish incentive programs for affordable housing.
4. Setting up office at Tiyan House No. 205 to implement housing counseling program for recipients of Astumbo Subdivision and Land for The Landless Program.

Resources immediately needed to continue assignments.

NONE



FACSIMILE MESSAGE

DATE: February 15, 1996

TO: Vision 2001 Strategic Planning Task Force Chairs
Bob Coe, Co-Chair, Tourism 2001, 646-1505
Madeleine Bordallo, Co-Chair, Tourism 2001, 477-4826
Margaret Van Meter, Chair, Healthcare 2001, 646-6923
Helen Ripple, Co-Chair, Healthcare 2001, 649-0145
Tommy Young, Co-Chair, Affordable Housing Task Force, 734-3744
James Sablan, Co-Chair, Affordable Housing Task Force, 477-7409
Art de Oro, Chair, Goals 2000, 475-0342
Vince Merfalen, Vice Chair, Goals 2000
Gerald S.A. Perez, Chair, Infrastructure Task Force, 646-1505
Jesus Salas, Co-Chair, Infrastructure Task Force, 477-9402
Adolfo B. Palacios, Co-Chair, Public Safety Task Force, 734-6595
Major Earl Agnigui, Co-chair, Public Safety Task Force, 472-
Fr. David Quitugua, Co-Chair, Family & Cultural Values, 472-1729
Tony Palomo, Co-Chair, Family & Cultural Values, 649-3320
Dr. Katherine Agnon, Co-Chair, Family & Cultural Values,
Sen. Joe T. San Agustin, Co-Chair, Transshipment & Transportation Task Force, 477-5570
Van Shelley, President, Co-Chair, Transshipment & Transportation Task Force, 647-7269
Ray Carter, Co-Chair, Fisheries Task Force, 477-4800
Eloy Bermudes, Co-Chair, Fisheries Task Force, 477-4445
Danny Santos, Co-Chair, Telecommunications Task Force, 649-2232
Bob Kelley, Co-Chair, Telecommunications Task Force, 475-9329
Allen Pickens, Co-Chair, Financial Services, 472-2918
Glenn Leon Guerrero, Co-Chair, Financial Services, 649-4146
Andy Andrus, Co-Chair, Human Resources, 646-5379
John Cruz, Co-Chair, Human Resources, 734-1003

FROM: Clifford A. Guzman, Office of the Governor

RE: Reminder Notice

This is to remind you that the next Vision 2001 Task Force Chairs meeting will be on Wednesday, February 22, 1996 at 9:00 am at the Governor's Conference Room, Adelup Complex, Adelup. Please confirm your attendance by calling 475-9300. Thank you.

Additionally, the following should be submitted to the Bureau of Planning by 5:00 pm, Friday, February 16, 1996:

- Task Force organizational chart
- Long Term objectives
- List of resources immediately needed to continue assignments
- Task Force status report





Hawaiian Rock Products

January 31, 1996
HCL # 960088

MR. JOSEPH A. MARTINEZ, DIRECTOR
Land Management
Post Office Box 2950
Agana, Guam 96910

Reference: **FORMER LAND FOR LANDLESS**

Dear Director:

In the past, Land Management had distributed many lands thru Land for the Landless Program. However, many landowners are still not constructing their homes even if the infrastructure is available. In order to help these people build their dream home, the Governor has instructed me to work with Mrs. Herminia Dierking to come up with a program to help these people thru housing counseling.

Therefore, I need the information on the landowners and the maps for the following subdivisions:

- 1) Dededo Subdivision, Tract 1113 for first and second priority - 81 lots
- 2) As-Lucas Subdivision, Talofoto, Tract 2831 - 216 lots
- 3) Umatac Subdivision, Phase I
 - a) Tract 3241 64 lots
 - b) Tract 104 34 lots
- 4) Ija Subdivision, Inarajan, Tract 3734 - 305 lots
- 5) Pigua Subdivision, Merizo, Tract 3821 - 132 lots

Any other information regarding the above subdivisions will be helpful.

Please let me know when the information is available. I appreciate you expediting on this matter.

Sincerely,

THOMAS YOUNG, CO-CHAIRMAN
Affordable Housing 2001 Strategic Planning Task Force

cc: Mrs. Herminia Dierking
Mr. Clifford Guzman



Hawaiian Rock Products

January 16, 1996
HGL # 960025

MR. GERRY PEREZ, CHAIRMAN
Infrastructure Vision 2001 Task Force
Post Office Box 7746
Tamuning, Guam 96931

Dear Mr. Perez:

Please consider the following infrastructure for housing projects:

- I. Land distributed thru the Land for The Landless Program
 - A. Umatac Subdivision, Phase I

Tract 3241	64 lots
Tract 104	34 lots
 - B. Pigua Subdivision, Merizo

Tract 3821	132 lots
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 - C. Ija Subdivision, Inarajan

Tract 3734	305 lots
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 - D. As-Lucas Subdivision, Talofofo

Tract 2831	216 lots
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- II. Land transferred to the Chamorro Land Trust from Land for The Landless Program
 - A. Dededo Subdivision

Tract 1113	53 lots
Tract 1022, Phase II	2,917 lots
 - B. Yigo Subdivision

Tract 9210	436 lots
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Hawaiian Rook Products

page 2

HGL # 960025

letter to Mr. Jerry Perez, Chairman

Infrastructure Vision 2001 Task Force

dated January 16, 1996

- C. Pagachao Subdivision
 Tract 319 205 lots
- D. Umatac Subdivision, Phase II
 Tract 3241 183 lots
 Tract 104 34 lots

III. Possible housing sites owned by the Chamorro Land Trust

- A. Lot 5402-R5NEW-R5, Pagat, Mangilao 248 acres
- B. Lot 7161-R1, Marbo, Yigo 252 acres
- C. Lot 527, Jinago, Merizo 267 acres
- D. Lot 278, Umatac 88 acres
- E. Lot 10120-R16, besides Lada Estates, Dededo 602 acres
- F. Lot 10122-RID Batulo Road, Dededo 48 acres

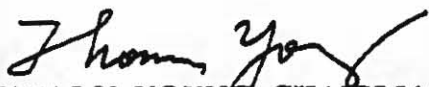
IV. Possible housing sites owned by GHURA

- A. Lot 5, Pagat, Barrigada 1 acre
- B. Lot 3420, Maimai, Sinajana 4 acres
- C. Lot 354-R2, Inarajan 97 acres
- D. Lot 253-2 and 253-R2, Umatac 16 acres

Alot of projects can't proceed due to lack of infrastructure, especially sewer and water.

Should you have any questions regarding the above, please do not hesitate to call me.

Sincerely,



THOMAS Y. YOUNG, CHAIRMAN

Affordable Housing 2001 Strategic Planning Task Force

CREDIT REPORTING AGENCY:

1. CREDIT BUREAU OF THE PACIFIC, INC. (GUAM), Agana*

FINANCIAL INSTITUTIONS:

1. BANK OF HAWAII, Agana*
2. BANK OF GUAM, Agana*
3. DAVID INVESTMENTS, Tamuning*
4. GOVERNMENT OF GUAM EMPLOYEES FEDERAL CREDIT UNION, Agana Heights*
5. CITIBANK, Agana
6. CITIZENS SECURITY BANK MORTGAGE, Agana
7. FIRST HAWAIIAN BANK, Maite
8. PACIFIC FINANCIAL CORPORATION, Tamuning
9. 1ST/2ND MORTGAGE OF NEW JERSEY, INC., Tamuning
10. G.E. CAPITAL, Tamuning

REALTORS:

1. ARTERO REALTY, Agana

CONTRACTORS:

- ① ✓ LLAMADO CONSTRUCTION CORP., Barrigada* *PA# 734-1111 (Nita) Mike*
 2. PACIFIC ACRES DEVELOPMENT CORP., Agana*
 3. CASCO CONSTRUCTION, INC. - A ROYAL BUILDING SYSTEMS, Maite*
 4. ALTERNATIVE BUILDING CONCEPTS, Tamuning
 5. ✓ BUILDING SOLUTIONS, INC., Tamuning* *649-7553 - FAX - 649-7786*
 6. ✓ ROYAL BUILDING SYSTEMS (GUAM), INC., Agana* *475-4518 FAX - 472-5092*
 7. ✓ SEA STAR GROUP INC., Tamuning* *649-5520 / 7537 (Nita)*
 8. SUN AND MOON CONSTRUCTION INC., Tamuning
 9. GUAM CONCRETE BUILDERS, Agana, Tanaka Building
 10. ✓ ZEITER AND COMPANY, Agana *477-6777 FAX-477-8300*
 11. ✓ COOL CRETE BUILDING SYSTEMS, INC., Tumon* *646-9430 - FAX - 646-9431*
- 12. ✓ Tanaka Marketing Group 472-8086 - FAX 472-8061*
- BNE -*
- INSURANCE (HOMEOWNERS): *CIL Const.*

1. BALDWIN'S INSURANCE COMPANY, Tamuning
2. MOYLAN'S INSURANCE COMPANY, Agana
3. CALVO'S INSURANCE COMPANY, Agana
4. NANBO'S INSURANCE COMPANY, Agana

MORTGAGE INSURANCE GUARANTIES: .

1. FARMERS HOME ADMINISTRATION
2. BANK OF GUAM
3. BANK OF HAWAII
4. FIRST SAVINGS AND LOAN OF GUAM

David

GUAM HOUSING AND URBAN RENEWAL AUTHORITY
Astumbo Subdivision

OBJECTIVES:

1. To determine the payment status of each residential lot.
2. To determine the number and type of structure on each residential lot.

FINDINGS: As of August 16, 1995

Of the 503 residential lots in the Astumbo Subdivision,

PAYMENT STATUS	# OF LOTS	EXISTING STRUCTURE TYPE		
		CONCRETE	WOODEN	NO STRUCTURE
Paid in full	239	(26)✓	(49) 47	164 161
Pending full payment	193 194			193
No contract executed	56 ✓			56
Uncommitted*	15 15			15
TOTAL	503	26	49	428

*Notes: Uncommitted lots: 8 opted for FEMA housing.
2 cancelled
4 existing residents did not apply
1 _____

GUAM VISION 2001

Task Force: **INFRASTRUCTURE**

Co-Chairs: **Gerald Perez**
 Jesus Salas

Sub-Committees: **Power**
 Sewer & Water
 Capital Improvements
 Highways & Stormwater
 Health & Education
 Other

Long Term Objectives:

Power: Provide reliable power for local demand and tourism industry growth

- (A) Phase I - Perform needed repairs.
- (B) Phase II - Obtain outside help to expedite power system rehabilitation, on-hands training and maintenance systems.
- (C) Phase III - To bring Cabras #4 on line.
- (D) Phase IV - Obtain outside help for immediate and specific training upgrade.
- (E) Phase V - Select site and technical strategy for rehabilitating, converting, refitting and adding to the systems base load.
- (F) Phase VI - Provide direction on Privatization.
- (G) Phase VII - Consensus building required to ensure long term success and stability of island power system.

Water: Provide adequate and safe water for residence and tourism growth

- (A) Phase I -
 - (1) Fix all leaks to recover losses and to improve production/distribution capacity.
 - (2) Determine the financial structure for the financing of PUAG operating expenses and capital projects.
 - (3) Re-engineer PUAG's management structure and personnel profile to more adequately reflect a business orientation.

(B) Phase II -

- (1) By 1996, land will be acquired and construction of 3 wells to meet the new airport expansion. Total resource needed is \$1.5 million.**
- (2) Land acquisition and construction for 17 new wells.**
- (3) Finegayan Tumon 12-inch water line upgrade from Marine Drive to San Vitores/Guam Plaza.**
- (4) Talofofo Reservoir and Booster Pump.**
- (5) Develop and implement a conservation strategy for promoting the efficient use of water.**

(C) Phase III -

- (1) Land acquisition and construction of 15 wells by 1998.**
- (2) Construct a 16" line from USO to the Commercial Port.**

(D) Phase IV -

- (1) Construct 10 new production wells. Approximate resource needed to accomplish this goal is \$8.5 million.**
- (2) Construct the Agat/Umatat 12 inch water line (Phase 2).**

Sewer: Provide sewer capacity to support hotel growth

(A) Phase I - Total resource needed to accomplish this phase is \$13 million for:

- (1) Fujita and Mamahon Pump Station upgrades (\$7.5 million).**
- (2) Construct reversals system to direct Tumon flows northward to Harmon treatment plant (\$2.5 million).**
- (3) Acquire pump station and sewer line easements on Ypao Road.**
- (4) Secure easement to tie Mamahon Pump Station to route 16.**
- (5) Replace northern district effluent outfall line (\$1.5 million).**
- (6) Barrigada/Mangilao Pump Station upgrade (\$1.5 million).**
- (7) Restructure the TAWSA-PUAG Joint Agreement.**

(B) Phase II - Total resources needed to accomplish this phase is \$11.8 million

- (1) Construct another pump station at Gun Beach & Harmon Village (\$8 million).**
- (2) New Tumon Pump Station at the Fujita site (\$1.8 million).**
- (3) Provide upgrade at the Chaot Pump Station (\$2 million).**

VISION 2001 INFRASTRUCTURE TASK FORCE

GOVERNOR

CO-CHAIRS

G. Perez

J. Salas

R. Webb
Coordinator
Capital
Requirements

Power

Sen. J. Aguon
Sen. J. San Agustin
F. Shimizu
R. Young

Sewer & Water

Sen. T. Ada
R. Quintanilla
T. Martinez
H. Ada
R. Mesa
M. Cramer

Highways & Stormwater

J. Duenas
G. Shinohara
T. Martinez

Health & Education

A. Deoro

Other

J. Gilliam
Coordinator

J. Biggs
Coordinator

**Tourism Task Force
(Liaison)**

Task Force: Infrastructure Committee (POWER)

Long Term Objective: Provide reliable power for local demand and tourism industry growth

Key Results/Action Items	Time Table	Resources Needed	Accountability	Feedback Mechanism
Phase I Perform needed repair now 1. GE delivery materials and equipment 2. Required funding • PUC approval as needed • GEDA/bonds as needed 3. Ascertain Piti 4 & 5 effectiveness and state of repair	Feb. 1, 1996 March 1, 1996 April 1, 1996	R. Young F. Shimizu R. Young G. Leon Guerrero R. Young	GPA Chairman	GPA Updates
Phase II Obtain outside help to expedite power system rehabilitation, on-hands training & maintenance systems 1. Prepare RFP Note: 40 RFQ's went out with 11 responses by deadline 2. RFP specifications • Navy decision on site for additional base load capacity, Tangisan or Piti • Site visits by proposers responding to RFQ • RFP specs finalized by GPA 3. Regulatory package in • PUC • EPA (maybe) • Legislature (as needed)	March 31, 1996 Dec. 15, 1995 March 1, 1996 Feb. 15, 1996 March 1, 1996 March 1, 1996	R. Young & F. Shimizu R. Young R. Young Governor & F. Shimizu R. Young R. Young R. Young & GPA Contractor Governor & F. Shimizu	GPA Chairman	GPA Updates

Phase III Bring Cabras #4 on line	April 30, 1996	R. Young & Contractor	GPA Chairman	GPA Updates
Phase IV Obtain outside help for immediate and specific training upgrade			GPA Chairman	GPA Updates
1. Steam turbines General Electric contract one year technical rep on site	1/96-2/96	R. Young		
2. Boilers Babcock & Wilcox one year technical rep on site	1/96-2/96	R. Young		
3. Slow speed diesels supervision and on-hands job training support six months, 7 people	1/96-2/96	R. Young		
4. Evaluation of water systems and procedures (boilers)	Done 12/95	R. Young & Nalco		
Phase V Select site and technical strategy for rehabilitating, converting, refitting and adding to system base load			GPA Chairman	GPA Updates
1. Completion of RFP specifications	March 1, 1996	R. Young		
- Proposers site visits as required - All RFP's in	March 31, 1996	GPA Staff		
2. Regulatory approval	June 1, 1996	GPA Staff		
- PUC review & decision - Legislature (may be req.)	July 15, 1996	F. Shimizu		
3. Contract award	July 1, 1996	Governor & F. Shimizu		
	July 31, 1996	R. Young		

Phase VI Privatization direction • Active public discussion after GPA has "put out fire" • No more shotguns/heat of emotion discussion without more objective and methodical analysis to identify best fit for Guam • Public airing of privatization hurting short term stability and financial prescription (i.e., debt financing) to correct immediate problem	On-going until <u>immediate</u> "fire" is put out and system stable 1996/97	Legislature & Governor	GPA Chairman	GPA Updates
Phase VII Consensus building required to ensure long term success & stability of island power system • Development of long term plan (needs to be <u>living</u> document) • Identify project manager(s) to develop internal capabilities to maintain and update long term plan	On-going	Governor, Legislature, GPA Board	GPA Chairman	GPA Updates

Task Force: Infrastructure Committee (WATER)**Long Term Objective:** Provide adequate and safe water for residence and tourism growth

Key Results/Action Items	Time Table	Resources Needed	Accountability	Feedback Mechanism
Phase I Fix all leaks to recover losses and improve production/distribution capacity • Re-activate leak detection and illegal connection group to inventory, quantify and prioritize improvement projects. • Acquire the necessary communications and other equipment to be used by the group. • Identify the funding source for repairing leaks and prosecuting illegal taps.	Ongoing	None. <u>Already funded.</u>	PUAG Chief Officer	PUAG Updates
Determine the financial structure for the financing of PUAG operating expenses and capital projects. • Reconsider the recommendations of the SDC Task Force to determine the final course of action with respect to P.L. 19-47 (i.e., Interim Infrastructure Fund-system development charge) and other financing proposals. • Implement a appropriate financing mechanism for PUAG's capital development improvements. • Develop and implement a pricing scheme for the sale of water that promotes conservation and pays for operating and other expenses.	4/15/96	To be determined.	PUAG Chief Officer	PUAG Updates

Re-engineer PUAG's management structure and personnel profile to more adequately reflect a business orientation. • Autonomy legislation • Conduct a comprehensive management and operations audit. • Implement audit recommendations.	4/15/96 9/30/96 1996/1997	To be determined by 3/1/96.	PUAG Chief Officer	PUAG Updates
Phase II By 1996 land acquisition and construction of 3 wells to meet new airport expansion • Determine who will fund well construction. • Obtain concurrence by GAA of PUAG designated well sites. • Obtain regulatory approval for construction of well sites by EPA. Land acquisition & construction for 17 new wells • Identify funding for nine of the seventeen planned wells. Finegyan Tumon 12 inch water line upgrade from Marine Drive to San Vitores/Guam Plaza. • Identify funding source for design and construction. Talofofo Reservoir and Booster Pump • Identify funding source for land acquisition and construction. Develop and implement a conservation strategy for promoting the efficient use of water • Determine the feasibility (cost-benefit) of implementing potential conservation measures.	Year end 1996	\$1.5 million	PUAG Chief Officer	PUAG Updates

• Develop implement a program, including incentives, to encourage the conservation of water resources. • Prepare and enact appropriate legislation.				
Phase III Land acquisition & construction of 15 wells • Identify funding source for exploratory drilling and production phases and land acquisition. • Obtain EPA approval for selected well sites. Construct a 16" line from USO to Commercial Port • Identify the funding source for planning and construction of the water line.	1998	None. <u>Already funded.</u>	PUAG Chief Officer	PUAG Updates
Phase IV Construct 10 new production wells • Identify funding source for exploratory drilling and production phases and land acquisition. • Obtain EPA approval for selected well sites. Construct the Agat/Umatac 12 inch water line (Phase 2) • Identify funding source for the construction of the line. • Resolve outstanding issues with DPW regarding the digging up of a new roadway.	1996~1998	\$8.5 million	PUAG Chief Officer	PUAG Updates

Long Term Objective: Provide sewer capacity to support hotel growth

Key Results/Action Items	Time Table	Resources Needed	Accountability	Feedback Mechanism
Phase I - \$13 million Provide immediate relief in Tumon to allow comfortable capacity for hotels now under construction (950 rooms) Fujita & Mamahon Pump Station upgrades	1996/1997	\$7.5 million	PUAG Chief Officer	PUAG Updates
Restructure the TAWSA-PUAG joint agreement • Work with members of the Association and PUAG to develop a mutually agreeable course of action for desolving TAWSA and implmenting necessary Tumon wastewater improvements. • Obtain a legal review from the AG's office to determine the legality of the proposed solution. Construct reversals system to direct Tumon flows northward to Harmon treatment plant	3/29/96	\$2.5 million	PUAG Chief Officer	PUAG Updates
Construct Agat treatment plant, pump stations and outfall	1996	\$21.2 million <u>already funded</u>	PUAG Chief Officer	PUAG Updates

Acquire pump station and sewer line easements, Ypao Road	1996/1997	Developer contribution, permitting process	PUAG Chief Officer	PUAG Updates
Secure easement to tie Mamahon Pump Station to route 16	1996/1997	DPW road widening corridor	DPW Director & PUAG Chief Officer	DPW & PUAG Updates
Replace northern district effluent outfall line.	1999	\$1.5 million	PUAG Chief Officer	PUAG Updates
Barrigada/Mangilao Pump Station upgrade	1999	\$1.5 million	PUAG Chief Officer	PUAG Updates
Phase II - \$11.8 million Longer term requirement 2001				
Construct another pump station at Gun Beach & Harmon Village to satisfy additional hotels in Tumon.	1998	\$8 million sewer line easements at Harmon cliffline	PUAG Chief Officer	PUAG Updates
New Tumon Pump Station, Fujita site.	1998	\$1.8 million	PUAG Chief Officer	PUAG Updates
Chaot Pump Station upgrade	1998	\$2 million	PUAG Chief Officer	PUAG Updates

GUAM VISION 2001

Task Force: **FAMILY AND CULTURAL VALUES**

Co-Chairs: **Fr. David C. Quitugua**
 Dr. Katherine Aguon
 Mr. Tony Palomo

Sub-Committees: **Our Culture**
 Our Homes & Youth
 Our Schools
 Our Manamko'

Long Term Objectives:

Family

- (A) Decrease the level of teen parenthood by fifty percent by the year 2001.**
- (B) Have inexpensive family-oriented recreation centers in at least three geographic districts – north, central, south – by the end of the century.**
- (C) Citizenship course in the schools must address the multi-cultural environment in the schools with emphasis on respect for authority, the elders, and the cultures and traditions of other Pacific Island groups.**

Culture

- (A) Create and establish the Chamorro Heritage Institute.**
- (B) Identify Chamorro Land Trust property to be designated Chamorro Land Preserves to include property for "Amot Chamorro Plantation."**
- (C) Produce Chamorro programs to air on KGTF.**

Vision 2001 Task Force
FAMILY & CULTURAL VALUES
February 16, 1996

TASK FORCE STATUS REPORT

Submitted by: Fr. David C. Quitugua (Chair)
Dr. Katherine Aguon (Co-chair)
Mr. Tony Palomo (Co-chair)

It is highly commendable that a society seek to enhance its constituency. A society that ignores the well being of its members only leads to the demise of the community. Much is wasted, therefore, to correct inadequacies which were allowed to proceed to a critical stage when preventive measures could have been initiated earlier. With the health, well being, and enhancement of the people of this territory called Guam foremost in the minds of those entrusted with the power and authority to act, this Family and Cultural Values Task Force has committed itself seriously to the challenge of identifying those areas which would assist in sustaining family and cultural values.

This task force is basically comprised of ten members: Fr. David C. Quitugua (Chair); Dr. Katherine Aguon (Co-chair); Mr. Tony Palomo (Co-chair); Sister Trinie Pangelinan, Mrs. Terry Hagen; Mr. Gerhard Schwab; Dr. Marilyn Salas; Rev. Neil Culbertson; Mrs. Annie Roberto; Attorney John Dierking. The representative from the Bureau of Planning is Mr. Ernest Caseres.

The members of the task force were divided into four sub-committees to concentrate on the five sections that were highlighted in the Governor's speech introducing Vision 2001. These sub-committees include: **Our Culture** (Chamorro and Diverse Cultures); **Our Homes** combined as one sub-committee with **Our Youth**; **Our Schools**; and **Our Manamko**.

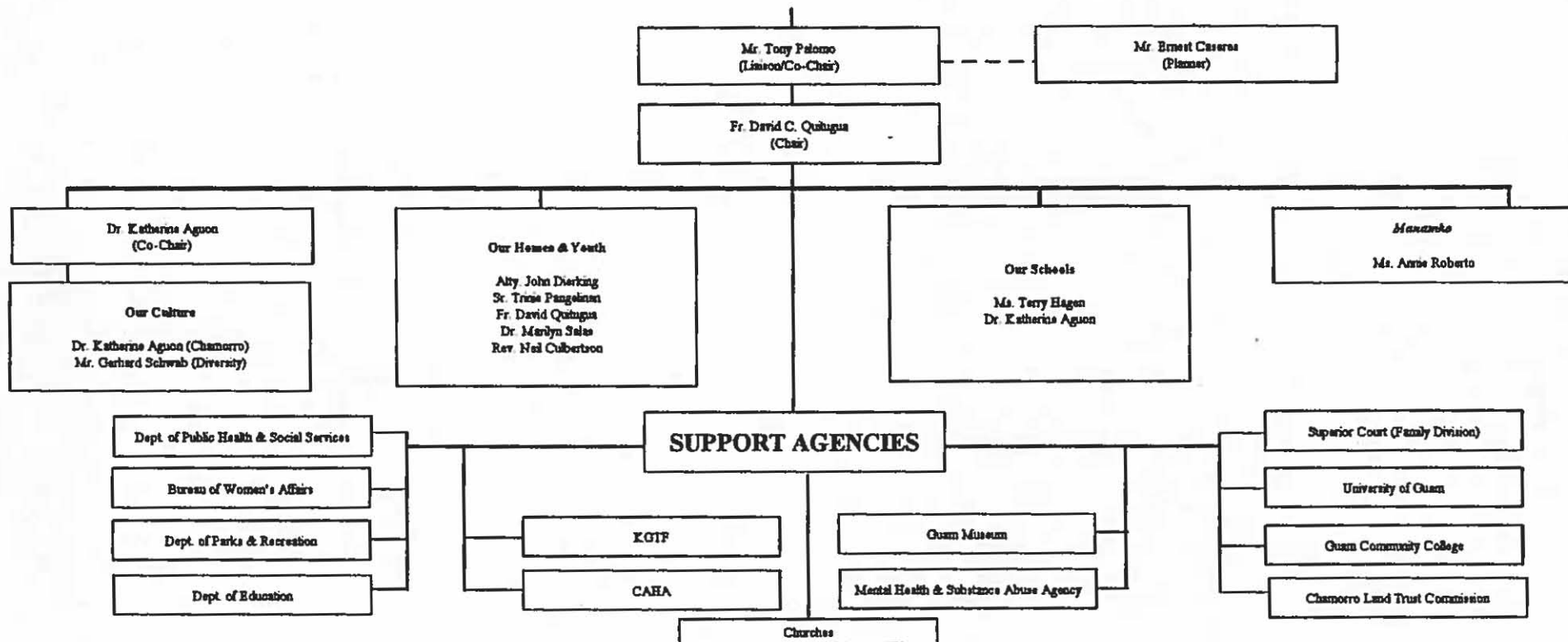
The task force on Family and Cultural Values has been meeting weekly to discuss the issues surrounding the values inherent in the family and the culture which would enhance the community. It was quite difficult to operationalize and make concrete what is an abstract and nebulous concept. The subject matter of this task force does not possess the advantage of having immediately measurable and concrete goals to attain and mold into achievable time lines. Much brainstorming and discussion took place to arrive at some proposals for long term objectives that would strengthen the wisdom inherent in the Chamorro culture so that that wisdom may be passed on to future generations. Some of those values include among others: the strength of the family; respect for elders; the uniqueness of the Chamorro language which belongs to and stems from no other part of this earth save the Marianas in the Pacific; and deep spiritual grounding.

This task force at the present time meets weekly—every Friday. The ideas brought forth from the individual sub-committees are discussed in the whole group. What is presented for the February 16, 1996 (Friday) deadline comprises the work resulting from six meetings. The proposed Long Term Objectives are not the final objectives because the brain storming is not yet over. Each meeting produces more creative and concrete goals. It is the finding of the committee that the issues pertaining to Family and Cultural Values is serious business. If the objectives *in toto* or *in parte* are realized, the territory of Guam will be that much better off because the membership of this society would have been given the attention and the care necessary to assure a healthy and wholesome society. In such a society, everyone benefits!

VISION 2001 TASK FORCE

Family & Cultural Values

Governor's Office



VISION 2001 TASK FORCE

Committee on Family and Cultural Values

(Note: The following list of objectives is a preliminary submission and is subject to change as the committee continues to perform its assignment)

Long-term Objectives:

I. FAMILY VALUES:

THE HOME:

1. Decrease the level of teen parenthood by fifty percent by the year 2001.

- * Enact legislation making cohabitation of teens illegal, with parents subject to fines if found encouraging the practice.

- * Ensure the mandatory teaching of "Abstinence" in schools (and clinics) sex education programs.

- * Mandate "parenting" programs in public middle schools.

2. Have inexpensive family-oriented recreation centers in at least three geographic districts -- north, central, south -- by the end of the century.

- * Designate certain community centers as "Family Centers" geared to the entire family.

- * Enact legislation making the "Manhoben yan Manamko" program available in all the Senior Citizens centers on the island.

- * Allow minors in "The Mall" recreation rooms or arcades only if accompanied by their parents or an authorized adult.

THE SCHOOL:

3. Citizenship course in the schools must address the multi-cultural environment in the schools with emphasis on respect for authority, the elders, and the cultures and traditions of other Pacific Island groups.

- * Time provision for Chamorro instruction shall be extended; one full class period of instruction from K-12.

- * At least one school in Guam shall operate and

shall conduct all instruction in Chamorro.

* The Division of Chamorro Studies shall be fully staffed and equipped to meet the needs of the students in the 21st century.

* Orientation program for all incoming teachers shall discuss multicultural Guam classrooms.

4. Eliminate racism in Guam. Health, education and other aspects of life are valid for people of all ethnic backgrounds. There exists a "coral" image rather than a melting pot vision.

5. Encourage ethnic diversification in public employment. Under-representation of ethnic groups in the public sector should be reduced by 20 percent of the 1996 level.

6. Establish a "Minority Congress" to facilitate communication among ethnic minorities and to link ethnic minority concerns with the legislative processes, similar to the Youth Congress.

7. Identify and utilize positive potentials in Guam's diversity by promoting inter-ethnic communication and learning (allocation of public funds for the development and conduct of collaborative inter-ethnic project, especially in schools.

8. We must accept the ethnic prominence of Chamorros.

9. Improve and broaden Chamorro language instruction, make it available to as many people as possible: a daily Chamorro class on radio and public television.

10. Make knowledge of Chamorro language an employment and promotion criteria in the Government of Guam.

11. An educational program be formulated promoting traditional family values for use in the schools and on television and radio.

12. An intense job training and counseling program be established for unmarried mothers on welfare who have had two or more illegitimate children, and that a way be found to provide child care for the children of these mothers during such training and counseling.

MARRIAGE AND DIVORCE:

13. Support legislation to mandate waiting period for divorce and mandatory pretrial conciliation if demanded by

either party.

14. Repeal the laws which have tended to make Guam an easy divorce jurisdiction for residents and non-residents alike.

15. Create laws which require mandatory counseling for any spousal abuse, with long-term follow-up and monitoring.

16. Marriages must be carried out by a minister or priest of an organized denomination.

17. Marriages may be carried out by a judge provided that good cause is shown why a minister or priest cannot perform the marriage.

18. A one-week waiting period must follow the obtaining of a marriage license.

19. Create an effective and intense drug and alcohol program for all school children.

GAMBLING:

20. Anti-gambling laws should be amended to clearly criminalize gambling. Any exceptions should be carefully delimited to allow only very low stake recreational gambling.

21. Organized gambling activities in conjunction with Liberation Day should be terminated.

22. Existing laws allowing gambling in cockpits and at dog racing events must be strictly enforced.

23. Hotel casino gambling proposals should be rejected.

24. All chicken fighting and dog fighting at village fiestas should not be condoned for humane reasons, as well as the fact that illegal gambling goes along with it.

SMOKING:

25. Establish a program in all junior high schools concerning the dangers of smoking.

26. Severely restrict cigarette advertisements in order to protect public health.

27. Establish substantial fines for selling tobacco to minors, and create a vigorous enforcement unit.

28. Restrict or prohibit altogether cigarette vending machines because restrictions on purchases cannot be

enforced.

29. Any adult who buys cigarettes for a minor should be charged with "child abuse." Likewise, if parents facilitate or allow smoking of their minor children, such act shall be classified as "child abuse."

SEX-ORIENTED BUSINESSES:

30. Create a zone for all sexually oriented businesses, and require the closing of all present sexually oriented businesses not located in such zone.

31. Amend the anti-prostitution laws so that prostitution can be eliminated.

32. Impose substantial punishment and long term prison terms for those convicted of operating, supervising, arranging and profiting from prostitution.

33. Require mandatory counseling and job training for convicted prostitutes.

34. Impose prison terms for prostitutes for repeated offenses.

35. Create a program for the treatment of sex addiction.

36. Develop strict standards for all cable television stations concerning sexually explicit shows, movies and programs.

37. Classify all sexually explicit videos as "sex oriented business" which can be marketed only in the zoned area for such businesses.

38. Support and enlarge existing programs in dispute resolution, including Christian Conciliation Service and programs in the Judiciary Branch.

39. Support existing Peer Mediation programs in Guam's schools.

MANAMKO:

40. Regionalize and expand day care facility to eliminate a waiting list.

41. Expand the skilled nursing facility to allow those who are discharged from the hospital to fully recuperate under skilled supervision, with preference for those without family support.

42. Increase home-based care.

43. Change law to adequately cover cost of pauper burials.

44. Establish limited guardianship to allow seniors without family support to receive services.

45. Regionalize senior centers with facilities that will reflect the love and respect our Manamko deserve.

46. Expand senior social contacts through more integration with all age groups.

47. Build senior congregate housing in every village with a park area and space for gardening.

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48. Replace Guma Trankilidat with a high-rise building to accommodate more tenants, eliminating the long waiting period for housing, and providing more space for social amenities.

49. Expand the transportation program and include escort service.

50. Develop a program similar to WIC to provide basic necessities such as pampers and liquid nutrition for indigent seniors who are incontinent and require liquid diet.

51. Require the input of senior citizens in any decisions involving the culture and language of the Chamorros.

II. CULTURE

A. Create and establish the Chamorro Heritage Institute.

Mission Statement: To preserve and foster Chamorro traditions, as Chamorro language, Chamorro arts, and Chamorro history.

Chamorro traditions: respect, family, charity, and hard work.

- * Respect for authority, elders, the family, and others.
- * Recognize the family unit as the most important institution to preserve and foster Chamorro culture.
- * Care for the elderly.
- * Hard and honest work ethic.
- * Charity and hospitality: fiestas.
- * Religious piety.
- * Patriotism.
- * Promote full employment.
- * Respect for the environment and ecology.

Chamorro Arts:

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- * Must widen the definition of what constitutes local arts: Music, sculpture, weaving, pottery, visual arts, etc.

- * Perhaps even recognize Chamorro cuisine as an art.

- * Performing arts centers, galleries, and other venues in which to show, display and market Chamorro art.

- * Formation of an orchestra and chorale.

Chamorro Language:

- * Study of the language within a scholastic framework.

- * Award excellence in Chamorro language compositions.

- * Use indigenous names for streets, public places, points of interest, historic sites, etc.

Chamorro History:

- * Development of an authentic Chamorro village.

- * Construct a permanent Guam Museum facility.

- * Reconstruct or restore the Governor's Palace.

- * Recover Chamorro artifacts from local and foreign sources.

B. Identify Chamorro Land Trust property to be designated Chamorro Land Preserves to include property (for) "Amot Chamorro Plantation."

C. Produce Chamorro programs to air on KGTV.

D. Establish a Chamorro Hall of Fame.

GUAM VISION 2001

Task Force: FINANCIAL SERVICES SECTOR

Co-Chairs: Allen A. Pickens
Glenn Leon Guerrero

Sub-Committees: Banking
Insurance
Stock Brokerage

Long Term Objectives:

- (A) To be location of choice for financial trade transactions between Asia and North America.
- (B) Insurance capital of Asia, offering underwriting, captive insurance administration, reinsurance, claims processing and telemarketing of insurance throughout Asia.
- (C) Processing center for Asians investing in North American markets and Americans investing in Asian markets.
- (D) Situs for Asian activities of U.S. multinationals.
- (E) Telecommunications hub on transmissions between Asia and United States.

**VISION 2001
FINANCIAL SERVICES SECTOR**

Task Force Organization:

Co-chairmen:

Glenn Leon Guerrero
Allen A. Pickens

Members:

Senator Joe San Agustin
Joey Duenas
Kurt Moylan
Tom Grimes
Andy Jordana
Dan Roland
Danny Santos
Van Shelley
Frank Campillo

Long Term Objectives:

- (A) To be location of choice for financial trade transactions between Asia and North America.
- (B) Insurance capital of Asia, offering underwriting, captive insurance administration, reinsurance, claims processing and telemarketing of insurance products throughout Asia.
- (C) Processing center for Asians investing in North American markets and Americans investing in Asian markets.
- (D) Situs for Asian activities of U.S. multinationals.
- (E) Telecommunications hub on transmissions between Asia and United States.

Resources needed to complete assignment:

- (A) GEDA is providing physical resources to this segment of Vision 2001.

Task Force Status Report:

Banking:

This sector will have substantial growth opportunity if Guam can develop as a transshipment point between Asia and North America. Such a possibility is closely aligned with the attempts to gain an exemption for Guam from the Jones Act. Without such exemption, cargo will continue to bypass Guam and there will exist little incentive for using Guam banks in the trade transactions.

Should the Jones Act be repealed or an exemption obtained for the Territory, a strong push can be made to entice U.S. companies to maintain base inventories to supply Asian customers. This

would also mean locating and hiring local personnel for logistical support.

Current banking law limits the role of non-U.S. banks in the Territory. Immediately after the unveiling of Vision 2001, the Legislature overrode the Governor's veto of the ATM legislation, sending a clear signal that the local banking industry would be protected from outside competitors. Given that the Island is not now a trade center, it will be difficult to attract banking interest where all participants are not treated equally. We must rethink whether Guam wants to be a banking center. At the moment, it would appear difficult to entice off-island interest.

By June 30, 1997 Guam must make a determination as to whether it wishes to "opt in" or "opt out" of the Riegle/Neal Banking Competition Act. If Guam opts in, Territorial banks will be allowed to operate within any State which also opts in. Alternatively, a bank registered in a State which opts in will be allowed to open a branch or subsidiary on Guam as though it were a local bank.

Should Guam decide to opt in to Riegle/Neal, it might be an opportune time to discuss whether non-U.S. banks might also operate within the Territory in similar fashion; i.e., the same rules for all participants in the industry.

Insurance:

This industry would be totally new to the Island, replacing or supplanting no existing companies. The key to developing this industry is elimination of direct taxation and state of the art communications facilities at reasonable rates.

Although the Guam already has a law permitting Captive Insurance Companies, a base level of insurance, the Department of Revenue and Taxation has decided that the Organic Act provisions relative to income tax override the local legislation; i.e., income tax must be paid by Captives. We will be unable to attract Captives or any other level of the industry if we mandate payment of income taxes at the current IRC rates.

Through the GEDA Qualifying Certificate program, we are attempting to find a way to abate or rebate the taxes on the insurance industry. This will apparently require further legislation. Senator Joe San Agustin is working with us to find a way to open Guam to this substantial opportunity.

Professional help is being sought to determine the specific laws, rules and benefits necessary to entice international insurance companies to the Territory.

Stock Brokerage:

We have made little progress in development of this idea. One of the limiting factors is our international status for telecommunications. Inclusion within the North America rate structure may help us in selling this idea to industry professionals.

GUAM VISION 2001

Task Force: FISHERIES

Co-Chairs: Ray Carter
Eulogio C. Bermudes

Sub-Committees: Infrastructure
Federal and Local Government Policies
Regional Policy/Fisheries Management
Commercial Opportunities

Long Term Objectives:

Infrastructure

- (A) Improvement of existing Port Authority of Guam.
- (B) Improve local marinas for development of small-scale commercial fisheries opportunities.
- (C) Allow for potential future growth of transshipment capabilities for both air and surface transportation of fish catch to major markets.

Federal and Local Government Policies

- (A) Develop and implement policies conducive to the maintenance and expansion of Guam's fishing industry while at the same time protecting Guam's marine resources and generating revenues for Guam's economy.

Regional Policy Fisheries Management

- (A) Achieve Guam's full inclusion in regional fisheries policy making bodies to ensure viable fish stocks for sustainable fisheries development.
- (B) Integrate fisheries management and development on Guam into a regional context.

Commercial Opportunities

- (A) Develop locally owned, U.S. flag Guam-based fleet (see category III, Objective B)
- (B) Develop resource-related industries aside from tuna transshipment.
- (C) Increase charter boat revenues.

FISHERIES 2001 STRATEGIC PLANNING TASK FORCE

Organizational Structure

Infrastructure

Mr. Eulogio C. Bermudes, Co-Chairman

Mr. Oliver Seth

Mr. Eric Bell

Federal and Local Government Policies

Mr. Ray Carter, Co-Chairman

Captain Phil Weizynski

Ms. Elizabeth Robertson

Regional Policy/Fisheries Management

Mr. Joe Certeza

Mr. Francis Damain

Mr. Mike Gawel

Commercial Opportunities

Ms. Dot Harris

Mr. John Benavente

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FISHERIES 2001 STRATEGIC PLANNING TASK FORCE

CURRENT STATUS:

Guam presently serves as a major transshipment point and port of call for large scale fishing fleets operating in the Western Pacific, and is the home for Z fishing fleet, the world's largest privately - owned purse seine fleet. Two primary types of fishing vessels, purse seiners and longliners, utilize Guam for a variety of operations. Direct and indirect fishing vessel activities include, but are not limited to: Fueling, Provisioning, Unloading, Air and Sea Transshipment, Net and Vessel Repairs, Crew Repatriation; Medical; Warehousing, Value-Added Processing; and Crew R&R.

Although figures are not yet available for calendar year 1995, it is estimated that in 1994, the total direct spending resulting from purse seine port calls to Guam can be valued at \$122 million, with longline port calls accounting for \$33 million. According to figures released by the Western Pacific Regional Fishery Management Council, in 1994, Guam ranked number four in the nation among the most valuable fishing ports for ex-vessel fish values, which totaled \$83 million.

Guam's competitive advantages as a port of call for fishing operations include having the best equipped port, as well as the best fuel prices, in the region. Purse seiners and larger vessels can take advantage of net and ship repair facilities, with a site capacity currently able to handle containerized transshipment for two purse seine vessels simultaneously. Inner-harbor purse seine transshipment capacity (vessel to vessel transshipment) is open to substantial expansion. Frequent direct flight service to major sashimi markets in Japan is the major draw for longline transshipments, in addition to sophisticated communications capabilities, and proficient vessel agency and freight forwarding services. Essentially, Guam has to offer virtually every amenity and service required by either the vessel or the crew during a port of call.

The local fishing industry, made up of sport fishermen, individual commercial fishermen, and charter boats, is an important part of the total fishing industry on the island which needs to be protected. It should be assisted in positively expanding in order to avoid negative impacts resulting from the expanding large-scale fishing fleets. In the area of local small-scale fisheries, offshore activities comprise the majority of the small-scale fishery harvest. In 1994, the offshore total was over 400 mt. By gear, trolling resulted in the greatest volume, with over 80% of the total catch, according to the Division of Aquatic and Wildlife Resources. Estimated retail value of the 1994 harvest is \$1.77 million. There are approximately 150 local boats that actively participate in commercially oriented activities, including charters, which accounted for about \$2 million of revenue in 1995.

POLICY STATEMENT:

Diversification of Guam's economy through the development of non-tourist based assets which are available to us. The fishing industry is already a valuable asset to Guam. We now need to maintain the industry, and expand and develop it to its fullest potential by the year 2001 by providing necessary support services and proactive policy mechanisms. In order to expand Guam's competitiveness and encourage growth of the industry's contribution to the island's economy, this strategic plan will address immediate constraints and opportunities. Specifically, we need to build our strengths in the following areas:

I. INFRASTRUCTURE

Objective 1: Improvement of existing Port Authority of Guam.

Strategy A: Expand dock and warehouse space to service purse seine and long line fleets.

Strategy B: Relocate non-critical businesses from dockside warehouse or open spaces. Locate and consolidate existing services and support businesses in specific areas to better dock and service fleets.

Strategy C: Promote the availability of adjacent areas which are administered by PAG and the Guam Economic Development Authority to develop properties for the purpose of vessel servicing, basing and supporting fleets, e.g. additional ice plants, cold storage, machine shops, chandlers, agent offices, government offices (INS, Customs, Public Health, etc.)

Strategy D: Revise PAG Master Plan accordingly to meet future needs of existing fleets and potential local fleet development. Include proposed new fishing port facility based upon user needs.

Strategy E: SRF/NAVY sites for development: identify what is needed and allow existing companies the opportunity to become more involved in developing use criteria and user selection.

Objective 2: Improve local marinas for development of small-scale commercial fisheries opportunities.

Strategy A: Assess existing marinas' capabilities, limitations, future expansion to accommodate increasing charter, small boat fisheries objectives.

Strategy B: Identify what is needed by existing local fishermen and large-scale fishing concerns to limit duplication of site facilities and services.

Objective 3: Allow for potential future growth of transshipment capabilities for both air and surface transportation of fish catch to major markets.

Air transportation:

Strategy A: Identify Guam's total air freight capacity to major markets as well as current and future lift requirements based on actual usage and growth projections.

Action 1: Determine the impact of Micronesian air transshipment on space availabilities for local transshippers.

Action 2: Accumulate tuna transshipment volume data based on Shippers Export Declaration (SED) and Transit SED's for analysis and comparison against total lift requirements.

Action 3: Identify and determine standard levels at which regional air transshipments begin to jeopardize Guam-based transshippers.

Action 4: Identify and determine standard levels of air space for local transshippers, should regional transshipment levels become threatening.

Surface Transportation: See Federal and Local Policy section, Strategy 1.

II. FEDERAL AND LOCAL GOVERNMENT POLICIES

Objective 1: Develop and implement policies conducive to the maintenance and expansion of Guam's fishing industry while at the same time protecting Guam's marine resources and generating revenues for Guam's economy.

Strategy A: Identify federal and local policy constraints to fisheries development and implement appropriate statutory changes.

Short Term 1: Obtain a firm and Guam-specific policy, in writing from the local officer-in-charge of U.S. Immigration and Naturalization Service and/or statement of policy from the Director of U.S. Immigration in Washington D.C. implementing a visa-waiver or visa less temporary shore leave program for fishing boat crewmen.

Short Term 2: Delete wharfage fee for vessels engaged in fisheries related activities from PAG tariff.

Long Term 1: Initiate legislation to adopt a Guam Immigration and Naturalization Statute. This will require U.S. and local government action.

Long Term 2: Initiate legislation to create an EEZ planning task force to develop an EEZ policy and implementation plan(s) for the management, use, protection, enforcement, research and implementation of activities in Guam's EEZ.

Strategy B: Market the port of Guam as an international fishing hub.

Short Term: Produce a handbook translated into Japanese, Mandarin and Korean that would briefly outline relevant regulations for entering Guam's EEZ and port and advertising Guam as a port of call. This handbook will be distributed to all fishing vessel owners, operators, and agents intending to call Guam.

Long Term: (a) Establish a trade commission to visit Japan, Korea, Taiwan and possibly the People's Republic of China, the Philippines, and Indonesia periodically to meet with members of appropriate fisheries associations and companies, the Forum Fisheries Agency and Government ministries to promote Guam as an attractive and profitable fishing hub. (b) Institute a bi-annual Guam international fisheries conference inviting members of appropriate foreign and local fishing industries and governments to attend relevant industry-related seminars and panel discussions.

Strategy C: Maintain working relationship with Freely Associated States and other regional fisheries nations

Short Term: (a) Lobby U.S. and FSM governments to eliminate FSM's Micronesian Maritime Authority (MMA) policy currently prohibiting FSM licensed fishing vessels from transshipping in Guam. Reciprocate by assisting FSM in collecting appropriate and reasonable surcharge on these transshipments.

Long Term: See Regional Policy/Fisheries Management section.

III. REGIONAL POLICY/FISHERIES MANAGEMENT

Objective 1: Achieve Guam's full inclusion in regional fisheries policy making bodies to ensure viable fish stocks for sustainable fisheries development.

Strategy A: Seek federal government recognition of the island's control over its Exclusive Economic Zone (EEZ) fisheries based on traditional rights, international convention and by virtue of its own claim (as stated in Resolution III of the United Nations Convention on the Law of the Sea (UNCLOS)) through the amendment of the Magnuson Fisheries Conservation and Management Act (Magnuson Act).

Strategy B: Provide consistent and active representation on regional fisheries-related organizations and commissions including the Forum Fisheries Agency (FFA) and the South Pacific Commission (SPC) by securing Guam's full voting and equal membership rights.

Objective 2: Integrate fisheries management and development on Guam into a regional context.

Strategy A: Identify regional policy constraints affecting Guam's fisheries development including transshipment.

Action 1: Take appropriate but necessary action(s) via either dialogue between heads of government or the U.S. State Department to arrive at a level of mutual consensus/ agreement that will allow for all region countries/territories to prosper and benefit economically through maximum use of combined fisheries resources. This agreement aims to address adopted Compact of Free Association nation policies that creates an impediment to further the development of Guam's tuna industry and adversely impacting Guam, violating the condition and intent of the Compact. (See also Federal/Local Policy section)

Strategy B: Improve coordination and communications between fishery-related agencies, commissions and special interest groups.

Strategy C: Secure regional fishing licenses for U.S. flag Guam-based vessels.

Strategy D: Promote and publish quarterly and annual fishing data reports for regional utilization.

IV. COMMERCIAL OPPORTUNITIES

Objective 1: Develop locally owned, U.S. flag Guam-based fleet (see also category III, Objective 2)

Strategy A: Create a business plan for the utilization of vessels forfeited for violation of federal or local laws to develop local fisheries training opportunities or enforcement.

Objective 2: Develop resource-related industries aside from tuna transshipment.

Strategy A: Identify and secure potential value-added processing sites (SRF & Commercial Port). Include the Guam Fishermen's Cooperative as a potential user.

Strategy B: Determine the sustainable level of fisheries raw product available on Guam on an annual basis. Encourage the development of marketing capabilities for export of Guam landed fish via promotional efforts at the Guam Economic Development Authority.

Strategy C: Establish inventory of suitable acreage for live bait farming of milkfish to encourage revenue generation via aquaculture and to increase demand for utilizing Guam as a port of call for long line vessels. This would require Guam Economic Development Authority to advertise for land owners interested in selling or entering into long term leases, develop a database of the properties, and network with potential investors. This would require the establishment of the proposed one-stop aquaculture permit and coordination of government agencies within a unified policy framework to allow for aquaculture development in selected areas. A minimum of 20-30 hectares are required, with individual farms consisting of no less than 2 hectares, to produce the bait quantity required to meet the annual potential demand for bait fish. This would result in direct gross annual revenues of \$8 to 10 million.

Objective 3: Increase charter boat revenues.

Strategy A: Obtain and deploy additional Fish Aggregating Devices on the eastern side of Guam.

Strategy B: Construct boating ramps at Inarajan for easier access to fishing grounds on Guam's eastern side.

Strategy C: Investigate potential effectiveness of artificial reefs.

Task Force: FISHERIES 2001 STRATEGIC PLANNING TASK FORCE**I. Infrastructure****Long-Term Objective 1 : Improvement of existing Port Authority of Guam.**

Key Results/Actions Items	Time Table	Resources Needed	Accountability	Feedback Mechanism
A. Expand dock and warehouse space to service purse seine and long line fleets.	1 - Year	300 Hours	Port Authority of Guam (PAG)	Increase of Port Calls
B. Relocate non-critical businesses from dockside warehouse or open spaces. Locate and consolidate existing services and support businesses in specific areas to better dock and service fleets.	1 - Year	300 Hours	Port Authority of Guam (PAG)	Increase of Port Calls
C. Promote the availability of adjacent areas which are administered by PAG and the Guam Economic Development Authority to develop properties for the purpose of vessel servicing, basing and supporting fleets, e.g. additional ice plants, cold storage, machine shops, chandlers, agent offices, government offices (INS, Customs, Public Health, etc.)	1 - Year	300 Hours	Port Authority of Guam (PAG)	Increase of Port Calls
D. Revise PAG Master Plan accordingly to meet future needs of existing fleets and potential local fleet development. Include proposed new fishing port facility based upon user needs.	Apr 96	Contract Value	Port Authority of Guam (PAG)	Completion of PAG Master Plan
E. SRF/NAVY sites for development: identify what is needed and allow existing companies the opportunity to become more involved in developing use criteria and user selection.	In Progress	N/A	Guam Economic Development Authority (GEDA)	Acceptable Navy Foot Print / GEDA Leasing Plan

Task Force: FISHERIES 2001 STRATEGIC PLANNING TASK FORCE

I. Infrastructure

Long-Term Objective 2: Improve local marinas for development of small-scale commercial fisheries opportunities

Key Results/Actions Items	Time Table	Resources Needed	Accountability	Feedback Mechanism
A. Assess existing marinas' capabilities, limitations, future expansion to accommodate increasing charter, small boat fisheries objectives.	In Progress	N/A	Port Authority of Guam (PAG)	Completion of PAG Master Plan
B. Identify what is needed by existing local fishermen and large-scale fishing concerns to limit duplication of site facilities and services.	In Progress	N/A	Port Authority of Guam (PAG)	Completion of PAG Master Plan

Task Force: FISHERIES 2001 STRATEGIC PLANNING TASK FORCE

I. Infrastructure

Long-Term Objective 3: Allow for potential future growth of transshipment capabilities for both air and surface transportation of fish catch to major markets.

Key Results/Actions Items	Time Table	Resources Needed	Accountability	Feedback Mechanism
Air transportation: <u>Strategy A:</u> Identify Guam's total air freight capacity to major markets as well as current and future lift requirements based on actual usage and growth projections. <u>Action 1:</u> Determine the impact of Micronesian air transshipment on space availabilities for local transshippers. <u>Action 2:</u> Accumulate tuna transshipment volume data based on Shippers Export Declaration (SED) and Transit SED's for analysis and comparison against total lift requirements. <u>Action 3:</u> Identify and determine standard levels at which regional air transshipments begin to jeopardize Guam-based transshippers. <u>Action 4:</u> Identify and determine standard levels of air space for local transshippers, should regional transshipment levels become threatening. Surface Transportation: See Federal and Local Policy section, Strategy 1.	6 Months	-0-	Department of Commerce / Guam Airport Authority / Guam Customs & Quarantine	Data Report of Findings

Task Force: FISHERIES 2001 STRATEGIC PLANNING TASK FORCE

II. Federal and Local Government Policy

Long-Term Objective 1: Develop and implement policies conducive to the maintenance and expansion of Guam's fishing industry while at the same time protecting Guam's marine resources and generating revenues for Guam's economy.

Key Results/Actions Items	Time Table	Resources Needed	Accountability	Feedback Mechanism
A. Identify federal and local policy constraints to fisheries development and implement appropriate statutory changes.				
<u>Short Term 1:</u> Obtain a firm and Guam-specific policy, in writing from the local officer-in-charge of U.S. Immigration and Naturalization Service and/or statement of policy from the Director of U.S. Immigration in Washington D.C. implementing a visa-waiver or visa less temporary shore leave program for fishing boat crewmen.	1 year	20 Hours	Governor's Office / Congressman's Office	Change of Policy / Crew R&R reporting/ increase of Tax revenues
<u>Short Term 2:</u> Delete wharfage fee for vessels engaged in fisheries related activities from PAG tariff.	Immediate	-0-	Port Authority of Guam (PAG)	Increase of Port Calls
<u>Long Term:</u> Initiate legislation to adopt a Guam Immigration and Naturalization Statute. This will require U.S. and local government action.	2 years	300 Hours	Legislature / Governor's office/ Congressman's Office	New Law: Adoption of Statue
<u>Long Term:</u> Initiate legislation to create an EEZ planning task force to develop an EEZ policy and implementation plan(s) for the management, use, protection, enforcement, research and implementation of activites in Guam's EEZ.	1 year	600 Hours	Legislature / Applicable GovGuam agencies	Passage of Legislation

Key Results/Actions Items	Time Table	Resources Needed	Accountability	Feedback Mechanism
3. Maintain working relationship with Freely Associated States and other regional fisheries nations <u>Short Term:</u> (a) Lobby U.S. and FSM governments to eliminate FSM Micronesian Maritime Authority (MMA) policy currently prohibiting FSM licensed fishing vessels from transshipping in Guam. Reciprocate by assisting FSM in collecting appropriate and reasonable surcharge on these transshipment. <u>Long Term:</u> See Regional Policy / Fisheries Management section	1 year	\$10,000	2001 Task Force	Policy Change

III. Regional Policy/Fisheries Management

Long-Term Objective 1: Achieve Guam's full inclusion in regional fisheries policy-making bodies to ensure viable fish stocks for sustainable fisheries development.

Key Results/Actions Items	Time Table	Resources Needed	Accountability	Feedback Mechanism
A. Seek federal government recognition of the island's control over its Exclusive Economic Zone (EEZ) fisheries based on traditional rights, international convention and by virtue of its own claim (as stated in Resolution III of the United Nations Convention on the Law of the Sea (UNCLOS)) through the amendment of the Magnuson Fisheries Conservation and Management Act (Magnuson Act).	April 96	-0-	Western Pacific Fisheries Management Council / Congressman Underwood's Office	Passage of the Magnuson Act
B. Provide consistent and active representation on regional fisheries-related organizations and commissions including the Forum Fisheries Agency (FFA) and the South Pacific Commission (SPC) by securing Guam's full voting and equal membership rights.	April 96 & Continuous	\$10,000	Dept of Commerce / Governor's Office	Acknowledgement by FFA members

III. Regional Policy/Fisheries Management

Long-Term Objective 2: Integrate fisheries management and development on Guam into a regional context.

Key Results/Actions Items	Time Table	Resources Needed	Accountability	Feedback Mechanism
A. Identify regional policy constraints affecting Guam's fisheries development including transshipment. <u>Action 1:</u> Take appropriate but necessary action(s) via either dialogue between heads of government or the U.S. State Department to arrive at a level of mutual consensus/ agreement that will allow for all region countries/territories to prosper and benefit economically through sustainment and maximum utilization of combined fisheries resources including transshipping. This agreement aims to address adopted Compact of Free Association nation policies that creates an impediment to further the development of Guam's tuna industry and adversely impacting Guam, violating the condition and intent of the Compact.	April 96 & Continuous	-0-	Congressman's Office / Governor's Office / Legislature	Conference Meeting Reports
B. Improve coordination and communications between fishery-related agencies, commissions and special interest groups.	April 96 & Continuous	-0-	Governor's Office / Bureau of Planning / Dept of Commerce	Increase in communication activities & meeting reports

Key Results/Actions Items	Time Table	Resources Needed	Accountability	Feedback Mechanism
C. Secure regional fishing licenses for U.S. flag Guam-based vessels.	1 - Year	N/A	U.S. State Department / Governor's Office / Congressman's Office	Granting of Licensing
D. Promote and publish quarterly and annual fishing data reports for regional utilization.	DEC 96 & Continuous	\$50,000	Department of Commerce / Department of Agriculture	Quarterly & Annual Reports

Task Force: FISHERIES 2001 STRATEGIC PLANNING TASK FORCE

IV. Commercial Opportunities

Long-Term Objective 1: Develop locally-owned, Guam flag fleet (see also category III, Strategy 2c)

Key Results/Actions Items	Time Table	Resources Needed	Accountability	Feedback Mechanism
A. Create a business plan for the utilization of vessels forfeited for violation of federal or local laws to develop local fisheries training opportunities or enforcement.	6 months	\$20,000	Port Authority of Guam (PAG)	Completion of business plan

Task Force: FISHERIES 2001 STRATEGIC PLANNING TASK FORCE**IV. Commercial Opportunities****Long-Term Objective 2: Develop resource-related industries aside from tuna transshipment.**

Key Results/Actions Items	Time Table	Resources Needed	Accountability	Feedback Mechanism
A. Investigate potential value-added processing sites at SRF/Naval Activities. Include the Guam Fishermen's Cooperative as a potential user.	In Progress	40 Hours	Guam Economic Development Authority (GEDA)	Acceptable Navy Foot Print / GEDA BRACC 95 Leasing Plan
B. Determine the sustainable level of fisheries raw product available on Guam on an annual basis. Encourage the development of marketing capabilities for export of Guam landed fish via promotional efforts at the Guam Economic Development Authority.	6 Months	N/A	Department of Commerce / Guam Economic Development Authority (GEDA)	Creation of Exports

Key Results/Actions Items	Time Table	Resources Needed	Accountability	Feedback Mechanism
C. Establish inventory of suitable acreage for live bait farming of milkfish to encourage revenue generation via aquaculture and to increase demand for utilizing Guam as a port of call for long line vessels. This would require Guam Economic Development Authority to advertise for land owners interested in selling or entering into long term leases, develop a database of the properties, and network with potential investors. This would require the establishment of the proposed one-stop aquaculture permit and coordination of government agencies within a unified policy framework to allow for aquaculture development in selected areas. A minimum of 20-30 hectares are required, with individual farms consisting of no less than 2 hectares, to produce the bait quantity required to meet the annual potential demand for bait fish. This would result in direct gross annual revenues of \$8 to 10 million.	6 Months	40 Hours	Depart ment of Commerce / Guam Economic Development Authority (GEDA)	Creation of Aquaculture Farms

IV. Commercial Opportunities

Long-Term Objective 3: Increase charter boat revenues.

Key Results/Actions Items	Time Table	Resources Needed	Accountability	Feedback Mechanism
A. Obtain and deploy additional Fish Aggregating Devices on the eastern side of Guam.	6 Months	\$30,000	Department of Aquatic and Wildlife Resources (DAWR)	Increase of boating & fishing activity
B. Construct boating ramps at Inarajan for easier access to fishing grounds on Guam's eastern side.	In Progress	Construction Value	Department of Aquatic and Wildlife Resources (DAWR) / Department of Public Works	Completion of boat ramp
C. Investigate potential effectiveness of artificial reefs.	6 Months	-0-	Department of Aquatic and Wildlife Resources (DAWR)	Report of Findings

GUAM VISION 2001

Task Force: **TRANSPORTATION & TRANSHIPMENT**

Co-Chairs: **Van Shelly**
 Senator Joe T. San Agustin

Sub-Committees: **Shipping & Air Cargo**
 Customs Pre-Clearance
 Privatization of SRF
 Special Economic Zone
 Aviation Activities

Long Term Objectives:

- (A) Privatization of the Ship Repair Facility**
- (B) Establishment of Aviation Related Activities**
- (C) Designation of Customs Pre-clearance Area**
- (D) Establishment of Shipping and Air Cargo Hub**
- (E) Establishment of Special Economic Incentive Zone**
- (F) Establishment of Fishing and Trans-shipment Center**
- (G) Development of a Passenger Cruise Terminal & Facilities**

Transportation & Trans-shipment 2001 Task Force

Monthly Status Report

February 16, 1996

Overview

The Governor has appointed Senator Joe T. San Agustin and Mr. Van Shelly to serve as Co-chairs for the Transportation and Transshipment 2001 Task Force. Task Force members include Mr. David Tydingco (President of Guam Hotel & Restaurant Association), Mr. Jess Iwashita (President, Iwashita Enterprises), Senator Tony Unpingco, Senator John Aguon, Mr. Eloy Bermudes (General Manager, Port Authority of Guam), Mr. Tom Aihllen (President, APL). Additional members were appointed recently for more broad representation and expertise in various fields. New members include Mr. Jay Sprague (President, Kuentos), Mr. Rick Reynolds (Executive Manager, GAA), Mr. John Quinata (Director of Customs & Quarantine).

The Transportation and Trans-shipment 2001 Task Force is charged with Developing, Expanding and Improving the Transportation and Trans-shipment Industry that will ultimately result in a stable, robust and competitive economy.

The Task Force has scheduled its first meeting for Tuesday, February 20, 1996 at 2:00 pm at the Cabinet Conference Room at Adelup. The purpose of this meeting is to review the list of objectives, the integrated program to achieve the objectives, Task Force organizational chart, and resources needed.

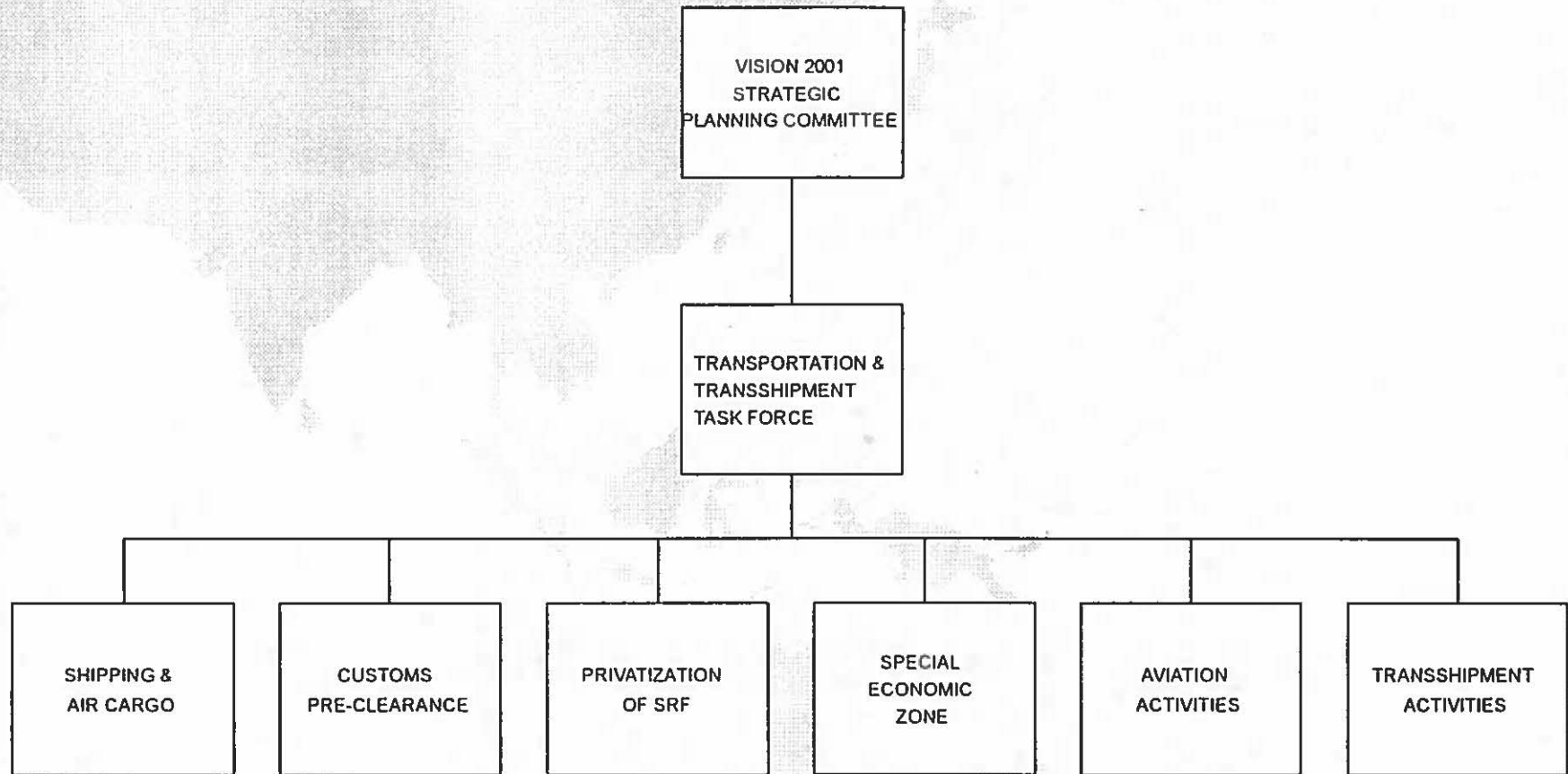
Task Force Accomplishments to Date:

1. Drafted a proposed organizational chart
2. Identified and Adopted a list of seven (7) long term objectives
3. Drafted proposed action items for each long term objectives as part of the Integrated Program
4. Appointed all Task Force members

Items to be accomplished by next status report:

1. Finalize integrated program action items for each objectives
2. Finalize all resources needed for each action items
3. Assignment of Task Force members to work on long term objectives
4. Provide progress update on each action item for each long term objectives

Transportation & Transshipment 2001 Task Force Organizational Chart



Transportation & Trans-shipment 2001 Task Force List of Long Term Objectives

1. Privatization of the Ship Repair Facility
2. Establishment of Aviation Related Activities
3. Designation of Customs Pre-clearance Area
4. Establishment of Shipping and Air Cargo Hub
5. Establishment of Special Economic Incentive Zone
6. Establishment of Fishing and Trans-shipment Center
7. Development of a Passenger Cruise Terminal & Facilities

Task Force: Transportation & Transshipment 2001 Task Force

Long-Term Objective: Establishment of a Special Economic Incentive Zone

<i>Key Results/Action Items</i>	<i>Time Table</i>	<i>Resources Needed</i>	<i>Accountability</i>	<i>Feedback Mechanism</i>
<i>1. Evaluate and Implement special tax treatment of merchandise; including licenses, permits, and fees</i>	<i>1997</i>	<i>Develop Legislation</i>	<i>GEDA DRT</i>	
<i>2. Enhance Qualifying Certificate Program to allow for Incentives in economic zones</i>	<i>1997</i>	<i>Develop Legislation</i>	<i>GEDA</i>	
<i>3. Identify and designate suitable location as a Special Area Designation for economic and enterprise incentive zone</i>	<i>1997</i>		<i>GEDA DRT</i>	
<i>4. Evaluate and implement business incubator program, development and support</i>	<i>1997</i>		<i>GEDA SBDC</i>	
<i>5. Identify and target types of businesses desired in the Economic and Enterprise Incentive Zone</i>	<i>1997</i>		<i>GEDA Commerce</i>	
<i>6. Develop an aggressive marketing program to entice targeted businesses to establish operations within the zone</i>	<i>1998</i>		<i>GEDA</i>	

Task Force: Transportation & Transshipment 2001 Task Force

Long-Term Objective: Establish Guam as a Shipping and Air Cargo Hub in the Western Pacific

<i>Key Results/Action Items</i>	<i>Time Table</i>	<i>Resources Needed</i>	<i>Accountability</i>	<i>Feedback Mechanism</i>
<i>1. Establish working dialogue to address fishing policy issues and obstacles with U.S. Immigrations and the FSM Government</i>	<i>1996</i>		<i>Governor's Office Task Force</i>	
<i>2. Identify and evaluate private industry interest in shipping and air cargo opportunities</i>	<i>1996</i>		<i>PAG GAA</i>	
<i>3. Determine physical capabilities and associated infrastructure needs</i>	<i>1996</i>		<i>PAG GAA Task Force</i>	
<i>4. Improvements to breakwaters, piers and wharfs</i>	<i>1997-ongoing</i>		<i>PAG</i>	
<i>5. Improvements to warehouses and container storage facilities</i>	<i>1997-ongoing</i>		<i>GAA PAG</i>	
<i>6. Develop target Marketing and Financial programs to involve federal and local resources as incentives</i>	<i>1997</i>		<i>GEDA GAA PAG</i>	

Task Force: Transportation & Transshipment 2001 Task Force

Long-Term Objective: Establish Guam as a Fish Processing and Transshipment Center

<i>Key Results/Action Items</i>	<i>Time Table</i>	<i>Resources Needed</i>	<i>Accountability</i>	<i>Feedback Mechanism</i>
<i>1. Establish working dialogue to address fishing policy issues and obstacles with U.S. Immigrations and the FSM Government</i>	<i>1996</i>		<i>Governor's Office Task Force</i>	
<i>2. Conduct site investigation and oceanographic studies</i>	<i>1996</i>		<i>PAG</i>	
<i>3. Conduct assessment of commercial fishing fleet practices</i>	<i>1996</i>		<i>PAG</i>	
<i>4. Conduct assessment of fishing vessel requirements</i>	<i>1996</i>		<i>PAG</i>	
<i>5. Determination of requirements for fish landing, auctioning, storage, processing and freezing</i>	<i>1996</i>		<i>COMMERCE PAG</i>	
<i>6. Improvements to piers, wharfs, warehousing, storage/processing facilities</i>	<i>1997-ongoing</i>		<i>PAG</i>	
<i>7. Identify and evaluate private industry interest and develop marketing program</i>	<i>1997</i>		<i>GEDA PAG</i>	

Task Force: Transportation & Transshipment 2001 Task Force

Long-Term Objective: Development of a Passenger Cruise Terminal and Facilities

<i>Key Results/Action Items</i>	<i>Time Table</i>	<i>Resources Needed</i>	<i>Accountability</i>	<i>Feedback Mechanism</i>
<i>1. Find and determine suitable location for a passenger cruise facility</i>	<i>1996</i>		<i>PAG</i>	
<i>2. Design specifications for a cruise terminal and other related facilities</i>	<i>1996</i>		<i>PAG</i>	
<i>3. Embark upon major capital improvements and reconstruction of wharf including infrastructure needs</i>	<i>1997</i>		<i>PAG GEDA</i>	
<i>4. Develop a marketing plan to include types of vendors, cruiselines and other activities</i>	<i>1997</i>		<i>GEDA GVB</i>	
<i>5.</i>				

Task Force: Transportation & Transshipment 2001 Task Force

Long-Term Objective: To Designate Guam as a Pre-Clearance Area for U.S. Customs

<i>Key Results/Action Items</i>	<i>Time Table</i>	<i>Resources Needed</i>	<i>Accountability</i>	<i>Feedback Mechanism</i>
<i>1. Establish working dialogue to address issues and opposition of the U.S. Customs Service in designating Guam as a pre-clearance area for passengers and cargo bound for the U.S.</i>	<i>1996</i>		<i>Governor's Office Task Force</i>	
<i>2. Determine and compile Guam's existing passenger and cargo volume (1970 -1995) as well as projected future volume</i>	<i>1996</i>		<i>PAG GAA</i>	
<i>3. Formulate a proposal package to be submitted to the U.S. Customs Service to include Guam profile, passenger and cargo volume information, manpower assessment and other issues as selling point for designation</i>	<i>1996</i>		<i>PAG GAA Task Force</i>	
<i>4. Determine specifically what are the federal requirements for a pre-clearance designation</i>	<i>1996</i>		<i>Task Force</i>	
<i>5. Work with the Airlines to Implement the U.S. Customs Advance Passenger Information System (APIS)</i>	<i>1996</i>		<i>GAA</i>	

Task Force: Transportation & Transshipment 2001 Task Force

Long-Term Objective: To Establish Aviation Related Activities

<i>Key Results/Action Items</i>	<i>Time Table</i>	<i>Resources Needed</i>	<i>Accountability</i>	<i>Feedback Mechanism</i>
<i>1. Identify and Evaluate all potential multiple uses for aviation related activities</i>	<i>1996</i>		<i>GEDA GAA</i>	
<i>2. Integrate with existing economic development programs and activities</i>	<i>1996</i>		<i>GAA</i>	
<i>3. Work with the Navy in identifying actual site for establishing aviation related activities for immediate reuse</i>	<i>1996</i>		<i>GAA</i>	
<i>4. Develop and implement a marketing plan to target identified businesses and industries and expand existing facilities for aviation activities</i>	<i>1997</i>		<i>GAA GEDA</i>	
<i>5. Work with the Airlines in establishing the proper procedures, requirements and guidelines for the Aircraft Maintenance Center and a Flight Instruction School</i>	<i>1997</i>		<i>GAA</i>	

6. <i>Evaluate and implement use of caretaker status to allow GovGuam control over facilities and equipment to lease for private use prior to property disposal</i>	1997		GEDA(LRA)	
7. <i>Identify, remove and ameliorate any environmental obstacles to reuse or privatization of SRF</i>	1997		GEDA(LRA) EPA	

Task Force: Transportation & Transshipment 2001 Task Force

Long-Term Objective: Privatization of the Ship Repair Facility

<i>Key Results/Action Items</i>	<i>Time Table</i>	<i>Resources Needed</i>	<i>Accountability</i>	<i>Feedback Mechanism</i>
<i>1. Prepare an inventory of all real and personal property assets</i>	<i>1996</i>		<i>GEDA(LRA)</i>	
<i>2. Hire Consultant to develop Reuse and Business Plan</i>	<i>1996</i>		<i>GEDA(LRA)</i>	
<i>3. Identify and establish a list of private companies engaged in ship and industrial repair work in the U.S. and Asia that can utilize equipments and machinery at SRF as a dual use concept</i>	<i>1996</i>		<i>GEDA(LRA)</i> <i>PAG</i>	
<i>4. Develop a Management Action Plan for the Reuse and Privatization of SRF</i>	<i>1996</i>		<i>GEDA(LRA)</i> <i>Task Force</i>	
<i>5. Establish a Memorandum of Agreement between DoD (Navy) and the LRA for receipt, response and evaluation of any solicited and unsolicited proposals for privatization</i>	<i>1996</i>		<i>GEDA(LRA)</i>	

GUAM VISION 2001

Task Force: **HUMAN RESOURCES**

Co-Chairs: **Andrew P. Andrus**
John T. Cruz

Sub-Committees: **Staffing**
Human Resources/Workforce Development
Compensation and Benefits
Equal Employment Opportunity
Labor Relations
Safety and Health
Support Services

Long Term Objectives:

Preliminary issues have been identified under each of the topical areas (Subcommittees) and identification of long-term objectives are presently underway.

GUAM VISION 2001

Task Force: TOURISM 2001

Co-Chairs: Bob Coe
Lt. Governor Madeleine Z. Bordallo

Sub-Committees: Add 5000 Hotel Rooms - Bob Coe & J.R. Calvo
Airline and Airport Capacity - Don Breeding & Bill Thompson
Make Tumon Bay Beautiful and Safe - Lt. Gov. Madeleine Bordallo & Bob Coe
Provide the Work Force - Simon Sanchez & Gerard Guedon
Develop Two Major Attractions - Mark Baldyga & Sen. Tony Blaz
Provide the Electricity, Water and Sewage Processing Needed - Gerald Perez
& John Gilliam/Jesus Salas
Market the Attractions - Joe Couch & James Nelson

Long Term Objectives:

Add 5000 Hotel Rooms by Year 2001

- (A) Complete hotels under construction.
- (B) Identify Tumon sites and develop spec sheets.
- (C) Identify off-Tumon sites and develop spec sheets.
- (D) Assist existing hotels planning expansions.
- (E) Develop incentives for new developers and pass legislation.
- (F) GEDA to simplify QC requirements.
- (G) GEDA to finalize/create Developer Assistance Program.
- (H) GEDA to create Marketing Package of Benefits.
- (I) Market sites, incentives, assistance, opportunity.

Airline and Airport Capacity

- (A) Complete airport expansion on modified schedule.
- (B) Improve aesthetics in the Airport.
- (C) Keep Guam vacations competitive.
- (D) Minimize airport construction and maintenance costs.

Make Tumon Bay Beautiful and Safe

- (A) Develop, fund, and implement Tumon Bay Beautification Plan.
- (B) Create an on-going Tumon Bay Maintenance Program.
- (C) Create and enforce a "Code of Existence" on Tumon Bay.
- (D) Create a plan that increases security/safety on Tumon Bay.
- (E) Create, fund, and implement a Two Lovers Point Beautification Plan.
- (F) Create, fund, and implement a Beautification Plan for other key visitor attraction sites.

Providing the Labor Force

- (A) Analyze existing labor market conditions.
- (B) Review and analyze job training opportunities.
- (C) Analyze and determine impact of imported labor.

Develop Two Major Attractions

- (A) Evaluate major entertainment attraction potential.
- (B) Evaluate Convention Center attraction potential.
- (C) Survey the customers to better identify their desires.

Provide the Electricity, Water and Sewage Processing Needed

Power - Provide reliable power for local demand and tourism industry growth.

- (A) Phase I - Perform needed repairs.
- (B) Phase II - Obtain outside help to expedite power system rehabilitation, on-hands training and maintenance systems.
- (C) Phase III - To bring Cabras #4 on line.
- (D) Phase IV - Obtain outside help for immediate and specific training upgrade.
- (E) Phase V - Select site and technical strategy for rehabilitating, converting, refitting and adding to the systems base load.
- (F) Phase VI - Provide direction on Privatization.
- (G) Phase VII - Consensus building required to ensure long term success and stability of island power system.

Sewer - Provide sewer capacity to support hotel growth.

- (A) Phase I - \$10 million required to provide immediate relief in Tumon to allow comfortable capacity for hotels now under construction.
 - (1) Fujita and Mamahon Pump Station upgrades (\$7.5 million).
 - (2) Construct reversals system to direct Tumon flows northward to Harmon treatment plant (\$2.5 million).
 - (3) Acquire pump station and sewer line easements on Ypao Road.
 - (4) Secure easement to tie Mamahon Pump Station to route 16.
 - (5) Investigate funding for reversal systems (EPA Cleanwater Act Funds).
- (B) Phase II - \$14.8 million required to meet Long Term requirements for 2001.
 - (1) Construct another pump station at Gun Beach & Harmon Village (\$8 million).
 - (2) New Tumon Pump Station at the Fujita site (\$1.8 million).
 - (3) Provide upgrade at the Chaot Pump Station (\$2 million).
 - (4) Replace northern district effluent outfall line (\$1.5 million).
 - (5) Barrigada/Mangilao Pump Station upgrade ((\$1.5 million).

Marketing the Attractions

- (A) Develop mission statement, objectives, and strategy.**
- (B) Identify and complete statistics on Core Markets.**
- (C) Establish market share by each core market by 2001.**
- (D) Identify major marketers of Guam.**
- (E) Develop regional marketing plan.**



DFS Mid Pacific Region

Head Office

15 January, 1996

To:	<u>Tourism 2001 Subcommittee Chairs</u> Lieut. Governor M. Bordallo Don Breeding Simon Sanchez Mark Baldyga Gerald Perez Joe Couch	<u>Vice Chairs</u> J.R. Calvo Bill Thompson Gerard Guedon Senator Tony Blaz John Gilliam / Jesus Salas James Nelson
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From: Bob L. Coe 

Subject: Revised Tourism 2001 Strategic Tactics

Attached are revised strategy tactics for our Task Force meetings. I have also modified the subcommittee member listings based on your input.

Please distribute the strategies to your subcommittee members. Our target is for each subcommittee to present their tactical plan on the forms I provided on Thursday, February 8, 2:00 pm. Please follow through urgently with your people to lay out your tactical plan and input it on the form provided.

Best regards and thanks for your help.

Att. (27 pp.)

Tourism 2001

Subcommittee Organization

Strategy

Add 5,600 Hotel rooms and Create Incentives Necessary to Bring Investors to Guam

Chair: Bob Coe

Vice Chair: J.R. Calvo

Members: James Kaplan, Don Breeding, Sen. Elizabeth Barrett-Anderson, Sen. Tony Blaz, Dave Tydingco, Gerard Guedon, Clifford Guzman, Glen Leon Guerrero, Eric Nelson, Lee Webber

Strategy

Add Airline and Airport Capacity

Chair: Don Breeding

Vice Chair: Bill Thompson

Members: Clifford Guzman, R. Reynolds, Gerald Perez, Bob Paine, James Nelson

Strategy

Make Tumon Bay Beautiful and Safe

Chair: Lieut. Governor Madeleine Bordallo

Vice Chair: Bob Coe

Members: Sen. John Aguon, Simon Sanchez, Onizawa-san, J.R. Calvo

Strategy

Provide the Work Force

Chair: Simon Sanchez

Vice Chair: Gerard Guedon

Members: Barbara Stewart, John Cruz, Dave Tydingco, John Salas, John Tajito, Toni Sanford, Ladd Baumann

**Tourism 2001 Task Force
Subcommittee Organization**

Strategy

Develop Two Major Attractions

Chair: Mark Baldyga
Vice Chair: Senator Tony Blaz
Members: Onizawa-san, Clifford Guzman, Sen. Sonny Orsini, Lee Webber,
Joe Couch, Bob Paine, Bob Coe, James Nelson, Yoneyama-san,
Bruce Kloppenburg, Richard Rennie, Jay Merrill, Jim Bradley,
Rodney Webb

Strategy

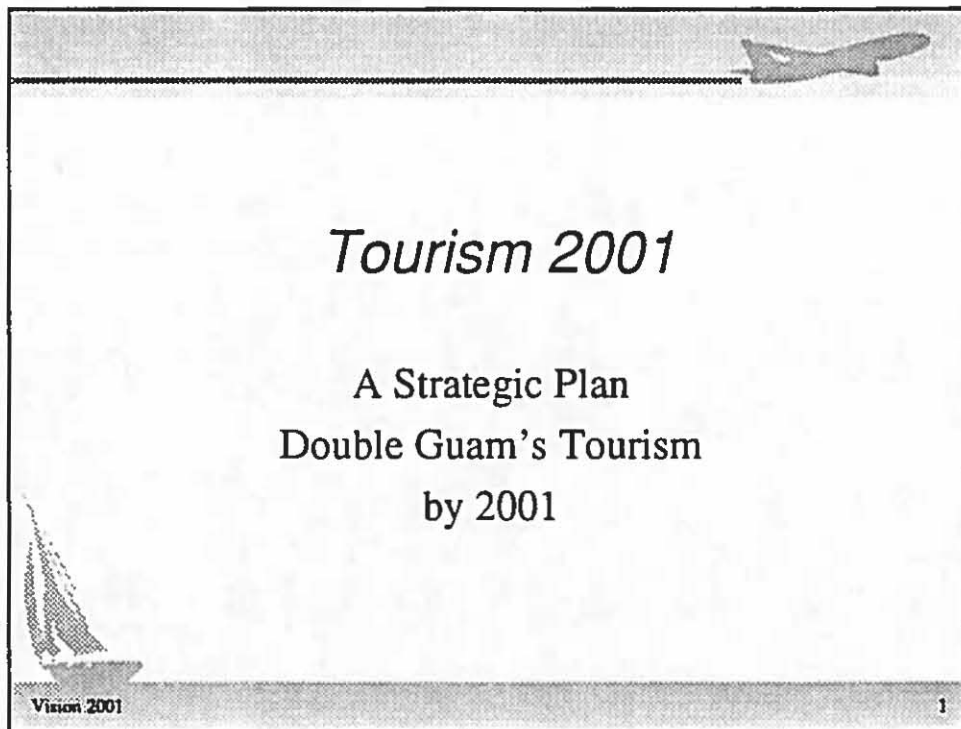
Provide the Electricity, Water and Sewage Processing Needed

Chair: Gerald Perez
Vice Chair: John Gilliam / Jesus Salas
Members: Sen. John Aguon, Sen. J.T. San Agustin, Sen. Mark Forbes,
Sen. Felix Camacho, Sen. Tom Ada, Frank Shimizu, Richard Young,
Rodney Webb, John Duenas, Dave Tydingco, Glen Leon Guerrero,
Helen Ada, Clifford Guzman, Bob Coe

Strategy

Market the Attractions

Chair: Joe Couch
Vice Chair: James Nelson
Members: Onizawa-san, Sen. Tom Ada, Mark Baldyga, Rick Sablan,
Lee Webber, Frank Arriola, Jay Merrill



The following pages outline a proposed course of action to achieve each of the strategies developed as part of the Tourism 2001 presentation.

This is a beginning point for Tourism 2001 Task Force discussions. The Task Force needs to finalize these tactics so that each strategy will be accomplished using the collective best thinking of each member.

We will increase the size of the Task Force by inviting key individuals who can assist us with necessary expertise per each strategy.

Members of the Task Force will be asked to join specific sub-committees so that our resources can be most efficiently used to expedite the Tourism 2001 plan.



What Will It Take to Achieve 2,000,000 Tourists in 2001

- ◆ A Tropical Paradise Attraction ~ The Stage
 - Tropical Landscaping
 - Clean and Safe Beaches, Streets and Sidewalks
 - Warm Island People, Beautiful Music
 - Entertainment Attractions
- ◆ Good Value ~ The Ticket Price

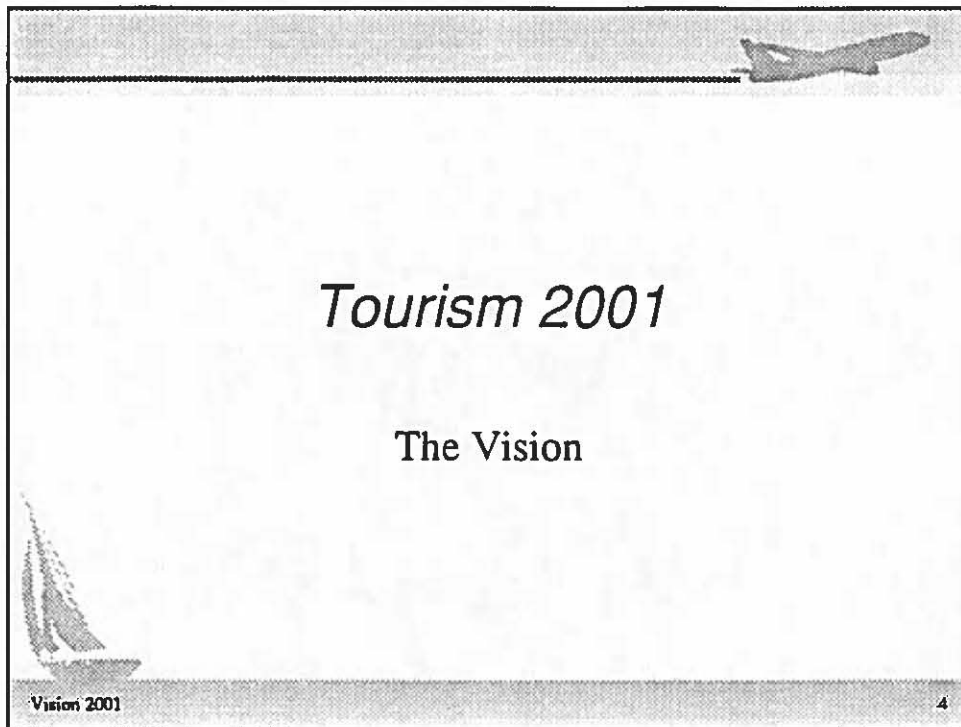
We need to be in total agreement regarding what it will take to achieve our objective.



What Will It Take to Achieve 2,000,000 Tourists in 2001

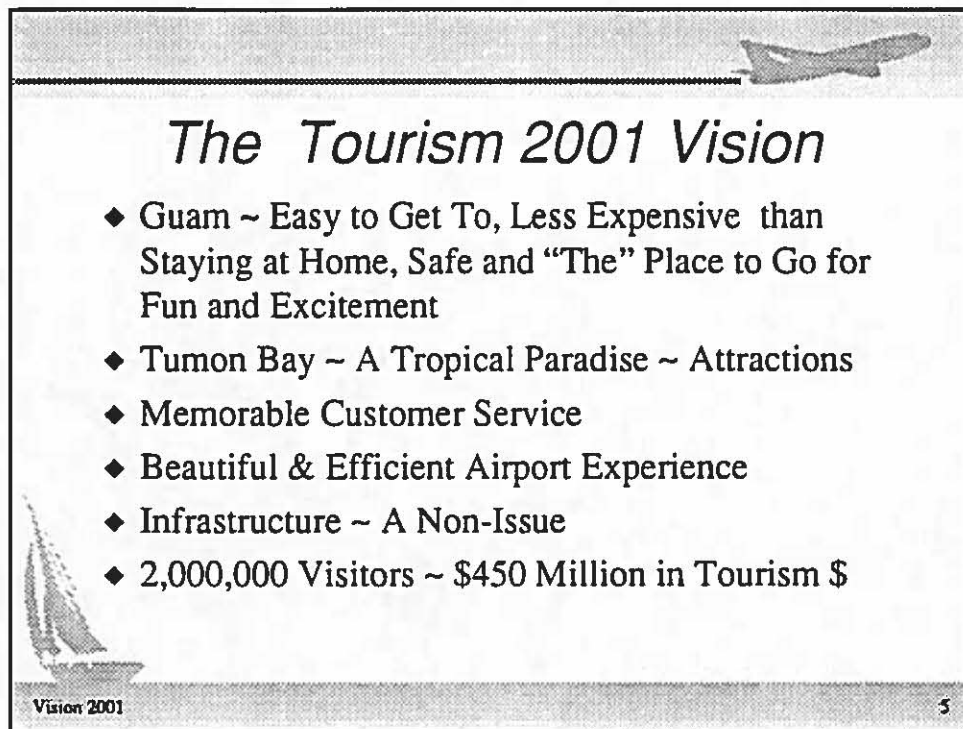
- ◆ Excellent Customer Service
~ the Entertainers
- ◆ Compelling Advertising and Marketing
~ the Reviews
- ◆ A Proactive Government and Private Sector
Working Together ~ The Producers

The Task Force should be comfortable that if we can deliver this list we will achieve the Governor's goal of doubling tourism by 2001.



We need one common, full color picture of what Guam will and must be like in 2001.

We will work together to create that full color picture with clear strategies and actionable tactics to be implemented with urgency.



The Tourism 2001 Vision

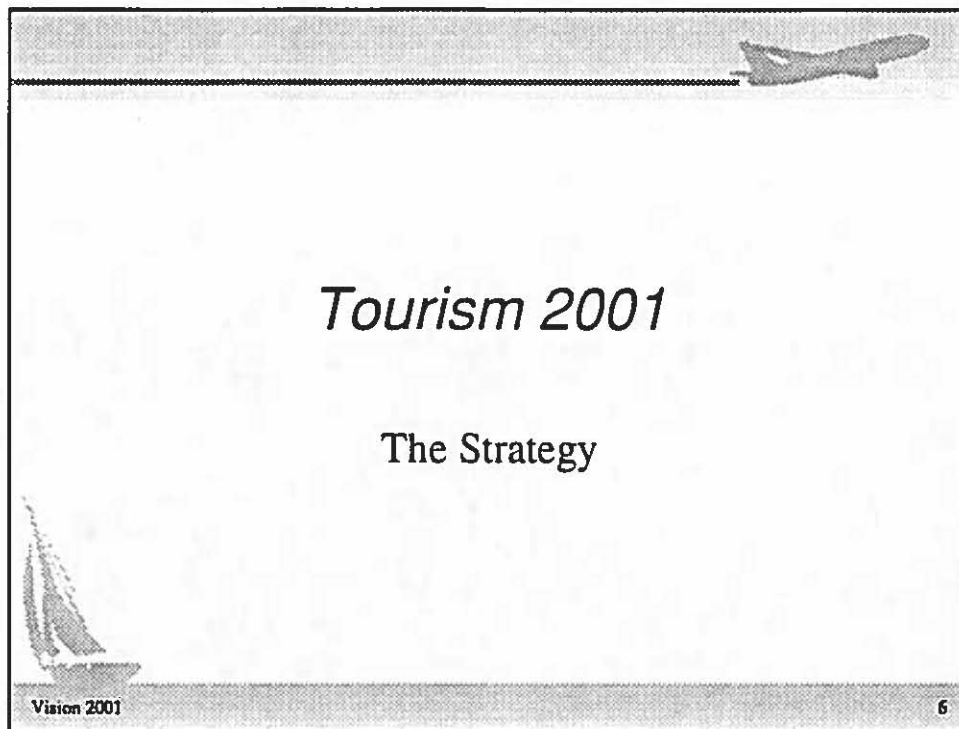
- ◆ Guam ~ Easy to Get To, Less Expensive than Staying at Home, Safe and “The” Place to Go for Fun and Excitement
- ◆ Tumon Bay ~ A Tropical Paradise ~ Attractions
- ◆ Memorable Customer Service
- ◆ Beautiful & Efficient Airport Experience
- ◆ Infrastructure ~ A Non-Issue
- ◆ 2,000,000 Visitors ~ \$450 Million in Tourism \$

Vision 2001 5

Will this Vision be good enough to double tourism by 2001?

Should be part of GVB marketing plan-the message

GVB should work with private sector to incorporate overall impact.



Nothing happens by accident.

We must lay out the strategies to make the Vision come true.

It will take all of our best thinking and will take alot of teamwork to finalize the strategies and tactics to get the job done.



The Strategic Plan to Produce 2,000,000 Guam Visitors

- ◆ Increase Hotel Rooms from 6387 to 12,000
 - ◆ Beautify Tumon Bay ~ Make It a Safe
 - ◆ Provide 10,000 New Customer Service Professionals for the Tourism Industry
 - ◆ Provide Airline Seats ~ Customer Friendly Airport
- 

These are the big moves we must make.

They are quantum leaps from where we are today.

Achieving them is paramount to our success.



The Strategic Plan to Produce 2,000,000 Guam Visitors

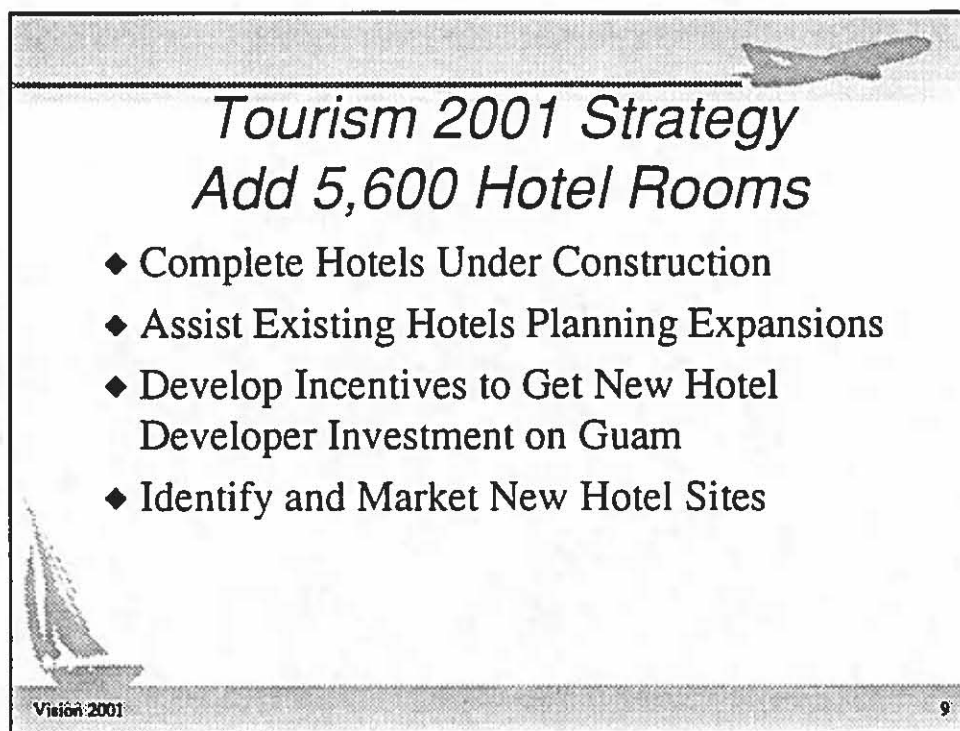
- ◆ Develop 2 New Major Entertainment Attractions that Will Attract More Visitors
- ◆ Provide Adequate Infrastructure ~ Power, Water & Sewage Processing
- ◆ Develop a Cost Effective, Adequately Financed Marketing Program to Fill Hotels



Vision 2001

8

Are there any other major strategic move we must make to achieve our Tourism 2001 objective to double tourism by 2001?



Tourism 2001 Strategy
Add 5,600 Hotel Rooms

- ◆ Complete Hotels Under Construction
- ◆ Assist Existing Hotels Planning Expansions
- ◆ Develop Incentives to Get New Hotel Developer Investment on Guam
- ◆ Identify and Market New Hotel Sites

Vision 2001 9

Tactics

Complete Hotels Under Construction(Parc(252 rms), Leo Palace(381 rms), HI(325 rms)-Total 952 rooms)

Parc will open in 1st quarter(no action needed)

HI, Fletcher Pacific negotiating with Taiwanese Hotelier

need incentives finalized to assist

need numbers to work, need FP to work fast

James K. to assist

Asahi Bank dragging feet on selection of operator- have previously decided to open hotel, Marriot and Westin are finalists.

Governor needs to push with James K.

Send letter ASAP and Contact directly.

May be waiting for incentives?

Tactics

Identify any off Tumon Bay locations to be developed-other sites and issues

cont. next page



Tourism 2001 Strategy
Add 5,600 Hotel Rooms

- ◆ Complete Hotels Under Construction
- ◆ Assist Existing Hotels Planning Expansions
- ◆ Develop Incentives to Get New Hotel Developer Investment on Guam
- ◆ Identify and Market New Hotel Sites

Vision 2001 10

Tactics

Assist Existing Hotels Planning Expansions

Letters were to have been sent out to hoteliers to see if anyone was interested in building more rooms-verify sent

Only PIC has indicated interest and has confirmed plans

QC had to be modified-planning 300 room tower

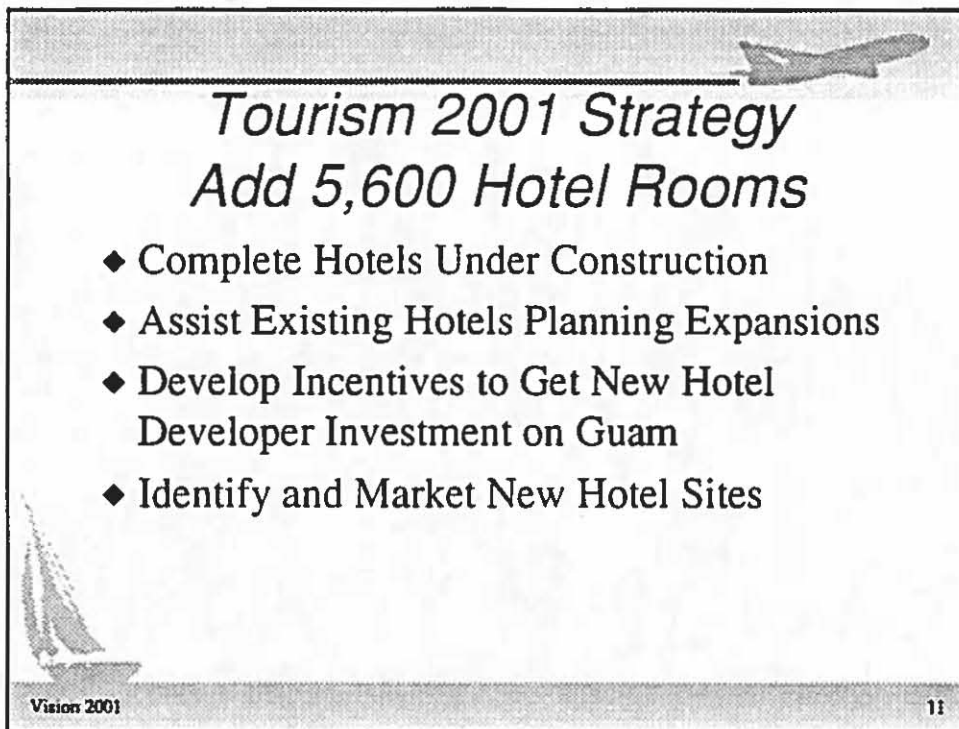
Confirm finalized with GEDA .

Make sure all hotels have confirmed their lack of interest in expanding their rooms.

Hilton?(100 rooms), Ysrael Tumon Crown(180 rooms plus 600 rooms across Galleria), Grand Hotel(99 rooms), AB Hotel(379 rooms)-Total 1,279 rooms

James K. and Glen Leon Guerrero to meet with these people

Must have a GEDA program to assist developers including personal service and support.



Tourism 2001 Strategy
Add 5,600 Hotel Rooms

- ◆ Complete Hotels Under Construction
- ◆ Assist Existing Hotels Planning Expansions
- ◆ Develop Incentives to Get New Hotel Developer Investment on Guam
- ◆ Identify and Market New Hotel Sites

Vision 2001 11

Tactics

Develop incentives to get new hotel developer investment on Guam-
Identify and market new hotel sites.

James Kaplan hired as marketing consultant-making contacts

Incentives finalized and approved by GEDA BOD

Governor and Legislature to pass legislation to
allow incentives.

GEDA to prepare marketing paper

GEDA should communicate incentives to landowners

James Kaplan to communicate to developers.

GEDA and James Kaplan create Property fact sheets per handout

ID each property

Establish deal making arrangements

Establish target projects and developers for each
property.

Go in motion to market property



Tourism 2001 Strategy Incentives Required

- ◆ Developer Incentives Required
- ◆ Guam Competes for Investment Capital
- ◆ Must Offer Best and Easiest Opportunity
- ◆ Already Have Attractive GEDA Benefits
- ◆ Need 6 Month Guarantee on Permits



Vision 2001

12

Tactics

GEDA to simplify GEDA requirements

- eliminate various unnecessary expense add-ons
- make straight forward

- Only add-ons relate to infrastructure issues

- Discuss this as part of infrastructure strategy

GEDA to finalize developer assistance program

- Finalize guaranteed 6 month permit process

- need to publish the guarantee to developers as part of package including GEDA benefits

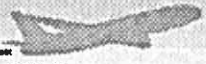
- assigned GEDA agents to walk permit thru process

- GEDA to provide customer service assistance and to write out the service offered to be presented to developers

GEDA create marketing package of benefits

- summarize in brief form the entire package
- for James to have and use

- to be included with package including sites, occupancy, letter from Gov., strategy etc.



Tourism 2001 Strategy Incentives Required

- ◆ Land Owner Incentives Needed
- ◆ Guam Opportunity Must be a Good Value
- ◆ Have to Move Quickly to Achieve 12,000 Rooms by 2001
- ◆ Provide Incentives ~ Tax Rebates ~ to Land Owners to Make Good Deals Quickly



Vision 2001

13

Tactics

Finalize landowner incentives

Governor and Legislature approve and legislate
GEDA BOD has approved program

GEDA create landowner benefit package to be delivered to
landowners by James Kaplan.

need to explain benefits
need to negotiate selling/lease prices
need to negotiate other terms



Vision 2001

Tourism 2001 Strategy

Add Airline & Airport Capacity

- ◆ Complete the Airport Expansion as Rapidly as Possible
- ◆ Minimize Construction Costs so Guam Value is Enhanced ~ Competitive Airfares
- ◆ Make the New Airport a Positive Situation for Air Carriers to Add Flights



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Tactics

Governor, GAA take action to have airport constructed by EOY 96

phase I by EOY 96

phase II by ???

GAA to minimize construction costs to hold down fees

encourage added flights to support tourism growth

Privatize where possible to reduce operations costs

best effort to avoid additional bonds

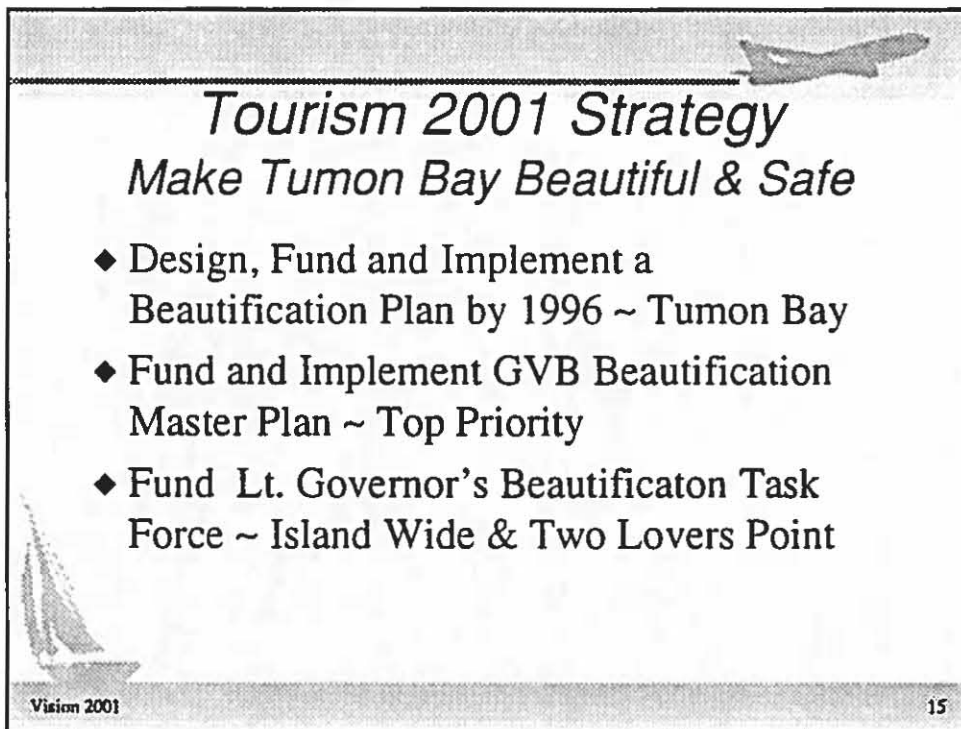
stay on schedule to avoid cost increases

In mean time, make airport as pleasant as possible of an experience

Check customs and immigration coverage to minimize inbound processing delays

Add local music to airport now to provide good experience from arrival

Follow other task force recommendations to minimize bad experiences



Tourism 2001 Strategy
Make Tumon Bay Beautiful & Safe

- ◆ Design, Fund and Implement a Beautification Plan by 1996 ~ Tumon Bay
- ◆ Fund and Implement GVB Beautification Master Plan ~ Top Priority
- ◆ Fund Lt. Governor's Beautification Task Force ~ Island Wide & Two Lovers Point

Vision 2001 15

Tactics

Develop Tumon Bay beautification plan and cost out.

Tourism 2001 project coordinating with GVB
make Tumon Bay area a tropical paradise and exceed expectations

do not minimize it-plan it to be competitive

Include plan in TLUC and GEDA requirements for new construction

Must avoid concrete buildings and sidewalks without proper landscaping

Seek financial support from Legislature to fund the project by 96.

Fund over 95 and 96 budgets

Create an ongoing maintenance program with at least 15 workers supervised by a landscape expert and assigned to Tumon Bay area each day.

provide workers, expert leadership and funds for supplies.



Tourism 2001 Strategy
Make Tumon Bay Beautiful & Safe

- ◆ Reallocate GovGuam Human Resources to the Tumon Bay Area
- ◆ Deliver High Quality Ongoing Maintenance
- ◆ Create an Enforced “Code of Existence” for All Businesses and Property Owners
- ◆ Everyone Responsible for Beautification

Vision 2001 16

Tactics

Create and enforce a “code of existence” for all property owners on Tumon Bay that maintains high standards of presentation and that cleans the area up now.

Identify how each property owner/operator must maintain and beautify their locations

Include requirements for all new construction to develop beautification per the plan above.

Pass legislation once code is finalized

Create a plan to provide for increased security on Tumon Bay

Create a beautification plan for Two Lovers Point and other key historical attractions and island wide beautification..

Target specific key visitor attractions(2 Lovers etc.)

Seek Legislative support & fund projects by EOY 96

Focus first on major tourist attractions visited by many tourists

Prioritize by historical and visit significance

Implement by EOY 96

Provide for ongoing maintenance of improvements



Tourism 2001 Strategy

Provide the Work Force

- ◆ Quantify the Work Force Required
 - ◆ Develop Training Programs Required
 - ◆ Determine How Many Workers Can and Will Come from the Local Job Market
 - ◆ Determine the Source of Any Additional Workers Required
- 

Vision 2001

17

Tactics

Project work force required.

Hotels and support industries

Quantify by type of position to be filled thru 2001

Size the local work force through 2001

How many people will be looking for jobs

Estimate how many will wish to work in Tourism industry

Determine how many positions can be supported by local work force and how many will need to be filled from off island.

Target various positions for local and off island

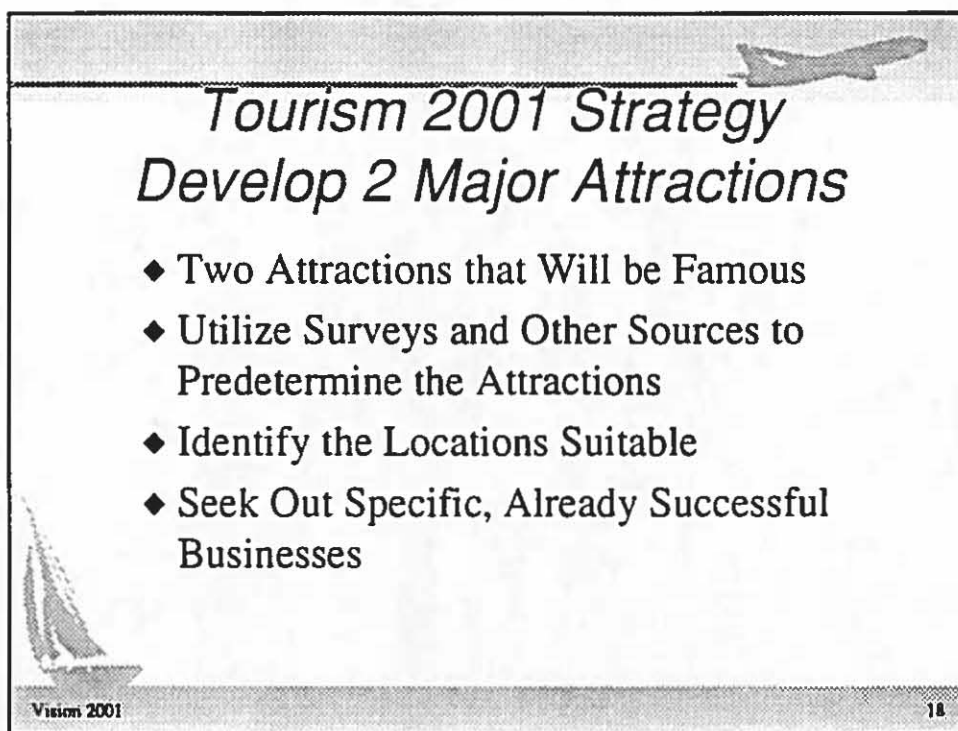
Outline specific training required for local work force.

Layout a plan to provide training

Layout cost of training

Determine where and how off island work force can be located.

Identify issues and plan to provide



Tourism 2001 Strategy

Develop 2 Major Attractions

- ◆ Two Attractions that Will be Famous
- ◆ Utilize Surveys and Other Sources to Predetermine the Attractions
- ◆ Identify the Locations Suitable
- ◆ Seek Out Specific, Already Successful Businesses

Vision 2001 18

Tactics

Identify where we are today, Competition and Research GVB and other surveys (IGTA, Korean and Taiwanese Agents) to identify which entertainment attractions have the most appeal from tourists

create a target list of attractions

prioritize list based on surveys and suitability

define the economics of attractions business

Consider Controlled Gaming, Micronesia Cultural Center, Apra Harbor water center, Aquarium, Botanical Garden, Entertainment Complex

Identify and focus on two most appropriate attractions

Establish a plan to locate the attraction on Guam

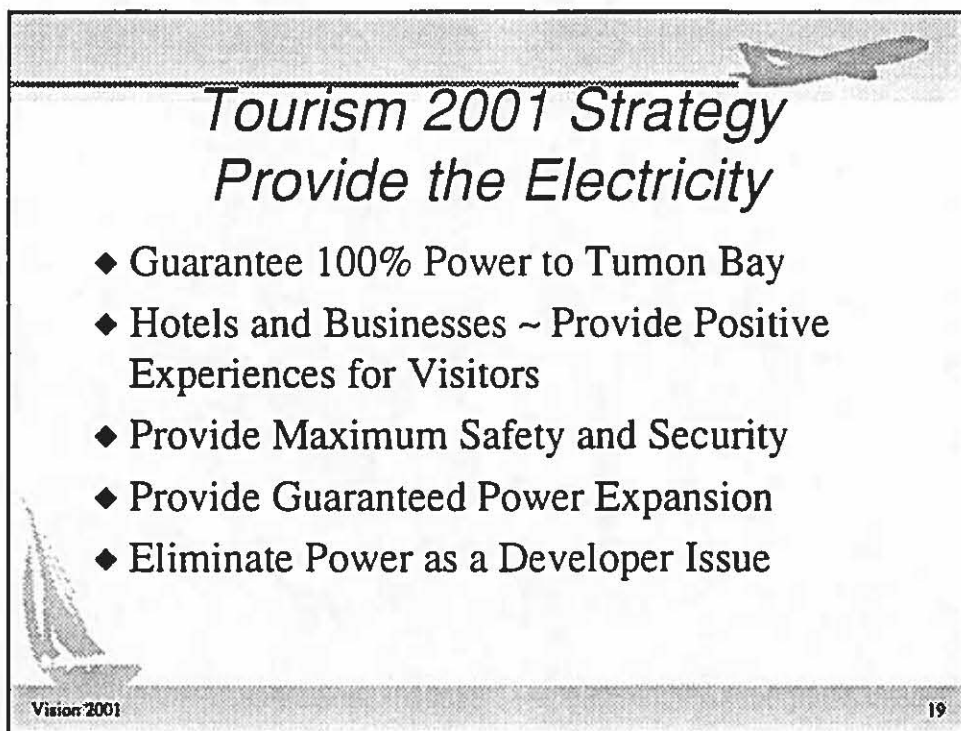
provide same incentives as hotel developers and land owners listed above

Identify the ideal location

Locate existing successful operators and communicate to them either directly or thru James Kaplan

bring the developer to Guam to create interest using targeted properties

Create a plan to market attractions we already have-change perceptions-lot to do on Guam.



Tourism 2001 Strategy
Provide the Electricity

- ◆ Guarantee 100% Power to Tumon Bay
- ◆ Hotels and Businesses ~ Provide Positive Experiences for Visitors
- ◆ Provide Maximum Safety and Security
- ◆ Provide Guaranteed Power Expansion
- ◆ Eliminate Power as a Developer Issue

Vision 2001 19

Tactics

Form Vision 2001/Tourism 2001 special task force to finalize strategic plan to provide short term and long term power needs.

Lead by Governor

Members to include at least 4 Senators, GPA Board Chairman and GM

Supported by G. Perez, D. Tydingco and B. Coe

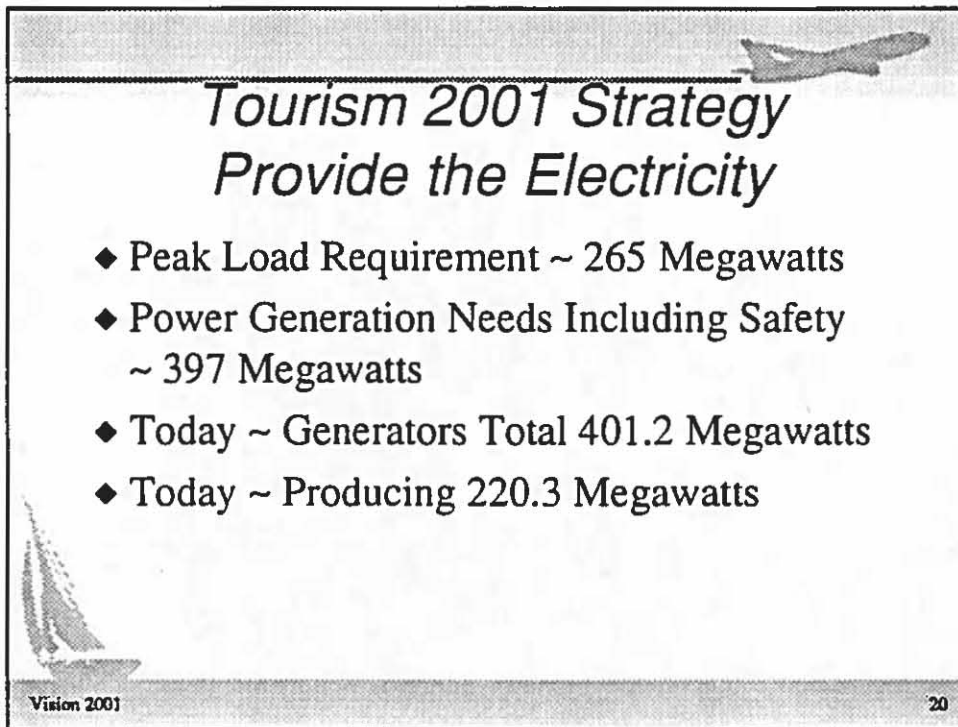
Mission: Create a strategic plan to provide uninterrupted power to the island and guaranteed uninterrupted power to Tumon Bay hotels by June 96 at the latest and provide guaranteed power generation expansion for future hotels.

Finalize the strategy

Develop and pass necessary legislation that will enable the strategy

Provide specific direction to GPA BOD to achieve the plan

GPA Board and Management implement the strategy



Tourism 2001 Strategy
Provide the Electricity

- ◆ Peak Load Requirement ~ 265 Megawatts
- ◆ Power Generation Needs Including Safety ~ 397 Megawatts
- ◆ Today ~ Generators Total 401.2 Megawatts
- ◆ Today ~ Producing 220.3 Megawatts

Vision 2001 20

Tactics

GPA-Create an accurate account of where we are today and where we need to be in the future.

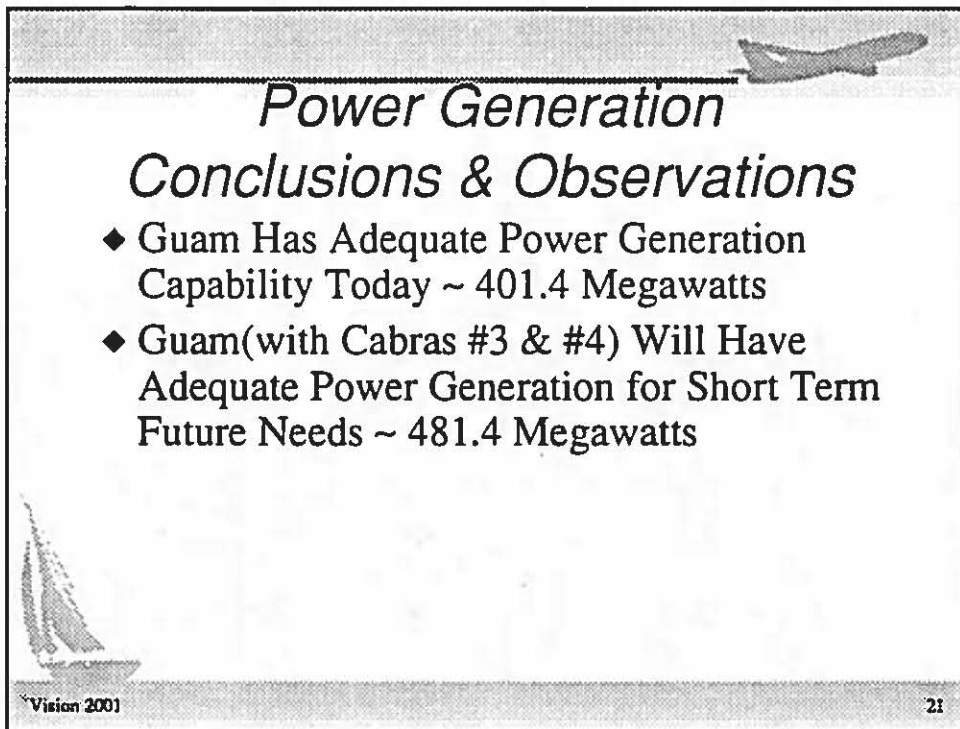
desired base loads today and in future to support
Tourism 2001 growth

desired fast track, peaking generators

layout plans for future needs

layout future location options

cost options



Power Generation

Conclusions & Observations

- ◆ Guam Has Adequate Power Generation Capability Today ~ 401.4 Megawatts
- ◆ Guam(with Cabras #3 & #4) Will Have Adequate Power Generation for Short Term Future Needs ~ 481.4 Megawatts

Vision 2001 21

Tactics

Develop and summarize where we are today vs. where we need to be.

- base load situation

- peaking situation

- operating issues/problems by each generator

Identify the issues faced today and in the future.

- why are we experiencing the inefficiencies today

- what causes these inefficiencies

- how do we eliminate the issues

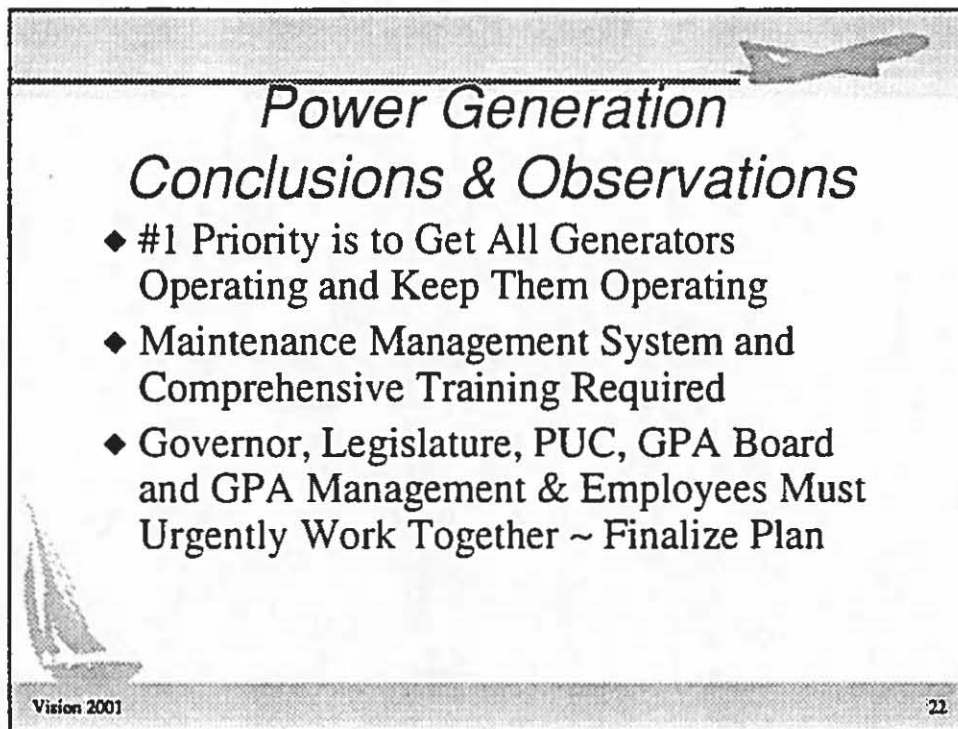
Quantify future power needs based on Tourism 2001 projections.

Create the strategy to provide uninterrupted power.

- power issues must be fixed by June 96

- provide for future needs on uninterrupted basis

- layout a timing and action plan



Power Generation

Conclusions & Observations

- ◆ #1 Priority is to Get All Generators Operating and Keep Them Operating
- ◆ Maintenance Management System and Comprehensive Training Required
- ◆ Governor, Legislature, PUC, GPA Board and GPA Management & Employees Must Urgently Work Together ~ Finalize Plan

Vision 2001 22

Tactics

Layout the strategy to operate Guam's generators at or above the industry average efficiency level.

what will it take to operate efficiently

what changes will need to be made to operate at that level

layout strategy to make the changes necessary

layout a timing and action plan



Tourism 2001 Strategy

Provide the Water

- ◆ 21 New Wells Required to Support 5,600 Hotel Rooms ~ Cost \$7 Million
- ◆ 3 Months to Construct each Well
- ◆ Develop Timing and Action Plan
- ◆ Develop a Funding Plan



Vision 2001

23

Tactics

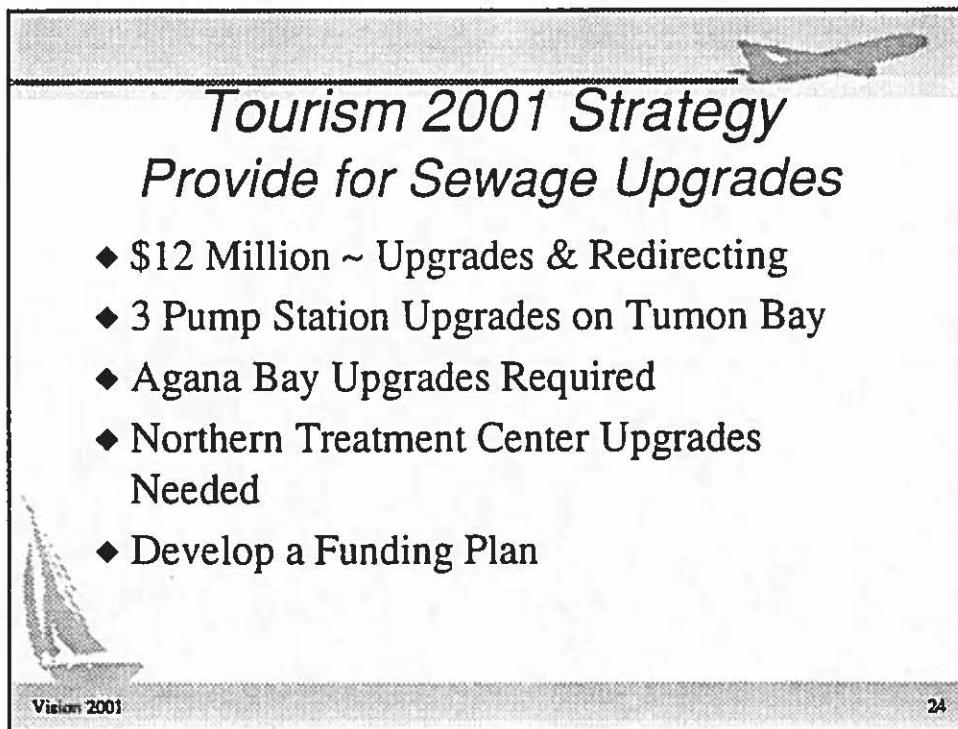
Reproject water needs and develop strategy to provide the water necessary.

how, where and who will provide the water

Determine cost of providing the water.

Develop strategies to fund the wells and lines.

Develop a timing and action plan.



Tourism 2001 Strategy
Provide for Sewage Upgrades

- ◆ \$12 Million ~ Upgrades & Redirecting
- ◆ 3 Pump Station Upgrades on Tumon Bay
- ◆ Agana Bay Upgrades Required
- ◆ Northern Treatment Center Upgrades Needed
- ◆ Develop a Funding Plan

Vision 2001 24

Tactics

Reproject sewage needs and develop strategy to provide the sewage processing capability necessary.

how, where and who will provide

Determine cost of providing.

Develop strategies to fund the project

Develop a timing and action plan.



Tourism 2001 Strategy *Market the Attraction*

- ◆ Create a Marketing Strategy that Targets Visitor Segments and Visitor Markets
 - ◆ Develop and Implement a Cost Effective, Targeted Marketing Program
 - ◆ Provide Adequate Funding Necessary to Compete
- 

Vision 2001

25

Tactics

Using the visitor targets by country, develop market share targets by origination based on potential and airline seat availability thru 2001.

Create outbound projections by country and by each targeted origination to establish market size.

Determine desired market share by country and origination and project pax so that overall Tourism 2001 objectives are achieved.

Identify and quantify specific marketing targets-by origination location and segments of population (general sightseeing or special interest groups like divers, golfers, incentives etc.)

Layout a strategy to finalize the 5 year marketing plan.

How should it be executed to accomplish goals

How much funding is necessary for advertising, PR, Special events etc.

Present the program to the task force and to the Legislature.

TOURISM 2001

Hotel Development

<u>LOCATION</u>	<u>LANDOWNER</u>	<u>LAND DESCRIPTION</u>	<u>DESIRED BUSINESS TERMS</u>	<u>TARGETED DEVELOPMENT</u>	<u>TARGETED DEVELOPERS/OPERATORS</u>
Tumon Bay -- Gun Beach	Koto Guam, Inc. Contact person: Atty. Andrew Gayle	10 Hectares - 100,000 s.m., lots 10113-3 and 10113-R3	Level lot with access road, beach frontage at Gun Beach.	600 Room Hotel	Currently on the market \$1,000/s.m. asking price.
Tumon Beach	Guam A.B. Inc. (ASAHI BEER) John F. Tarantino Corp. Secretary Atty. Tom Lannen 477-7418	Beach frontage prop. Lot 5137-5 and Lot 5137-5R/W 10,483 s.m.	5137-6; 8,558 s.m. 5137-5 R/W; 1,925 s.m. \$ 855,800 192,500 \$1,048,300	Hotel -- 400 Rooms	Located on the beach between the Dai-Ichi Hotel and Guma Trankilidat "Seahorse Rest."
Tumon Bay	Manuel Jose Res. Tel: 472-6166 dba Guam Hotel Corp. Ed & Jo's Enterprise	Lot # 5079-1-1 43,338 s.m. Level topo-- Adj. to Hyatt site.	Long term lease	Hotel or retail operation.	1993 appraised valuation. \$4,507,238. Could support a 500 room hotel.
Tumon Bay	Toyo Real Estate Ma Fejeran, Exec. Rep. 649-0446	21,000 s.m. Lots: 5144-2, 5144-R2 5144-R3, 5144-R4 Adj. to Ypao Park		300 Room Hotel	Fax: 649-3451

TOURISM 2001

Hotel Development

<u>LOCATION</u>	<u>LANDOWNER</u>	<u>LAND DESCRIPTION</u>	<u>DESIRED BUSINESS TERMS</u>	<u>TARGETED DEVELOPMENT</u>	<u>TARGETED DEVELOPERS/OPERATORS</u>
Tumon Beach	Tokyu Micronesian Development Corp. POB 1719, Agana Contact: Tom Clark 477-1860 472-02731- Pager	Lot 5143, 42,000 s.m.	For Sale - Price: \$800 -- \$1,200/s.m. Appraised 1993-- \$1,400/s.m.	300 Room Hotel	
Tumon Bay	Grand Hotel Guam Inc. Eric Chen, President 1024 San Vitores Rd. Tumon, 96911 Tel: 649-8885	4,000 s.m. fronting San Vitores Road Lot 5113		100 Room Hotel Not for sale or lease	
Tumon Crown Hotel Site	Ytanota Realty Al Ysrael, Mike Ysrael Atty., 646-0646 1475 Pale San Vitores Rd., Ste. 207 Tumon, 96911	Lot 5051 Adjacent to Regency Hotel 11,692 s.m.	Not for Sale or lease	180-200 Rooms	Start construction - December 1997
Tumon Bay	Tumon Royal Hotel Inc., James S. Lee Atty. Anita Arriola Tel: 477-9731	Lot 5117-5, 4,525 s.m.	Q.C. application submitted Hearing held 1995	On hold per attorney	H.L. Wong, General Manager 350 Room Hotel

TOURISM 2001

Hotel Development

<u>LOCATION</u>	<u>LANDOWNER</u>	<u>LAND DESCRIPTION</u>	<u>DESIRED BUSINESS TERMS</u>	<u>TARGETED DEVELOPMENT</u>	<u>TARGETED DEVELOPERS/OPERATORS</u>
Tumon Beach	Nansay Guam, Inc. Atty. Wm. J. Blair Tel: 477-7857	Beach frontage Lot # 10116-1 66,771 s.m.		300 Room Hotel	
Tumon Bay	Y'Tanota Properties Al Ysrael, Mike Ysrael Atty. 646-0646	Behind DFS, Tumon Lot # 5076-R4-5 4,939 s.m.		Expansion of DFS facilities. Planet Hollywood Restaurant, etc.	Under development now, 1/96
Tumon Bay Bay View Hotel	Y'Tanota Realty Al Ysrael, Mike Ysrael Atty. 646-0646	Name to be changed to San Vitores Hotel Lot # 5076-3-2-R1 22,889 s.m.		600 Room Hotel Start construction - June 1996	
Upper Tumon	United Overseas Development Corp.	Marine Drive frontage adjacent to Nissan Auto in Upper Tumon.		175 Room Hotel	
Upper Tumon	Pope Resorts (Guam)	Lot #. 5076-R4-1 25,229 s.m. Slope behind Guam Plaza Hotel.		300 Room Hotel	
Upper Tumon	United Overseas Dev. Corp. Charlie Zee, Peter Wong, Tel: 649-2362	Lot# 5076-R4-2, 10,179 s.m.			

TOURISM 2001

Hotel Development

<u>LOCATION</u>	<u>LANDOWNER</u>	<u>LAND DESCRIPTION</u>	<u>DESIRED BUSINESS TERMS</u>	<u>TARGETED DEVELOPMENT</u>	<u>TARGETED DEVELOPERS/OPERATORS</u>
Tumon Bay	Six D Enterprises Ely Del Carmen, Pres. Tel: 646-5606	3,800 s.m. fronting San Vitores Road		250 Room Hotel	Gerard Guedon, General Manager Soft opening, Feb. 15, 1996
Tumon Bay	JOHYO Intl Inc. Hidehiko Kashima Managing Director	Lot Nos. 5142 and 5147-1-2NEW 3,998 s.m. and 122,973 s.m.		200 Room Hotel	Formerly owned by Matsuzato Corporation Contact Atty. Andrew Gayle Tel: 646-5141/3

Task Force: Airline & Airport

Long Term Objective: Complete Airport Expansion On Modified Schedule

Key Results/Action Items	Time Table	Resources Needed	Accountability	Feedback Mechanism
Phase I by August '96	Ongoing	Governor Chairman GAA Executive Manager GAA	GAA Chairman	GAA Updates
Phase IIA by May '97 Phase IIB by Feb. '98	Ongoing	Same	GAA Chairman	GAA Updates

Task Force: Airline & Airport

Long Term Objective: Improve Aesthetics in Airport

Key Results/Action Items	Time Table	Resources Needed	Accountability	Feedback Mechanism
Add Music within Terminal	April 1, 1996		GAA Executive Manager	Airport reports
Paint interior areas and clean restrooms	February 1996		GAA Executive Manager	Airport reports
Enhance Training of Airport, Airline, Customs & Immigration to be User Friendly	Ongoing	Applicable managers & government department heads	Applicable managers, department heads Don Breeding	Task Force reports
Provide tropical plants to warm the interior appearance	March 1, 1996	Guam Agriculture Department	GAA Executive Manager	Task Force reports
Improve lighting in restrooms and lounge areas	March 1, 1996	None	GAA Executive Manager	Task Force reports

Task Force: Airline & Airport

Long Term Objective: Keep Guam Vacations Competitive

Key Results/Action Items	Time Table	Resources Needed	Accountability	Feedback Mechanism
Make Guam competitive with alternate destinations from a cost standpoint	Ongoing	Guam Hotel & Restaurant Association Signatory Airlines Ground Tour Operators	GVB Board Don Breeding Signatory Airlines	Task Force reports GVB reports
Get Ongoing Statistics from GVB to measure competitive environment	March 1, 1996 and Quarterly thereafter	GVB	GVB General Manager James Nelson	GVB reports

Task Force: Airline & Airport

Long Term Objective: Minimize Airport Construction and Maintenance Costs

Key Results/Action Items	Time Table	Resources Needed	Accountability	Feedback Mechanism
Keep Costs at a level which eliminates need for additional bonds	August '96	Airline Cost Control Task Force Chairman GAA Governor & Staff	Chairman GAA Don Breeding	Progress Updates from GAA
Privatize O & M for new airport to control operating costs	Quarterly reviews	Governor Support for Concept GAA Board Support	GAA Chairman Don Breeding	GAA Board Meetings
Keep Enplaned Passenger Costs below \$15.00 per passenger	Ongoing		Executive Manager GAA	Airport budgets & monthly financial statements

SUMMARY -- Add 5600 Hotel Rooms By Year 2001

<u>Key Results Action Items</u>	<u>Time Table</u>	<u>Resources Needed</u>	<u>Accountability</u>	<u>Feedback Mechanism</u>
Complete hotels under construction. (Deals finalized)	3/30/96	GEDA Consultant GHRA	Glenn Leon Guerrero Bob L. Coe Dave Tydingco	
Identify Tumon sites and develop spec sheets.	4/1/96	GEDA Consultant	Glenn Leon Guerrero Gerry Perez James Kaplan	
Identify off-Tumon sites and develop spec sheets.	3/1/96	GEDA Land Management	Glenn Leon Guerrero Clifford Guzman Land Management	
Assist existing hotel planning expansions.	5/1/96	GEDA GHRA	Glenn Leon Guerrero Dave Tydingco	
Develop incentives for new developers. Pass legislation	4/1/96	GEDA Governor's Office Task Force	Glenn Leon Guerrero Clifford Guzman Legislation	
GEDA to simplify QC requirements.	4/1/96	GEDA	JR Calvo	
GEDA to finalize Developer Assistance Program.	4/1/96	GEDA	JR Calvo	
GEDA to create Benefits Package to market.	4/1/96	GEDA	JR Calvo Joe Couch	
Market sites, incentives package.	4/1/96	GEDA Consultant	Glenn Leon Guerrero James Kaplan	

TASK FORCE

LONG TERM OBJECTIVE:

Complete Hotels Currently Under Construction

<u>Key Results Action Items</u>	<u>Time Table</u>	<u>Resources Needed</u>	<u>Accountability</u>	<u>Feedback Mechanism</u>
HI/Fletcher Pacific Sherwood Needs QC assigned to them.	3/30/96	GEDA to determine Assignability and facilitate it.	Glenn Leon Guerrero	
Check With Fletcher to see if there are other issues.	2./08/96	Bob Coe call Fletcher	Bob Coe	
Leo Palace Operator to negotiate finalized deal with MDI.	2/08/96	James Kaplan to check status with MDI/Asahi. Determine needed action.	Bob Coe James Kaplan	
Provide support to get open by July and avoid slow start.		Check assistance required to get open. Marriott to provide marketing info on opening to air carriers and TAs.	James Kaplan James Kaplan DTydingco	

TASK FORCE**LONG TERM OBJECTIVE:****Identify Tumon Bay Sites To Be Developed and Create Spec Sheets**

<u>Key Results</u> <u>Action Items</u>	<u>Time Table</u>	<u>Resources</u> <u>Needed</u>	<u>Accountability</u>	<u>Feedback</u> <u>Mechanism</u>
Create target site map for Tumon Bay.	12/1/95	Survey Map	Gerry Perez	Done
Layout specs for each site including landowner contact, sq. meters, etc.	3/1/96	GEDA to outline details of landowner, land location, size, etc.	Glenn Leon Guerrero	
Create targeted project and targeted developer list.	4/1/96	GEDA to work with James Kaplan.	Glenn Leon Guerrero James Kaplan	

TASK FORCE**LONG TERM OBJECTIVE:****Identify Off-Tumon Bay Sites For Development and Spec Sheets**

<u>Key Results</u> <u>Action Items</u>	<u>Time Table</u>	<u>Resources</u> <u>Needed</u>	<u>Accountability</u>	<u>Feedback</u> <u>Mechanism</u>
Develop targeted off-Tumon Bay sites and spec sheets.	3/1/96	Land Management assistance -- creating maps and sizing properties.	Glenn Leon Guerrero Clifford Guzman	

TASK FORCE**LONG TERM OBJECTIVE: Assist Existing Hotels Planning Expansion**

<u>Key Results</u> <u>Action Items</u>	<u>Time Table</u>	<u>Resources</u> <u>Needed</u>	<u>Accountability</u>	<u>Feedback</u> <u>Mechanism</u>
<u>PIC</u> Assist PIC in getting 300 rooms to open by BOY 1999.	5/1/96	GEDA	Glenn Leon Guerrero	
Identify incentive based issues and resolve				
Contact existing hoteliers to seek out interest in develop- ing and expanding rooms.	3/1/96	GHRA	David Tydingco	

TASK FORCE

LONG TERM OBJECTIVE: Develop Incentives To Get New Developers Investment

<u>Key Results Action Items</u>	<u>Time Table</u>	<u>Resources Needed</u>	<u>Accountability</u>	<u>Feedback Mechanism</u>
GEDA to modify existing QC statute to add new incentives for developers and landowners.	12/1/95	GEDA Board and staff.	Glenn Leon Guerrero	Completed by case load. Transmitted to Gov. Gutierrez
Governor's office to transmit to Legislator for adoption and approval.	1/15/96	Governor's Office	Clifford Guzman	2/5/96--not moving.
Legislation passed.	4/1/96	Lobby support.	Task Force	

TASK FORCE

LONG TERM OBJECTIVE:

GEDA To Simplify Requirements For QC's

<u>Key Results Action Items</u>	<u>Time Table</u>	<u>Resources Needed</u>	<u>Accountability</u>	<u>Feedback Mechanism</u>
Board to review. Correct process and requirements and decide on streamlining and efficiency requirements.	4/1/96	GEDA Board and Staff.	JR Calvo	

TASK FORCE

LONG TERM OBJECTIVE: **GEDA To Finalize / Create Developer Assistance Program**

Key Results Action Items	Time Table	Resources Needed	Accountability	Feedback Mechanism
AS -- Simplify requirements. "Board to Review"	4/1/96	GEDA Board and Staff.	JR Calvo	

TASK FORCE

LONG TERM OBJECTIVE:

GEDA Create Marketing Package of Benefits

<u>Key Results Action Items</u>	<u>Time Table</u>	<u>Resources Needed</u>	<u>Accountability</u>	<u>Feedback Mechanism</u>
As Simplify "Board to Review"	4/1/96	GEDA Board and Staff.	JR Calvo	

TASK FORCE

LONG TERM OBJECTIVE:

**Market Sites, Incentives, Assistance, Opportunity
Hit Begin Construction Deadlines**

<u>Key Results Action Items</u>	<u>Time Table</u>	<u>Resources Needed</u>	<u>Accountability</u>	<u>Feedback Mechanism</u>
JK to introduce each property owner or targeted property.	2/1/96	GEDA Property fact sheets.	James Kaplan Glenn Leon Guerrero	
JK to establish targeted projects and targeted developers for each site.	2/1/96	Property owner interviews completed.	James Kaplan Glenn Leon Guerrero	
JK to contact each targeted developer.	3/1/96	Contacts	James Kaplan	
JK to report to Task Force status of each effort.	4/1/96	Contacts	James Kaplan	

SUMMARY -- Make Tumon Bay Beautiful and Safe

Key Results Action Items	Time Table	Resources Needed	Accountability	Feedback Mechanism
Develop fund and implement Tumon Bay Beautification Plan.	12/1/97	\$70K for plan Legislation funding for implementation. GEDA / TLUC	Lt. Governor Bob Coe / Gerry Perez Sen. John Aguon JRCalvo TLUC	
Create an on-going Tumon Bay Maintenance Program.	2/15/96	GVB Funding \$10K for equipment. DOC Cooperation DPW Assistance GPA Assistance	James Nelson Gerry Perez Clifford Guzman Lt. Governor	
Create and enforce a "Code of Existence" on Tumon Bay.	4/1/96	Legal assistance. Beautification Task Force Tumon Rapid Response Team	Lt. Governor Bob Coe JRCalvo	
Create a plan that increases security/safety on Tumon Bay.	4/1/96	Sub-committee	David Tydingco	
Create funds and implement a Two Lovers Point Beautification Plan.	6/1/96	Design/costing Task Force approval Legislative approval and funding.	Lt. Governor Bob Coe Sen. John Aguon	
Create fund and implement a Beautification Plan for other key visitor attraction sites.	12/97	Beautification Task Force Design cost \$20K.	Lt. Governor Bob Coe Clifford Guzman	

TASK FORCE**LONG TERM OBJECTIVE:****Create, Fund and Implement a Tumon Bay Beautification Plan**

<u>Key Results Action Items</u>	<u>Time Table</u>	<u>Resources Needed</u>	<u>Accountability</u>	<u>Feedback Mechanism</u>
Create the Beautification Plan approved by Task Force.	3/1/96	\$70K for design	Lt. Governor Bob Coe Gerry Perez Belt-Collins TOC Sponsors	
Beautification Task Force approval.	4/15/96	Beautification Task Force design presentation.	Lt. Governor	
Legislative approval and funding.	5/1/96	Design presentation Belt-Collins Cost projections. Legislative funding.	Sen. John Aguon Lt. Governor Bob Coe Gerry Perez	
Incorporate Beautification Plan requirements in permit process.	5/1/96	GEDA TLUC	Lt. Governor Bob Coe JRCalvo TLUC	
Implement the Plan.	12/1/97	Beautification Task Force Legislative funding.	Lt. Governor Bob Coe	

TASK FORCE

LONG TERM OBJECTIVE:

Create an On-going Tumon Bay Maintenance Program

<u>Key Results Action Items</u>	<u>Time Table</u>	<u>Resources Needed</u>	<u>Accountability</u>	<u>Feedback Mechanism</u>
Contract providing professional supervision.	2/1/96	GVB Funding	James Nelson	Done
Maintenance equipment required.	2/1/96	\$10K for equipment.	Gerry Perez	Done
DOC Team of 15 workers assigned to Tumon each day.	2/15/96	DOC cooperation.	Clifford Guzman	
On-going support from DPW and Agriculture providing repair work and materials.	2/15/96	DPW assistance Agriculture assistance.	Lt. Governor Clifford Guzman	
Cash for supplies, paint, trash bags, brushes, etc.	2/15/96		Clifford Guzman	

TASK FORCE**LONG TERM OBJECTIVE:****Create and Enforce a "Code of Existence"**

<u>Key Results Action Items</u>	<u>Time Table</u>	<u>Resources Needed</u>	<u>Accountability</u>	<u>Feedback Mechanism</u>
Summarize existing statutes that require property owners to properly maintain buildings and land.	3/1/96	Legal assistance. Beautification Task Force	Lt. Governor Bob Coe	
Determine additional laws required to upgrade Tumon Bay appearance.	3/1/96	Beautification Task Force	Lt. Governor Bob Coe	
Publish and enforce existing laws that will upgrade Tumon Bay.	4/1/96	Tumon Bay Rapid Response Team	Lt. Governor	
Examine I'tanota Plan and recommend any necessary modifications.	4/1/96	Sub-committee Beautification Task Force	JRCalvo Lt. Governor Bob Coe	

TASK FORCE

LONG TERM OBJECTIVE:

Create a Plan that Increases Security and Safety For Tumon Bay

Key Results Action Items	<u>Time Table</u>	<u>Resources Needed</u>	<u>Accountability</u>	<u>Feedback Mechanism</u>
Evaluate current DPS Program and make recommendations.	4/1/96	Sub-committee	David Tydingco	

TASK FORCE

LONG TERM OBJECTIVE:

Create, Fund and Implement Beautification Plan for Two Lover's Point

<u>Key Results Action Items</u>	<u>Time Table</u>	<u>Resources Needed</u>	<u>Accountability</u>	<u>Feedback Mechanism</u>
Create the Beautification design and cost.	2/1/96	Architect design/costing Beautification Task Force approval.	Lt. Governor Bob Coe	
Secure legislation approval and funding.	4/1/96	Beautification plan and cost projection.	Lt. Governor Bob Coe	
Implement the Plan	6/1/96	Beautification Task Force	Lt. Governor Bob Coe	

TASK FORCE**LONG TERM OBJECTIVE:****Create, Fund and Implement a Beautification Plan For Other Key Visitor Attraction Sites**

<u>Key Results Action Items</u>	<u>Time Table</u>	<u>Resources Needed</u>	<u>Accountability</u>	<u>Feedback Mechanism</u>
Identify key visitor sites.	3/1/96	Beautification Task Force	Lt. Governor Bob Coe	
Design and cost Beautification Plan.	4/1/96	Beautification Task Force \$20K for design work.	Lt. Governor Bob Coe Clifford Guzman	
Implement the Plan	12/97	Beautification Task Force	Lt. Governor Bob Coe	

PROVIDING THE LABOR FORCE

STATUS REPORT

FEB 8, 1996

In order to support 2 million visitors, labor must be available to meet the needs of the increased arrivals, additional hotel rooms and the continued growth in the community induced by such a rapid rise in investment in the hospitality industry. The job of the task force is to develop a strategy for providing trained labor to fill the new needs of island residents, visitors and businesses.

FIRST STEP: ANALYZE EXISTING MARKET CONDITIONS

1) The Labor Market

- a) What has been historical changes in the labor market as tourism has changed since 1988?
- b) What is the current mix of jobs, focusing primarily on jobs related to the hospitality industry?

STATUS: PRELIMINARY PROJECTIONS HAVE BEEN MADE (SEE ATTACHED). TOTAL NEW PRIVATE SECTOR JOBS NEEDED BY THE YEAR 2001 WILL APPROACH 16,000 PEOPLE. 12,000 OF THESE JOBS WILL COME FROM FOUR MAIN SECTORS SUPPORTING THE HOSPITALITY INDUSTRY. ALMOST 9,000 OF THESE JOBS ARE DIRECTLY AND INDIRECTLY TIED INTO THE HOSPITALITY INDUSTRY. USING A HISTORICAL RATIO OF .8 JOBS PER HOTEL ROOM, HOTEL JOBS REQUIRED WILL APPROACH 5,000.

2) Job Training

- a) What is currently available from both public and private sources?
- b) Are existing programs effective? If not, what changes must be made and by whom?

STATUS: A REVIEW OF ALL PUBLIC AND PRIVATE PROGRAMS IS UNDERWAY. LACK OF FINANCIAL AND FACILITY RESOURCES AND A LACK OF COORDINATION BETWEEN PUBLIC AND PRIVATE PLAYERS APPEAR TO BE THE BIGGEST PROBLEMS.

3) Immigration

Can labor needs be met through importing of foreign labor? What is the current posture of INS and will it change in the foreseeable future?

STATUS: PRELIMINARY ANALYSIS (SEE ATTACHED) SAYS IMPORTED LABOR WILL NOT BE ALLOWED TO MEET TEMPORARY SHORTAGES IN TRAINED LABOR. ONLY CONSTRUCTION LABOR WILL BE ALLOWED TO BE UTILIZED TO BUILD THE NEW ROOMS AND FACILITIES FOR VISITORS.

2ND STEP: REFINE THE ANALYSIS BEING DONE.

ETA for completion by 3/2.

3rd step: DEVELOP A STRATEGY TO FILL THE LABOR GAPS WITH TRAINED LABOR USING A BETTER INTEGRATED PUBLIC AND PRIVATE PARTNERSHIP.

ETA for completion by 3/30.

PRELIMINARY LABOR PROJECTIONS

1995		1996	1997	1998	1999	2000	2001	AVG GROWTH	TOTAL GROWTH
1,362,000	TOURIST ARRIVALS	1,550,000	1,761,000	1,952,000	2,166,000	2,356,000	2,540,000	14.4%	1,178,000
65,300	TOTAL EMPLOYMENT	67,405	68,825	70,367	73,035	75,837	78,778	3.4%	13,478
46,100	TOTAL PRIVATE EMP	48,405	50,825	53,367	56,035	58,837	61,778	5.7%	15,678
4060	UNEMPLOYMENT								
5,520	TOTAL HOTEL EMP	6,102	6,902	7,102	7,702	9,502	10,182	14.1%	4,662
5,010	TRANSPORT & PUB UTIL	5,461	5,952	6,488	7,072	7,709	8,402	11.3%	3,392
11,660	RETAIL	11,952	12,250	12,557	12,870	13,192	13,522	2.7%	1,862
8,440	SERVICES	8,778	9,129	9,494	9,874	10,269	10,679	4.4%	2,239
30,630	SUB-TOTAL	32,292	34,233	35,640	37,518	40,671	42,785	6.6%	12,155
	DIRECT & INDIRECT								
5,520	TOTAL HOTEL EMP	6,102	6,902	7,102	7,702	9,502	10,182	14.1%	4,662
2,756	TRANSPORT & PUB UTIL	3,003	3,274	3,568	3,890	4,240	4,621	11.3%	1,866
5,947	RETAIL	6,095	6,248	6,404	6,564	6,728	6,896	2.7%	950
4,304	SERVICES	4,477	4,656	4,842	5,036	5,237	5,446	4.4%	1,142
18,527	SUB-TOTAL	19,677	21,079	21,916	23,191	25,706	27,146	7.8%	8,619
7,127	TOTAL HOTEL ROOMS	7,627	8,627	8,877	9,627	11,877	12,727		

HISTORICAL ANALYSIS_I

	1988	1989	1990	1991	1992	1993	1994	1995
TOURIST ARRIVALS	586,000	669,000	780,000	737,000	877,000	784,000	1,087,000	1,362,000
TOTAL EMPLOYMENT	48,300	51,900	57,200	64,300	69,000	66,500	65,700	65,300
TOTAL PRIVATE EMP	31,000	34,500	39,200	45,500	48,900	45,500	44,955	46,100
UNEMPLOYMENT						2600	3600	4060
TOTAL HOTEL EMP	3,430	3,730	3,820	4,670	5,630	5,240	5,020	5,520
TRANSPORT & PUB UTIL	2,635	3,166	3,520	3,700	4,346	4,231	4,760	5,010
RETAIL	7,773	9,177	9,558	10,554	12,060	12,232	11,220	11,660
SERVICES	5,766	6,035	6,289	7,197	7,904	8,294	7,790	8,440
SUB-TOTAL	19,604	22,108	23,187	26,121	29,940	29,997	28,790	30,630
DIRECT & INDIRECT								
TOTAL HOTEL EMP	3,430	3,730	3,820	4,670	5,630	5,240	5,020	5,520
TRANSPORT & PUB UTIL	1,449	1,741	1,936	2,035	2,390	2,327	2,618	2,756
RETAIL	3,964	4,680	4,875	5,383	6,151	6,238	5,722	5,947
SERVICES	2,941	3,078	3,207	3,670	4,031	4,230	3,973	4,304
SUB-TOTAL	11,784	13,229	13,838	15,758	18,202	18,035	17,333	18,527
TOTAL HOTEL ROOMS	3,939	4,133	4,955	5,894	6,218	6,616	6,873	7,127
HOTEL OCCP RATES REPORTED	84%	90%	89%	79%	71%	58%	71%	88%
CALCULATED OCCUPANCY RATE	62.2%	67.7%	65.8%	52.3%	59.0%	49.6%	66.1%	79.9%
AVG CUST/ROOM	1.9							
AVG LENGTH OF STAY	2.9							
TOT HOTEL EMP/TOTAL ROOMS	0.87	0.90	0.77	0.79	0.91	0.79	0.73	0.77
JOB/10,000 VISITORS								
TOTAL EMPLOYMENT	824	776	733	872	787	848	604	479
TOTAL PRIVATE EMP	529	516	503	617	558	580	414	338
UNEMPLOYMENT								
TOTAL HOTEL EMP	59	56	49	63	64	67	46	41
TRANSPORT & PUB UTIL	45	47	45	50	50	54	44	37
RETAIL	133	137	123	143	138	156	103	86
SERVICES	98	90	81	98	90	106	72	62
SUB-TOTAL	335	330	297	354	341	383	265	225
DIRECT & INDIRECT								
TOTAL HOTEL EMP	59	56	49	63	64	67	46	41
TRANSPORT & PUB UTIL	25	26	25	28	27	30	24	20
RETAIL	68	70	62	73	70	80	53	44
SERVICES	50	46	41	50	46	54	37	32
SUB-TOTAL	201	198	177	214	208	230	159	136

HISTORICAL ANALYSIS-II

ANALYSIS OF GROWTH AND CONTRACTION IN TOURISM AS RELATED TO EMPLOYMENT

LONG TERM ANALYSIS

	1988-1991	% CHANGE	1991-1995	% CHANGE	1988-1995	% CHANGE
CHANGE IN ARRIVALS	151,000	25.8%	625,000	84.8%	776,000	132.4%
CHANGE IN TOT EMP	16,000	33.1%	1000	1.6%	17,000	35.2%
CHANGE IN PRIVATE EMP	14,500	46.8%	600	1.3%	15,100	48.7%
CHANGE IN HOTEL ROOMS	1,955	49.6%	1,233	20.9%	3,188	80.9%
CHANGE IN HOTEL EMP	1,240	36.2%	850	18.2%	2,090	60.9%
CHANGE IN TRANS/PUB UTIL	1,065	40.4%	1,310	35.4%	2,375	90.1%
CHANGE IN RETAIL EMP	2,781	35.8%	1,106	10.5%	3,887	50.0%
CHANGE IN SERVICES EMP	1,431	24.8%	1,243	17.3%	2,674	46.4%
SUB TOTAL CHANGE IN HOTELS & OTHER RELATED INDUSTRIES	6,517	33.2%	4,509	17.3%	11,026	56.2%
CHANGE IN DIRECT/INDIRECT						
CHANGE IN HOTEL EMP	1,240	36.2%	850	18.2%	2,090	60.9%
CHANGE IN TRANS/PUB UTIL	586	40.4%	720	35.4%	1,306	90.1%
CHANGE IN RETAIL EMP	1,418	35.8%	564	10.5%	1,982	50.0%
CHANGE IN SERVICES EMP	730	24.8%	634	17.3%	1,364	46.4%
SUB-TOTAL CHANGES IN DIR & INDIRECT	3,974	33.7%	2,768	17.6%	6,742	57.2%

ANALYSIS OF GROWTH AND
CONTRACTION IN TOURISM
AS RELATED TO EMPLOYMENT

HISTORICAL ANALYSIS-III

	G R O W T H		DECLINE		GROWTH/DECLINE/GROWTH		G R O W T H	
	1988-1990	% CHANGE	1990-1991	% CHANGE	1991-1993	% CHANGE	1993-1995	% CHANGE
CHANGE IN ARRIVALS	194,000	33.1%	(43,000)	-5.5%	47,000	6.4%	578,000	73.7%
CHANGE IN TOT EMP	8,900	18.4%	7100	12.4%	2,200	3.1%	(1,200)	-1.8%
CHANGE IN PRIVATE EMP	8,200	26.5%	6300	16.1%	0	0.0%	600	1.3%
CHANGE IN HOTEL ROOMS	1,016	25.8%	939	19.0%	722	12.2%	511	7.7%
CHANGE IN HOTEL EMP	390	11.4%	850	22.3%	570	12.2%	280	5.3%
CHANGE IN TRANS/PUB UTIL	885	33.6%	180	5.1%	531	14.4%	779	18.4%
CHANGE IN RETAIL EMP	1,785	23.0%	996	10.4%	1,678	15.9%	(572)	-4.7%
CHANGE IN SERVICES EMP	523	9.1%	908	14.4%	1,097	15.2%	146	1.8%
SUB TOTAL CHANGE IN HOTELS & OTHER RELATED INDUSTRIES	3,583	18.3%	2,934	12.7%	3,876	14.8%	633	2.1%
CHANGE IN DIRECT/INDIRECT								
CHANGE IN HOTEL EMP	390	11.4%	850	22.3%	570	12.2%	280	5.3%
CHANGE IN TRANS/PUB UTIL	487	33.6%	99	5.1%	292	14.4%	428	18.4%
CHANGE IN RETAIL EMP	910	23.0%	508	10.4%	856	15.9%	(292)	-4.7%
CHANGE IN SERVICES EMP	267	9.1%	463	14.4%	559	15.2%	74	1.8%
SUB-TOTAL CHANGES IN DIR & INDIRECT	2,054	17.4%	1,920	12.2%	2,277	14.5%	491	2.7%

IMMIGRATION OPTIONS FOR GUAM

The System

Guam is part of the United States immigration system. With a few exceptions, the immigration laws of the United States and of Guam are the same. The United States immigration system is administered by several different agencies. The main agency is the Immigration & Naturalization Service. However, the United States Department of Labor, the State Department, and other agencies play an active role in the implementation of the United States immigration laws. In some cases, the United States acts through agents such as the Guam Department of Labor. Although both Guam law and United States laws are relevant to immigration, United States law takes precedence whenever there is a conflict. The practical result of the foregoing is that no one agency can be negotiated with to settle a particular immigration issue because usually, more than one agency must act to put any agreement into effect. For example, even if Guam and the Immigration & Naturalization Service could reach an agreement on an area of concern, the State Department or the Department of Labor would have the power to block the agreement. Consequently, any material change in the way that the United States immigration laws affect Guam can only be accomplished by an act of Congress. Unfortunately, immigration issues in the United States are highly politicized and even the smallest change in the immigration laws is difficult to enact.

Visas

People entering the United States and Guam do so either as non-immigrants with a non-immigrant visa or as immigrants with an immigrant visa resulting in permanent residence in the United States (Green Cards). For the purposes of our discussion, the immigrant track is too long and impractical to be of any use. The immigrant tract does provide a steady stream of new workers for the Guam economy but it does so independent of government action. Consequently, I will focus on the non-immigrant visa options. The non-immigrant visas are divided into categories, each with its own special requirements. These categories are L visa intracompany transfers, H-1 professional visas, H-2 skilled labor visas, E investor visas and various training visas (J, H-3, B-1, etc.)

The United States immigration system is divided in two divisions. One is for temporary visitors to the United States. The other is for permanent immigrants to the United States. In general, these divisions are separate and each has its own regulations and procedures.

The visas for temporary visitors to the United States are of

two types, resident and non-resident. The non-resident temporary visas include the B-1 business, B-2 pleasure, U.S. visa waiver business, U.S. visa waiver tourist, Guam Visa Waiver business and Guam visa waiver tourist. The B visas are issued directly by the United States Consul. The visa waiver visas are issued at the port of entry into the United States. These visas are all for short, non-resident trips to the United States during which employment in the United States is prohibited.

The most common non-immigrant resident work visas available to aliens who wish to reside in the United States temporarily are E-2 visas, L-1 intra-company transfer visas and H-1 professional visas. All these visas cover the primary beneficiary and his immediate family. The E visa is for nationals of a treaty country doing business in the United States. Aliens from Taiwan ROC, the Philippines, Japan and Korea are eligible for E visas.

An employee of a treaty investor may qualify for an E visa in one of two ways. First, as a "manager" or "executive" -- that is, as a person who plans, directs, organizes, and controls the major functions of the company. For E visa purposes, an individual who directly performs a function or who supervises lower-level (non-professional) employees (such as cashiers, repairmen, etc.) cannot be classified as a "manager". Second, an individual with "specialized knowledge" which makes him "essential" to the company's U.S. operations may also qualify for an E visa. The term "specialized knowledge" means that a person has a type or level of knowledge that are different from the ordinary or usual in a particular field.

Two other non-immigrant resident visas which are available are the L-1 and H-1 visas. An L-1 visa is granted to an employee in an executive, managerial or specialized knowledge position with a company which wishes to transfer him to a United States branch office or affiliate. The main requirements of this visa are that a legitimate need to transfer a qualified employee exists and that the employee has been employed overseas for at least one year in the appropriate category.

The H-1 visa is for aliens with exceptional qualifications. In the business context, this usually means aliens with professional qualifications. For example, accountants may qualify for this visa. The alien applicant must have a college degree in the appropriate area and must have a job offer from a United States company which requires his professional services. There is no one year requirement. Licenses and other credentials are sometimes required. The U.S. Department of Labor Wage Guidelines must be followed.

The L-1 visa and H-1 visas require the approval of both the Immigration & Naturalization Service in the district where the employer does business and the approval of the State Department at the appropriate United States Embassy. The visas are normally granted for varying lengths of time. The maximum stay is usually six (6) years on the H-1 visa and seven (7) years on the L-1 visa.

Although the L, H-1, E and training visas can be used to alleviate a labor shortage in certain categories, their overall effect on the labor market is not significant. Furthermore, employers who need labor which fits into these categories generally can obtain the necessary visa. Finally, there is an argument that the use of these visa categories should not be encouraged because these categories are just the type of jobs that should be filled with local labor as often as possible.

Possible Sources of Skilled Labor

The Guam economy requires additional skilled labor. Since Guam is an island a great distance from the United States mainland and with a limited labor pool, there will be times of economic expansion when there is insufficient local skilled labor to fill the available jobs. This periodic shortage of labor limits economic growth and increases costs. The dilemma is how to obtain the necessary skilled labor from outside the local labor force. There are three obvious choices. Labor from the United States, labor from the Federated States of Micronesia and the Republic of Belau, and labor from foreign countries. United States labor is difficult to bring to Guam and is expensive. Micronesian labor is generally unskilled. Foreign labor is only available if it can be imported under the United States immigration laws. The only program now in existence under the United States immigration law to import significant foreign skilled labor is the H-2B program. However, to qualify to use the H-2B program, an employer must show that its need for the services or labor will be a one-time occurrence, a seasonal need, a peak load need, or an intermittent need. For example an employer must show that:

- 1) It has not employed workers to perform the services or labor in the past and that it will not need workers to perform the services or labor in the future, or that it has an employment situation that is otherwise permanent, but a temporary event of short duration has created the need for a temporary worker; or
- 2) The services or labor is traditionally tied to a season of the year by an event or pattern and is of a recurring nature; or
- 3) It regularly employs permanent workers to perform the services or labor and that it needs to supplement the permanent staff on a temporary basis due to a seasonal or short-term demand and that the temporary workers will not become a part of the regular operation; or
- 4) It has not employed permanent or full-time workers to perform the services or labor, but occasionally or intermittently needs temporary workers to perform services or labor for short periods.

In general, the only industry that can consistently take

advantage of this program is the construction industry. The importation skilled labor for construction projects has a long and generally successful history on Guam. Other industries such as hotels and tourist-related businesses will only be able to use the H-2B visa program on a limited basis. Typical uses of H-2B labor by non-construction businesses would include specialty installation and training, emergency one time uses (eg. earthquake repair), and start up and training programs. These programs would have to be limited in duration and in number of workers, and they therefore will be of limited use to alleviate a labor shortage.

Possible Changes

At various times, Guam has hoped for the creation of a special H visa for Guam only similar to the Guam Visa Waiver program for tourists. To date, the attempts to obtain a special H visa for Guam have been unsuccessful. I believe that the chances for obtaining a special H visa for Guam are small. Some of the reasons are that a Democratic administration in Washington is less likely to encourage the use of foreign labor than the prior Republican administration. Also, why should Guam hotels get assistance when Hawaii, Miami and Puerto Rico hotels all suffer from high wage pressures or labor shortages or both. Finally, the Commonwealth of the Northern Mariana Islands alien labor abuse problems have caused Congress to be more cautious than in the past in encouraging the use of alien labor within the United States territories.

The other alternative is some relief from the United States immigration laws as part of the Commonwealth movement. However, the resolution of both the issue of Commonwealth and the immigration component of any commonwealth bill seems to be far in the future.

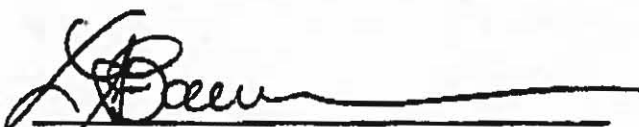
Finally, the trend in the United States is against immigration. The immigration laws were liberalized in 1990. Since then there has been an immigration backlash. There has been a noticeable hardening of positions against immigration and foreign labor. Advocates have suggested that the H-1B program be cancelled or cut back and that other significant reductions in immigration occur. The Jordan Commission made a number of recommendations on how to reduce the number of foreign workers in the United States and there are bills now pending in both the House and Senate which, if passed, will substantially reduce immigration to the United States. One of the Republican candidates for President, Patrick Buchanan, is running on an "America for Americans" platform which is indicative of the immigration backlash going on in the United States. To assume that Guam would be the exception and be granted a special program to import foreign skilled labor would be very optimistic.

One other observation should be made. Although the laws and regulations may not change, the immigration system does have some flexibility through the discretion of the Immigration & Naturalization Officers administering the available programs.

During the early 1990's the Guam Immigration & Naturalization Office made significant concessions to support the local economy. However, the current Officer-in-Charge is more enforcement oriented. He is scheduled to be transferred soon. His replacement has not been announced. Also due to work load problems, much of Guam's visa work has been transferred to the California Service Center. It is unclear whether this transfer is temporary or permanent.

Conclusion

I am not optimistic that a solution to Guam's labor shortage problem will be found in the immigration laws. I think the best we can hope for is that the programs that exist, limited as they are, will not be cut back. It is also valuable to remember that the use of foreign labor has a significant negative impact on a community. The use of foreign labor seems inevitably to lead to abuses of the wage and work place laws. And regardless of the safeguards in place, the presence of foreign labor depresses the industry wages and discourages local labor from entering the job market. In the area of temporary jobs such as construction, the benefits outweigh the costs. However, any plan to introduce alien labor to perform permanent jobs which would be attractive to local labor but for which a temporary labor shortage exists, should be carefully examined. The tourist industry is a key component to Guam's economic success. There is no doubt that alien labor would benefit employers. But, it also should be the primary goal of any long term plan to integrate local labor into the tourist industry. To the extent that foreign labor is used in the tourist industry, it will inhibit the speed with which local labor will be integrated.


LAOD A. BAUMANN
2/2/96

I:L:MISC.01

Task Force:

Attractions

Long Term Objective:

Evaluate major entertainment attraction potential

Key Results/Action Items	Time Table	Resources Needed	Accountability	Feedback Mechanism
Gather data and meet major attraction operators	by Feb. 29	Mark Baldyga	n/a	n/a
Provide data to Jim Bradley	by Feb. 29	Mark Baldyga	n/a	n/a
Jim Bradley to create economic model	by April	Jim Bradley	Committee Chairman	Economic model
Committee review and approval	by April 15	Committee	Committee Chairman	Report

Task Force:

Attractions

Long Term Objective:

Evaluate Convention Center attraction potential

Key Results/Action Items	Time Table	Resources Needed	Accountability	Feedback Mechanism
Evaluate already prepared data by Governors Task Force/Chamber of Commerce	Feb. 28	Committee	Committee Chairman	
Create survey form to be delivered in Japan	Feb. 15	Jay Merrill	Committee Chairman	Document
Committee to review form	Feb. 28	Committee	Committee Chairman	Minutes
GVB poll wholesalers and potential clients for interest	Feb. 29	GVB	James Nelson	Report
Review results	March 15	Committee	Committee Chairman	Minutes

Task Force:

Attractions

Long Term Objective:

Survey the customers to better identify their desires

Key Results/Action Items	Time Table	Resources Needed	Accountability	Feedback Mechanism
Discuss and define survey objectives	Jan. 15	Mark Baldyga, Bob Coe, Jay Merrill, Lee Webber	Committee Chairman	Minutes
Create survey and review survey draft	March 10	Jay Merrill to create; committee to review	Committee Chairman	Draft surveys and minutes
Perform survey	April 5	Private survey company and \$10,000	Committee Chairman	Survey report
Review results	April 20	Attractions committee	Committee Chairman	Survey report
Publish results	May 1	Private survey company	Committee	Survey report

Infrastructure Policy Discussion Paper

- Our quality of life has been impaired by the failure of our government to adequately invest in infrastructure. That is to say, required roads, schools, sewers, power stations, water production and sewage treatment facilities have not been built, and insufficient funds have been assigned for maintenance. We are now living with the consequences. We estimate that Guam currently has an "infrastructure deficit" exceeding one billion dollars.
- Some people claim that this has been caused by developers placing ever-increasing demands on public infrastructure. The facts tell a different story, however. Over the past five years, our tax base has broadened, and tax revenues have grown substantially. Over the same time period, the private sector has created 6,600 new jobs, representing more than 85% of all new jobs created. At the same time, funds set aside by the government for capital investment projects have been diverted for other uses. Guam's "infrastructure deficit" is a result of insufficient public investment, not over-use by the job and tax revenue generating private sector.
- The General Fund (GF) is in deficit, and the Administration is working hard to reduce the level of indebtedness. This means that the GF will not be able to provide substantial resources to support infrastructure investment over the next few years. It is likewise unrealistic to expect the Federal government to appropriate significant funding for capital investment projects in Guam.
- We need to earn more in order to buy more as a community. Where is this money going to come from?
- In Fiscal Year 1995, more than 80% of all General Fund revenues of approximately \$525 Million came from the Guam private sector. Therefore, Guam needs to expand the economy, by fostering business development and expansion, in order to pay for quality of life improvements such as water, sewers, roads, power, schools, etc.
- The government is committed to the Vision 2001 strategic planning process, which aims to expand the private sector in a focused manner which will, through its implementation, increase government revenues in order to pay for the infrastructure investments required.

To support the Vision 2001 strategic planning process, Guam must address a number of specific, infrastructure-related issues:

Issue 1: There is no formally or legally established capital budgeting process.

Recommendation:

- We have engaged consultants to work on a Financial Management Modernization Project to ensure that institutionalization of infrastructure investment planning and budgeting occurs. The new budgeting system should be in place within two years.

Issue 2: The central planning functions of the government have proven to be inadequate to the task of planning or implementing capital improvement projects (CIP).

Recommendation:

- Re-organize and consolidate the central planning functions of government, and strengthen the functions associated with infrastructure planning and development.

Issue 3: In the past, government has transferred money away from CIP projects for operational uses.

Recommendation:

- Designate a single agency, such as the Bureau of Planning, to work with government agencies and BBMR to set priorities and CIP budget allocations, and empower the agency to defend CIP budgets and priorities.

Issue 4: Poor management, excessive bureaucracy in procurement, and inadequate project implementation delay not only the initiation of infrastructure development projects but also the time taken to complete them, adding to their cost.

Recommendations:

- Reform the government procurement process for CIP's to ensure that only suitably qualified firms are registered to undertake particular projects, and to streamline the bureaucracy in tendering for projects.
- Ask the Territorial Planning Council play a more active role in overseeing and troubleshooting CIP projects.

Issue 5: With an "infrastructure deficit" presently estimated at one billion dollars, and as much as an additional two billion dollars needed to support economic growth over the next five years, even the most optimistic revenue projections for the government will not be sufficient.

Recommendations:

- "Level the playing field" and provide transparent mechanisms by which serious offers of assistance from the private sector can be made and seriously evaluated.
- Explore innovative ways to finance these projects, including consideration of:
 - privatization.
 - private sector incentives for investment in public infrastructure.
 - Build-Operate-Transfer projects for GovGuam.

Task Force: Infrastructure Committee (POWER)**Long Term Objective:** Provide reliable power for local demand and tourism industry growth

Key Results/Action Items	Time Table	Resources Needed	Accountability	Feedback Mechanism
Phase I Perform needed repair now 1. GE delivery materials and equipment 2. Required funding • PUC approval as needed • GEDA/bonds as needed 3. Ascertain Piti 4 & 5 effectiveness and state of repair	Feb. 1, 1996 March 1, 1996 April 1, 1996	R. Young F. Shimizu R. Young G. Leon Guerrero R. Young	GPA Chairman	GPA Updates
Phase II Obtain outside help to expedite power system rehabilitation, on-hands training & maintenance systems 1. Prepare RFP Note: 40 RFQ's went out with 11 responses by deadline 2. RFP specifications • Navy decision on site for additional base load capacity, Tangisan or Piti • Site visits by proposers responding to RFQ • RFP specs finalized by GPA 3. Regulatory package in • PUC • EPA (maybe) • Legislature (as needed)	March 31, 1996 Dec. 15, 1995 March 1, 1996 Feb. 15, 1996 March 1, 1996 March 1, 1996	R. Young & F. Shimizu R. Young R. Young Governor & F. Shimizu R. Young R. Young R. Young & GPA Contractor Governor & F. Shimizu	GPA Chairman	GPA Updates

Phase III Bring Cabras #4 on line	April 30, 1996	R. Young & Contractor	GPA Chairman	GPA Updates
Phase IV Obtain outside help for immediate and specific training upgrade 1. Steam turbines General Electric contract one year technical rep on site 2. Boilers Babcock & Wilcox one year technical rep on site 3. Slow speed diesels supervision and on-hands job training support six months, 7 people 4. Evaluation of water systems and procedures (boilers)	1/96-2/96 1/96-2/96 1/96-2/96 Done 12/95	R. Young R. Young R. Young R. Young & Nalco	GPA Chairman	GPA Updates
Phase V Select site and technical strategy for rehabilitating, converting, refitting and adding to system base load 1. Completion of RFP specifications • Proposers site visits as required • All RFP's in 2. Regulatory approval • PUC review & decision • Legislature (may be req.) 3. Contract award	March 1, 1996 March 31, 1996 June 1, 1996 July 15, 1996 July 1, 1996 July 31, 1996	R. Young GPA Staff GPA Staff F. Shimizu Governor & F. Shimizu R. Young	GPA Chairman	GPA Updates

Phase VI Privatization direction • Active public discussion after GPA has "put out fire" • No more shotguns/heat of emotion discussion without more objective and methodical analysis to identify best fit for Guam • Public airing of privatization hurting short term stability and financial prescription (i.e., debt financing) to correct immediate problem	On-going until <u>immediate</u> "fire" is put out and system stable 1996/97	Legislature & Governor	GPA Chairman	GPA Updates
Phase VII Consensus building required to ensure long term success & stability of island power system • Development of long term plan (needs to be <u>living</u> document) • Identify project manager(s) to develop internal capabilities to maintain and update long term plan	On-going	Governor, Legislature, GPA Board	GPA Chairman	GPA Updates

Task Force: Infrastructure Committee (WATER)**Long Term Objective:** Provide adequate and safe water for residence and tourism growth

Key Results/Action Items	Time Table	Resources Needed	Accountability	Feedback Mechanism
Phase I Fix all leaks to recover losses and improve production/distribution capacity	Ongoing	None. <u>Already funded</u>	PUAG Chief Officer	PUAG Updates
Phase II By 1996 land acquisition and construction of 3 wells to meet new airport expansion	Year end 1996	\$1.5 million	PUAG Chief Officer	PUAG Updates
Phase III Land acquisition & construction of 17 wells	1998	None. <u>Already funded.</u>	PUAG Chief Officer	PUAG Updates
Phase IV Land acquisition & construction of 15 wells	1996~1998	\$8.5 million	PUAG Chief Officer	PUAG Updates
Phase V Land acquisition & construction of 10 wells	1997~2001	\$5.3 million	PUAG Chief Officer	PUAG Updates
Finegyan Tumon 12 inch water line upgrade Marine Drive to San Vitores/Guam Plaza	1997~1998	\$4 million	PUAG Chief Officer	PUAG Updates

Agat/Umatac 12 inch water line Phase II to complete southern loop	1998~1999	\$3 million	PUAG Chief Officer	PUAG Updates
Talofofo reservoir/booster pump	1998~1999	\$3.1 million	PUAG Chief Officer	PUAG Updates
16 inch water line from USO to Commercial Port	1999~2000	\$4.8 million	PUAG Chief Officer	PUAG Updates

Task Force: Infrastructure Committee (SEWER)**Long Term Objective:** Provide sewer capacity to support hotel growth

Key Results/Action Items	Time Table	Resources Needed	Accountability	Feedback Mechanism
Phase I - \$10 million Provide immediate relief in Tumon to allow comfortable capacity for hotels now under construction (950 rooms) Fujita & Mamahon Pump Station upgrades	1996/1997	\$7.5 million	PUAG Chief Officer	PUAG Updates
Construct reversals system to direct Tumon flows northward to Harmon treatment plant		\$2.5 million	PUAG Chief Officer	PUAG Updates
Construct Agat treatment plant, pump stations and outfall	1996	\$21.2 million <u>already funded</u>	PUAG Chief Officer	PUAG Updates
Acquire pump station and sewer line easements, Ypao Road	1996/1997	Developer contribution, permitting process	PUAG Chief Officer	PUAG Updates
Secure easement to tie Mamahon Pump Station to route 16	1996/1997	DPW road widening corridor	DPW Director & PUAG Chief Officer	DPW & PUAG Updates

Phase II - \$14.8 million Longer term requirement 2001				
Construct another pump station at Gun Beach & Harmon Village to satisfy additional hotels in Tumon.	1998	\$8 million sewer line easements at Harmon cliffline	PUAG Chief Officer	PUAG Updates
New Tumon Pump Station, Fujita site.	1998	\$1.8 million	PUAG Chief Officer	PUAG Updates
Chaot Pump Station upgrade	1998	\$2 million	PUAG Chief Officer	PUAG Updates
Replace northern district effluent outfall line.	1999	\$1.5 million	PUAG Chief Officer	PUAG Updates
Barrigada/Mangilao Pump Station upgrade	1999	\$1.5 million	PUAG Chief Officer	PUAG Updates

DEVELOP A SELLING STRATEGY

CORE MARKETS

- Japan
- Korea
- Taiwan

MISSION STATEMENT

To develop an overall tourism strategy for Guam that can be accepted by all groups promoting Guam. A strategy that will establish a consistent perception of Guam by potential visitors and results in expanding Guam's share of the tourism market.

Task Force: MARKETING 2001

Long Term Objective: ATTRACT 2MILLION TOURST BY 2001

Key Results/Action Items	Time Table	Resources Needed	Accountability	Feedback Mechanism
DEVELOP: Mission statment Objectives Strategy	FEB. 1	NONE	ALL MEMBERS	CONTACT REPORT
IDENTIFY AND COMPILE STATISTICS ON CORE MARKETS.	FEB. 1	GVB RESEARCH	CHAIRMAN	CONTACT REPORT
ESTABLISH MARKET SHARE BY EACH CORE MARKET BY 2001	FEB. 5	VARIOUS RESEARCH DOCUMENTS FROM REGION	JAMES NELSON SIMON SANCHEZ	CONTACT REPORT
IDENTIFY MAJOR MARKETERS OF GUAM	ON GOING	VARIOUS RESEARCH DOC- UMENTS FROM REGION	RICK SABLAN SEN. ADA	CONTACT REPORT
DEVELOP REGIONAL MARKETING PLAN	MAY 2ND	REGIONAL AND GVB RESEARCH	ALL	CONTACT REPORT

Market Research & Development, Inc.

*A Division of Merrill & Associates, Inc.
674 Harmon Loop Rd., Suite 312
Dededo, Guam 96912
PH. (671) 635-1126; FAX (671) 637-3880*

January 18, 1996

Messrs. Bob Coe, DFS, Guam
Mark Baldyga, SandCastle
Lee Webber, Pacific Daily News
c/o Tourism 2001 Strategies Subcommittee

Gentlemen:

It was a pleasure meeting with your group this past week. I have developed a research proposal that I believe will address your needs, relative to tourist attractions and provide you with information you can use to attract private developers to Guam.

I. OUR UNDERSTANDING OF THE ISSUES

Guam, like many destinations, needs to plan for the future expansion of its visitor industry. Critical to this expansion is the development of various attractions for visitors from Asia. The Governor's 2001 Task Force has formed various sub committees with the goal of developing an overall strategic master plan for Guam. You are members of a select sub committee charged with the responsibility of developing strategies for attracting private developers to the island for the express purpose of increasing the variety of activities in which our visitors can participate.

The Guam Visitors Bureau conducts a number of airport exit surveys designed to assess visitor behavior and satisfaction, estimate on island expenditures, and determine additional attractions our visitors would like to see while on the island. The information obtained from these exit surveys has been useful and provided Guam with one of the world's richest data bases on Japanese and Korean visitor behavior. However, the level of specificity of the data is general in nature and does not provide a great deal of insight into what motivates Japanese and Koreans to participate in on-island activities, nor does it allow Guam to determine design parameters for attractions, pricing, etc.

You are also not sure what Japanese visitors mean by "aquarium" and "casino" and how these terms translate into the Japanese language. MRD, Inc. will attempt to determine what Japanese mean when they indicate "aquarium" or "casino" as attractions they would like to see, however, providing definitive answers may involve qualitative (focus group) research methods. This proposal does not address quantitative research. Pricing for the proposed research is dependent upon MRD's ability to obtain at least one other client to share the cost of the research.

Your subcommittee is interested in assessing where the industry is now with respect to the attractions being offered visitors (the quantity and quality aspects of what Guam has now), determining, more specifically, what our visitors would like to see, finding out what evening activities our visitors would like to engage in and determining the nature of these attractions, and finally, confirming the top three attractions named in the GVB exit surveys (aquarium, gambling casino, sports activities) and how these attractions should be designed to maximize participation.

MRD realizes the budgetary constraints placed on the committee and, as mentioned earlier, proposes the committee consider cost sharing data collection with at least one other client. This will create a survey of slightly shorter than the GVB exit survey, thus entirely feasible using our current methodology.

II. OBJECTIVES OF OUR INVOLVEMENT

- ✓ To determine if Japanese visitors view the quantity of existing attractions as sufficient.
- ✓ To determine how Japanese visitors rate the quality of existing attractions.
- ✓ To determine if there are other activities Japanese would be interested in engaging in or seeing while on Guam.
- ✓ To determine the types and variety of evening activities Japanese would like to participate in.
- ✓ To deny or confirm the top rated attractions from the GVB survey and to determine Japanese:
 1. understanding of and familiarity with aquariums, the types and style with which they are familiar, their preferences for the type, how much they would be willing to spend seeing an aquarium that meets their expectations and how much time they would likely spend visiting such and attraction.
 2. understanding of "casino gambling", whether or not they would be interested in gambling, their perceptions of casinos and whether or not the presence of casino gambling on island would detract from Guam as a destination, and how much they think they would spend on gambling.
 3. interest in sporting activities, the likelihood of coming to Guam for major events, and the types of events they associate with Guam.

III. METHODS

Market Research & Development, Inc. (MRD) proposes to use the same methodology it uses for conducting the GVB airport exit surveys. MRD pioneered Japanese airport exit surveys on Guam and has to date conducted 16 Japanese exit surveys and is preparing to conduct its fifth Korean airport exit survey. The methods involve arranging to meet every departing flight from GIAT, developing a random sampling plan based on actual airline loading figures for each flight during the week chosen for the survey.

Potential respondents are sampled, screened, and asked to complete the survey. In exchange for their time, a small incentive gift is offered. The GVB provides a Guam souvenir. Once respondents have completed the survey they are checked for completeness by fluent Japanese speaking enumerators.

Data is collected during a one week period, frequency distributions (codebooks) for each question are prepared, and a final report prepared and transmitted to our client. MRD collects information from 500 randomly selected respondents, 18 years of age or older and who have stayed at least one night on Guam. Collecting 500 completes will insure that data collected is accurate to within +/- 5% at the 95% confidence level. That is to say, if the survey were to be replicated 100 times, in 95 of those times the error rate would be the same.

IV. TIMING AND RESPONSIBILITIES

Each step in the process is outlined below:

1) Contract Negotiations:

During this phase of the project, terms and pricing are agreed to and a formal contract devised and signed. Or, the Tourism 2001 Subcommittee may simply sign off on the proposal by signing its acceptance on the last page of the proposal.

2) Project Design:

The design of the research will involve six separate steps:

- a) **Information Objectives Developed:** The information objectives for the survey will be developed. (Tourism 2001 Subcommittee will need to designate a contact person for the project who is readily accessible and able to make decisions relative to survey content and analysis parameters).

Successful development of the detailed information objectives is, in many ways, the most critical phase of the research.

- b) **Objectives Approved by Tourism 2001 Subcommittee:** Once devised, Tourism 2001 Subcommittee will be asked to approve the objectives, which will provide the foundation for developing the survey instrument or questionnaire.
- c) **Survey Questions Drafted:** Once the objectives have been approved by Tourism 2001 Subcommittee the questions that will constitute the survey will be drafted.
- d) **Survey Questions Approved:** The questions included in the questionnaire will be approved by Tourism 2001 Subcommittee prior to deployment of the fieldwork.
- e) **English version of the survey is translated into Japanese.** The Japanese version is then reversed translated back into English and corrections made to clarify the intent of each question and to make sure the questions as translated into Japanese are equivalent to the English version. This is a critical step in the process and will ensure the data that is collected will meet the objectives of the research.
- f) **Data Entry Programmed:** The questionnaire, once approved, will be used to create an SPSS setup file for data entry programming. It is estimated that a survey of about 15-20 minutes will be required to collect data to support the objectives of the proposal.

3) Fieldwork:

Once the survey questionnaire has been finalized, the field work will be initiated. The pricing and timing of the survey is based upon the deployment of both AM and PM enumerators.

- a) **Enumerators Scheduled:** MRD, Inc., enumerators are contacted and are selected to participate in the Tourism 2001 Subcommittee project based upon availability and demonstration of no inherent conflicts and their Japanese language fluency (written and oral)..
- b) **Enumerator Orientation:** Enumerators are trained on the administration of the survey and given time to practice its delivery.

- c) **Field Work:** Once the final approved questionnaire is deployed enumerators will work during the designated interviewing times for 7 days a week.

4) Tabulation & Analysis

Once the data is collected it will be tabulated and analyzed to the specifications of Tourism 2001 Subcommittee.

- a) **Data Tabulated:** The raw survey data is converted to an electronic file that can be analyzed utilizing statistical software. MRD, Inc., uses the Statistical Package for the Social Sciences (SPSS) to facilitate cross tabulations, statistical analysis, and table formulation.
- b) **Analysis:** A series of tables with bullet narrative suitable for presentation will be prepared that meet the requirements of Tourism 2001 Subcommittee.

V. ARRANGEMENT FOR OUR SERVICES

I have prepared two price quotations:

1. The first is based on the assumption that you will not be cost sharing the project with one of our other clients. The total cost for this option will be \$14,000. Upon acceptance of our proposal a down payment of 50% of the total will be due. The remaining payment will be due in two equal installments of \$3,500 each; the first installment will be due upon submission of the Codebook and the final installment will be due upon submission of the final report/tables.

Keep in mind that I have scheduled the research for the first available time slot at the airport. Another alternative would be to conduct the survey as a "store exit" at DFS Galleria. In this case our other clients may not want to participate and you would need to assume costs would be as quoted above. An advantage of this approach is that a more in depth, face to face survey could be administered. However, the costs associated with face to face interviewing are generally higher than the methods we use for GVB.

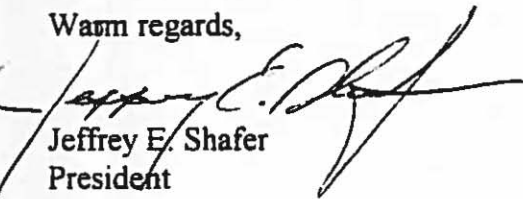
2. The second quotation is based on the assumption that at least one other client will share the costs for fieldworkers, printing, and tabulation. The total cost for this option will be \$9,850. The schedule of payments will be the same as in the first option. The cost sharing model does not result in an equal split of the costs since our other client has already completed one exit survey at the airport, has a questionnaire developed and translated, and is committed to several other exit surveys which has resulted in a discounted price for their program of research.

I have enclosed a copy of the estimated timeline for the project. Please keep in mind that the price quoted does not include the cost of incentive gifts. The above pricing assumes at least one

other client will participate in the research effort. Data collected on behalf of our other clients are confidential, as is the Committee's data, and at no time will be provided to the committee. The benefits that accrue to cost sharing involve sharing common questions (demographics), fieldstaff and reducing the need for two or three separate weeks we are at the airport and the attendant staff costs. The analysis performed on the data for each client is separate as is each data file.

I have attached a copy of our Terms of Business document for your information. Acceptance of our proposal assumes acceptance of the Terms of Business.

Warm regards,



Jeffrey E. Shafer
President

Enclosure: Estimated Timeline

Market Research & Development, Inc.
A Division of Merrill & Associates, Inc.

• TERMS of BUSINESS •

Market Research & Development, Inc. (known hereafter as "the Company") is a division of Merrill & Associates, Inc. whose place of business is Guam, Mariana Islands. As the Company is located in Guam, an un-incorporated territory of the United States of America, the Company is bound by the Government Code of Guam and the laws of the United States of America.

The Client shall make available information as requested by the Company to ensure the accuracy of any information supplied by the Client and Client warrants same.

1. The Company undertakes not to disclose the Client's identity, the results of the project, or any information obtained in confidence regarding the business of the Client, without first obtaining the Client's approval. Similarly, respondents shall remain anonymous to the Client's and all reasonable precautions will be taken to avoid embarrassing them.
2. Confidential research specifications provided by the Client shall remain confidential to the Client. Similarly, proposals provided by the Company, when it received neither the commission nor payment for the proposals, remain the property of the Company and their contents shall not be revealed to any third party or used by the Client.
3. If proposals, recommendations or detailed specifications for the same project are being obtained from more than three research agencies, the Client undertakes to inform the Company, who reserves the right to make a nominal charge for the work involved in proposal preparation.
4. Completed records remain the property of the Company, who shall without reference to the Client, be entitled to destroy them, one year after the end of the fieldwork. Within this period copies may be made available to the Client upon request, at additional cost. The company will maintain all data files and records for a period of one year after completion of the project. Within this one year period of time, the Client may make reasonable requests for analysis of data. The Company will charge the client for only out of pocket expenses (staff time and materials) for the additional analysis or treatment of the data. Acceptance of the proposal and Terms of Business entitles the Client to a total of six (6) hours of followup and consulting services related to the objectives of the research as outlined in the proposal.
5. Reports and other records provided by the Company are for use within the Client's organization or those of its consultants, and only on the Client's business. If wider circulation of results is intended, the Company's name may not be quoted in connection with the study until the exact form of communication has been agreed to by the Company. The Client undertakes to inform the Company of any intended wider publication or use prior to release and to offer identification of the Company as the supplier of the work to be distributed or published.
6. The latest quotation of cost will be regarded as the agreed fee, and will be invoiced 50% on commissioning and 50% upon completion of the project unless specifically noted in the proposal (normally upon report issues). Payments are due within 5 working days of invoice date. Quotations are valid for 2 months from date of issue and, unless otherwise stated, assume the commencement of fieldwork within one month of commissioning. Should either period be exceeded, for any reason, the

Company reserves the right to re-quote. Amounts overdue by more than 30 days will be subject to an interest charge of 2% per month.

7. All quotations are, where applicable, exclusive of Value Added Tax.

8. If at any time, the Client requests that any aspect of the project be changed, the Company reserves the right to re-quote. If, after commissioning a project, the Client is responsible directly or indirectly for any rearrangement, curtailment or cancellation, the Client shall be liable for all costs incurred.

9. If the Company bases its quotation upon information provide by the Client which subsequently is shown to be incorrect, the Company reserves the right to charge the Client for any resulting additional costs.

10. Two copies of the report and one copy of the associated codebook and open ends, where applicable, are available within the quotation. The Company reserves the right to charge for additional copies of any reports, codebooks, open end compilations or special materials requested by the Client, such as overhead transparencies, color renditions of charts or graphs, or additional data analysis outside the scope of the information objectives agreed to by the Client.

11. In cases where products, samples, or other materials supplied by the Client or his agent are used in the project, the Client warrants that all contents, packaging and labeling comply with all Guam and United States of America laws and shall indemnify the Company from any loss or claim on the Company arising from their use in the project, it being accepted that the Company has no responsibility at all in this regard. If required by the Company, the Client shall produce evidence of sufficient product liability or other indemnity insurance as determined by the Company. If the Client wishes the Company to "front" any complaint regarding any products, samples or other materials used in the project this shall only be with the agreement, at the time, of the Company (which may be withdrawn at any time) and at the cost of the Client.

12. For projects involving foreign exchange transactions, quotations are subject to exchange rate movements prior to commissioning, and up to one banking day after commissioning, at which time the Company normally obtains forward cover. Should delay or other factors frustrate this procedure and involve the Company in additional costs not envisaged at the time of commissioning, the Company reserves the right to pass on extra costs to the Client.

13. The Company reserves the right to charge for additional unforeseen costs incurred as a result of statutory amendments to rates of pay, taxes and duties or other circumstances outside the control of the Company, e.g. war, civil disturbance, strikes, capricious behavior of authorities or acts of God. If such increase exceeds 10% of the quotation, the Client within 7 days shall be entitled to cancel the project but shall be liable for all losses/charges already committed or incurred.

14. In the event that the performance of the project is rendered impossible or has to be deferred because of circumstances beyond the control of the Company as referred to in Clause 13, the Company (while having the right to act unilaterally) will endeavor to consult the Client as to whether the project should be canceled, postponed or modified; if canceled, the Company shall be entitled to be paid all fees/charges already committed or incurred; if postponed or modified, the Company shall be entitled to revise the quotation in which event the Client shall have 7 days to accept or reject such revised quotation.

15. The results/prognoses contained in the report are the result of careful analysis of the data and have been subjected to thorough checks. They are, to the best of the Company's knowledge, accurate but are

subject to the usual "statistical norms and variables" applied to research of this nature. Further, as the results/prognoses are just one factor to be taken into account by the Client, the Client accepts, save as provided by Paragraph 17, the Company cannot be liable for the consequences of any action based on the report or its interpretation.

16. In translating survey results from the controlled test or research environment to the real market-place, it is possible that some of the assumptions on which the report is based will not remain constant. Any subsequent change in market conditions, or to the test product or research environment itself, could impact the initial performance predictions including possible invalidation of results.

17. In the event of any negligence by the Company which materially invalidates its research findings and or any conclusions/interpretations, the liability of the Company shall be limited to the fees paid to the Company and if the Client requires additional protection, the Client should insure. The Company cannot be held liable for any failure in quoted timings and any loss or damage thereof resulting.

18. Acceptance by the Client of the Company's quotation is deemed to include acceptance of these **TERMS of BUSINESS**. End of Terms of Business Document. Nothing Follows.

Tourism 2001 Strategies Japanese Survey

Row #	Task Name	Resources	Duration	Start	End	1996											
						Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep			
1	Vision 2001 Airport Exit Survey		83.00 d	Jan/19/96	Apr/12/96												
2	Proposal and Contracting		3.00 d	Jan/19/96	Jan/22/96												
3	Develop Proposal	Shafer~	0.50 d	Jan/19/96	Jan/19/96												
4	Proposal Acceptance	Vision 2001	0.00 d	Jan/22/96	Jan/22/96												
5	Project Design		67.00 d	Jan/19/96	Mar/27/96												
6	Information Objectives Developed	Shafer~	0.50 d	Jan/19/96	Jan/19/96												
7	Objectives Approved	Vision 2001	0.00 d	Jan/19/96	Jan/19/96												
8	Questionnaire Developed (English)	Shafer~	2.00 d	Jan/19/96	Jan/20/96												
9	Questionnaire Approved	Vision 2001	0.00 d	Jan/19/96	Jan/19/96												
10	Translate English to Japanese		0.00 d	Mar/15/96	Mar/15/96												
11	Reverse Translation		0.00 d	Mar/20/96	Mar/20/96												
12	Print Questionnaire		0.00 d	Mar/27/96	Mar/27/96												
13	Recruitment and Training		66.13 d	Jan/19/96	Mar/26/96												
14	Recruit Field Staff	Foreit	1.13 d	Mar/25/96	Mar/26/96												
15	Orient Field Staff	Sobredo	0.25 d	Jan/19/96	Jan/19/96												
16	Fieldwork/Data Collection		77.00 d	Jan/19/96	Apr/05/96												
17	Parking Fees		0.00 d	Jan/19/96	Jan/19/96												
18	Schedule Airport Survey Dates	Noche	0.13 d	Feb/25/96	Feb/25/96												
19	AM Screen Tourists	AM Screeners	7.00 d	Mar/30/96	Apr/05/96												
20	AM Check Data	AM Checkers	7.00 d	Mar/30/96	Apr/05/96												
21	AM Supervisor	AM Supervisor	7.00 d	Mar/30/96	Apr/05/96												
22	PM Screen Tourists	PM Screeners	7.00 d	Mar/30/96	Apr/05/96												
23	PM Check Data	PM Checkers	7.00 d	Mar/30/96	Apr/05/96												
24	PM Supervisor	PM Supervisor	7.00 d	Mar/30/96	Apr/05/96												
25	Data Tabulation		25.00 d	Mar/15/96	Apr/09/96												
26	Prepare SPSS Set up File	Noche	2.00 d	Mar/15/96	Mar/16/96												
27	Accumulate Data	Foreit~	0.50 d	Apr/08/96	Apr/08/96												
28	Prepare Codebook	Sobredo	1.00 d	Apr/08/96	Apr/08/96												
29	Prepare Open Ends	Foreit~	0.50 d	Apr/08/96	Apr/08/96												
30	Transmit Codebook		0.00 d	Apr/09/96	Apr/09/96												
31	Analysis/Presentation		3.00 d	Apr/09/96	Apr/12/96												
32	Complete Analysis	Shafer	2.00 d	Apr/09/96	Apr/10/96												
33	Develop Presentation	Shafer	1.00 d	Apr/11/96	Apr/11/96												
34	Present Findings	Merrill	0.00 d	Apr/12/96	Apr/12/96												

January 1996

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
31	1	2	3 2:00p Vision 2001 Task Force Chair Meeting	4	5	6
7	8	9	10 2:00p Tourism 2001 Task Force Meeting	11	12	13
14	15	16 Task Force Chair/Cabinet Meeting	17	18	19	20
Subcommittee Meetings - Finalize Tactics						
21	22	23	24	25	26	27
Subcommittee Meetings - Finalize Tactics						
28	29	30	31	1	2	3
Subcommittee Meetings - Finalize Tactics						

February 1996

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
28	29	30	31	1	2	3
Subcommittee Meetings - Finalize Tactics						
4	5	6	7	8 2:00p Task Force Mtg. Subcom. Presentation	9	10
11	12	13	14	15	16 •Chair-Bureau of Planning Presentation	17
Chair Consolidates Input-Tactics Implementation						
18	19	20	21 Task Force Chair Meeting/Governor	22	23	24
Task Force Tactics Implementation						
25	26	27	28	29	1	2
Task Force Tactics Implementation						

March 1990

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
25	26	27	28	29	1	2
Task Force Tactics Implementation						
3	4	5	6	7	8	9
	2:00p Task Force Meeting				LT Objectives Presentation to Bureau of Planning	
Objectives Preparation-Impediments and Legislation						
10	11	12	13	14	15	16
		Task Force Chair Meeting with Governor				
17	18	19	20	21	22	23
Task Force Tactics Implementation						
24	25	26	27	28	29	30
Task Force Tactics Implementation						
31	1	2	3	4	5	6
Task Force Tactics Implementation						

May 1996

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
28	29	30	1 Final Draft of Program/Required Legislation	2	3	4
Task Force Tactics Implementation						
5	6	7	8	9	10	11
Program Review by Bureau of PL, Mgmnt. Team and Vision 2001 XCOM						
12	13	14	15 Task Force Chair Meeting with Governor	16	17	18
Task Force Tactics Implementation						
19	20	21	22	23	24	25
Task Force Tactics Implementation						
26	27	28	29	30	31 Final PLans Delivered	1
Task Force Tactics Implementation						