

VISION 2001

IT'S ABOUT PEOPLE...

IT'S ABOUT US...

IT'S ABOUT YOU

Prepared by
Vision 2001 Task Force

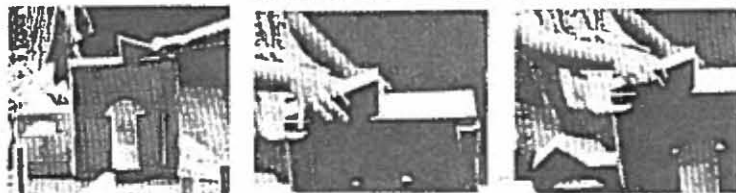
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VISION 2001

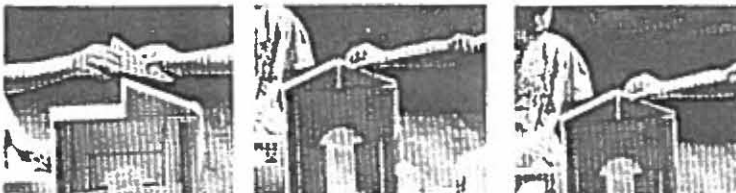
it's about you



it's about people



*it's about
building our future*



the journey continues





When we first set out to develop Vision 2001, a very remarkable group of people from all sectors of our community began to work diligently building a consensus of ideas. Ideas that were born from a compelling desire of all the individuals involved to make our island the very best that it can be. Ideas that were created from a Vision for Guam that was brought about by a need to act proactively in a competitive world that is changing rapidly.



They represented all walks of life, bringing different perspectives on issues that directly affect our island as a whole.

Juxtaposing the need for a strong economy with our needs in healthcare, education, environment, affordable housing, public safety, infrastructure and family values. Developing plans based on a Vision that will strengthen our economy, providing quality jobs and investments in financial services, telecommunications, transshipment, transportation, fisheries and tourism.

It was a community effort ... a community consensus for a better Guam. A Vision for a community that is attractive, safe, clean and rich in educational and employment opportunities. In other words, a community that is sustainable. But what does this really mean?

It means that we, as a people, are engaged in building our community together. It means that we have a greater power over and responsibility for the decisions that will shape our community. It means that collaborative solutions are accomplished through focused political leadership and citizen involvement. It means a partnership involving business, government, employees and community leaders that crosses political and social lines.

During the latest phase of this process, Government of Guam officials in many areas became deeply involved with the original Task Force members, implementing the programs they developed. We are pleased to say that these efforts have yielded outstanding results, with more than 50 percent of the set objectives and sub-objectives completed.

This broad-based approach is needed because government alone can no longer accomplish long-term solutions to community problems. Nor can individuals, businesses or community groups do so by working in isolation. Lasting solutions are best identified when people from throughout a community as individuals, business and community groups, elected officials and civic organizations are brought together in the spirit of cooperation to identify solutions to community problems.

The task forces of Vision 2001 have done exactly that. They challenged themselves and asked, "How can we fulfill our hopes and dreams for a better quality of life?" Their answers were in the matrix of over 1,200 tasks that needed to be accomplished and can be accomplished by the year 2001. Now we have seen that this approach has led to the completion of more than half of these. This publication is a testament to their work. On behalf of the people of Guam and all the future generations that will benefit from the realization of this Vision, we offer our heartfelt Gof Dankolu Na Si Yu'os Ma'ase!

CARL T.C. GUTIERREZ
Governor

Over these many months, I have been deeply moved by the enthusiasm and diligence with which our government agencies and their private sector partners have devoted to Vision 2001. Starting with the over 500 public sector officials, businessmen, and civic leaders which drew up the original plan, Vision 2001 has now become a broad based community movement. Thousands of people, from every segment of our society, are now involved in ensuring that the goals of this plan are fully met.



It is these people and their sense of community spirit which is at the heart of Vision 2001. Inspired by the knowledge that they are building a brighter future for our island, they have devoted their talents and energies to the task of seeing that our community's dreams and aspirations are fulfilled. I salute them all for their outstanding accomplishment in achieving over half the goals of Vision 2001 in less than two years.

When all is said and done though, the future progress of Vision 2001 rests on each and every one of us. Vision 2001 began with the people of our community charting a new course to improve the lives of all of Guam's people. Just as Vision 2001 has drawn its ideas and its strength from the people, so is the plan's future success dependent on the unity and diligence of our people. Our current triumphs clearly demonstrate what can be achieved if we work together for a common purpose. With confidence in the talents, perseverance, and unity of our people, I look forward to our community's continued progress in realizing the vision for Guam's future that we all share.

MADELEINE Z. BORDALLO
Lieutenant Governor of Guam
Chairperson, Vision 2001 Implementation

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Education

GOALS/POLICY RECOMMENDATIONS

School Readiness

GOAL 1: All children on Guam will start school ready to learn. Every child will be guaranteed opportunities to reach their full potential.

STATUS	Objectives - 5	Complete - 40%
	Sub-Objectives - 10	Complete - 40%

The successful accomplishment of Education Goal 1 is dependent on collaborative efforts between parents, governmental agencies and private daycare and pre-school service providers. Major steps have been taken in strengthening the role of parents in school programs, by expanding Parent Teacher Organizations to parents of preschool age children; and providing parents of new born and pre school age children with information on parenting skills and access to public service programs.

School Completion

GOAL 2: High School completion. The High School Graduation Rate will increase to 95%.

STATUS	Objectives - 3	Complete - 0%
	Sub-Objectives - 28	Complete - 32.1%

Integral to increasing the graduation rate of high school students is the implementation of a range of supporting strategies including the School-to-Work Opportunities Initiative, dropout prevention strategies, a dual enrollment program, Alternative Learning Paths (ALP's), and alternative high schools. With the full implementation of ALP's, middle and high school students are now receiving counseling to identify interest, explore careers, and choose a career major by the 11th grade. A monitoring system for determining the effectiveness of dropout prevention strategies for each school district and each high school has also been established. Guam DOE currently is working on completing an additional 46% of the sub-objectives by the end of 1997-98 school year.

Student Achievement, Citizenship, and Professional Development

GOAL 3: Guam DOE students will leave grades 3, 7, 10 having demonstrated competency in challenging subject matter—including language arts, mathematics, science, world, languages, civics and government, economics, the arts, technology, history and geography. They will leave schools as responsible citizens, lifelong learners, and productive employees.

GOAL 4: Guam students will be the first in the world in mathematics and science achievement.

GOAL 5: Guam's teachers will have access to pre-service and in-service programs for the continued improvement of their profes-

sional skills and the opportunity to acquire the knowledge and skills, including new methods in computer technology, needed to instruct and prepare all Guam students for the next century.

STATUS	Objectives - 6	Complete - 16.7%
	Sub-Objectives - 44	Complete - 6.8%

Systemic education reform requires the development and implementation of challenging content and performance standards. High quality frameworks, instructional materials, and assessments will not individually be able to improve student achievement unless teachers know and can teach the new curriculum. Standards, assessments and professional development are all mutually supportive of these proposed reforms.

Guam DOE has completed the development of world class content and performance standards for 10 core subject areas. The adoption of the new standards is expected at the beginning of the 1997-98 school year. Guam DOE has also established a district database of student achievement by school, grade level, content area, and at the individual student level in order to monitor progress towards ensuring that all students are able to fulfill their potential. Work is currently underway in aligning assessment tools, instruction materials, and professional accountability standards with the new content and performance standards.

Adult Literacy and Lifelong Learning
GOAL 6: Every adult in Guam will be literate and will possess the knowledge and skills necessary to compete in the global economy and to exercise the rights and responsibilities of citizenship.

STATUS	Objectives - 6	Complete - 0%
	Sub-Objectives - 13	Complete - 30.8%

In 1996, Governor Gutierrez created the School-To-Work consortium, made up of island business leaders and members of the educational community. The consortium focused on strengthening the connection between education and work. Through community based education, students are able to get credit towards graduation by working in the private sector as apprentices. To ensure that all workers have the opportunity to acquire new knowledge and skills, adult employees are provided with opportunities to receive credit from accredited universities through correspondence courses facilitated by a local educational institution.

Safe and Disciplined Schools

GOAL 7: Every school in Guam will be free of drugs, alcohol, firearms, and will offer a disciplined learning environment.

STATUS	Objectives - 6	Complete - 33.3%
	Sub-Objectives - 6	Complete - 33.3%

Guam DOE has adopted a policy to ensure that all schools are safe and drug-free. A comprehensive health education program that integrates drug and alcohol prevention programs from kindergarten through 12th grade has been implemented. Guam DOE has also developed and Affected Education Curriculum for all grade levels. Work is in progress to increase community based intervention and support programs for all students, to establish standards for the maximum capacity of school buildings and classrooms that are conducive to learning, and to develop a pilot program to establish cooperative nurseries on high school campuses to help parents stay in school.

Parental and Community Support and Involvement

GOAL 8: Every school will develop family and community partnerships that will increase parental involvement and participation in promoting social, cultural, emotional and academic growth of children.

STATUS	Objectives - 3	Complete - 66.7%
	Sub-Objectives - 8	Complete - 25%

Every school is actively engaging parents in a partnership that supports the academic work and co-curricular activities of children at home. Policies have also been adopted to establish school programs that respond to the varying needs of parents and families, including parents of children with disabilities and those who speak a language other than English. Work is in progress to: (1) develop and implement contracts that specify the responsibilities of parents, students and teachers; (2) expand the role of ITO's to include the promotion of literacy, providing assistance in the classroom and library, and to serve as guest speakers in the classroom; (3) expand services by encouraging joint ventures between the offices of the village mayors and the schools; and (4) to implement the FAST (Families and Schools Together) program island-wide.

System-wide reform / organizational governance

GOAL 9: The educational system will be organized to support the achievement of the education goals.

STATUS	Objectives - 8	Complete - 12.5%
	Sub-Objectives - 43	Complete - 20.9%

The Territorial Board of Education has adopted a system-wide re-organization plan. The plan organizes schools into four regions based on "feeder bands" and student populations. It is structured so that decision-making affecting students and teachers occurs at the school level. Work is underway to notify employees, conduct public hearings, and develop implementation strategies. Also critical to the achievement of the Guam education goals is the implementation of Guam DOE's technology in education program. With a recent grant award from the US DOE under the technology literacy program, Guam DOE will increase equipment access for teachers and students, improve teacher awareness, and implement staff development training in the use of technology in the 1997-98 school year.

Education is a life-long process which must also include pre-school readiness, adult literacy, and individual life-long growth. Our educational systems and institutions must provide our people with basic job skills training, professional and leadership development, and support of family and cultural values. Education is a process which demands the full engagement and participation of the entire community at all levels. The educational standards we set for our children today will determine the success of our community tomorrow; it will be the legacy by which our generation will be judged.



Healthcare

Competent health care is the foundation of a physically healthy society. Vision 2001 looks to restore the public's confidence in our local health care system and the service it provides.

Only through a comprehensive and integrated plan of action can we provide the quality health care we all deserve and require as a sustainable community. Our health care delivery system must be well-managed, accessible and affordable, if we are to develop a healthy and thriving future for ourselves and the generations to follow.

GOALS/POLICY RECOMMENDATIONS

GOAL 1. Guam needs one privatized hospital.

STATUS	Objectives - 4	Complete - 50%
	Sub-Objectives - 5	Complete - 20%

Guam Memorial Hospital (GMH) will be transformed into a public-private partnership. In this manner, a new GMH will be created combining the strengths of the private sector in terms of efficiency and consumer response while at the same time preserving the public interest in the island's only hospital.

The first stage of this transformation is nearing completion through the management consultation agreement between GMH and a Consortium of three Honolulu-based medical facilities; Queens, Kapiolani and Straub. As part of their final report, the Consortium will identify the key issues that need to be resolved in order to prepare GMH for the planned public-private partnership. Soon thereafter, a clear course of action will be laid out that will move GMH from being a government-run agency to a public-private partnership. In this partnership, the public sector will provide the capital base, namely the GMH facility, and the private sector will provide additional capital infusion

to invest in new medical technology, an upgraded facility, and expanded health care services. The newly privatized facility will be run by a governing board made up in equal membership of both public and private sector representatives.

GOAL 2. Prevention of disease.

STATUS	Objectives - 9	Complete - 77.8%
	Sub-Objectives - 14	Complete - 85.7%

Quality health care involves not only the treatment of illness but also the prevention of disease. Therefore, an aggressive program of disease prevention must be embarked upon.

With diabetes being one of the leading causes of illness in Guam, this problem has been attacked head-on with the establishment of a Diabetes Advisory Board. This group will improve coordination of the efforts of our health care agencies to prevent this disease within our community. In line with this initiative, new standards for diabetes prevention are being developed by the Guam Health Planning & Development Agency (GHPDA) and the Department of Public Health & Social Services (PHSS). Additionally, the GMH and PHSS have pooled resources to develop a Diabetes Surveillance and Data Base Management System.

This coordinated approach to data collection, public health screening and education, as well as preventive health care programs is being developed by PHSS and applied to a broad range of leading diseases within our community including cardiovascular disease.

GOAL 3. Increase the number of physicians in Guam.

STATUS	Objectives - 5	Complete - 40%
	Sub-Objectives - 7	Complete - 42.9%

Our people's access to quality health care is directly related to the availability of qualified physicians. Any vision for improved health care in Guam must therefore incorporate measures to increase the supply of on-island physicians.

GHPDA is completing a Health Manpower Survey of the entire community. Aside from providing an in-depth assessment of the available physicians and specialties in Guam, the survey provides indicators on the major barriers preventing physicians from practicing in Guam. Armed with this information, PHSS is moving to examine existing licensure procedures with an eye to streamlining the process in order to surmount these barriers.

Furthermore, GHPDA is developing a marketing and recruitment plan to attract new physicians to Guam. One of the major concerns for physicians relo-

cating to Guam is the availability of malpractice insurance. To address this issue, PHSS has identified local sources for malpractice insurance coverage.

GOAL 4. Insure Guam's Health Care Delivery System Is Accessible and Affordable.

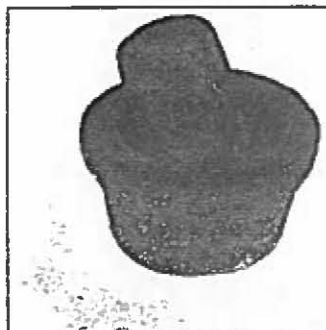
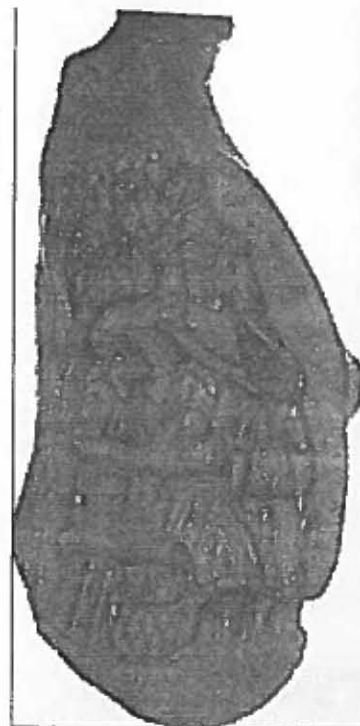
STATUS	Objectives - 6	Complete - 83.3%
	Sub-Objectives - 19	Complete - 63.2%

Quality Health Care is of no value to the community if people can not afford it and if they do not have access to it. Providing this access and ensuring an appropriate level of affordability will require a broad based effort involving all aspects of our health care system.

To achieve this goal, six strategies have been implemented to expand the accessibility of quality health care to all in our community regardless of need. As the lead agency devoted to providing financial support for health care programs, PHSS is spearheading this effort on four fronts. This includes taking a hard look at the issue of indigent care at GMH. Because of the limitations of existing programs for the needy, GMH is bearing a major share of the cost for caring for those with limited financial resources. Because of this strain on resources, the Hospital's ability to provide quality health care is impaired. PHSS has formed a task force to examine these problems and develop the means to solve it.

PHSS is also moving on legislation to effectively privatize the Medically Indigent Program and Medicaid and place it in the hands of a private managed care company. This legislation has already been introduced, publicly heard and is now being refined. Other measures the Department is working on include proposals for school based health clinics for children and legislation for long term care insurance to provide accessible health care to individuals with long term illness.

The island's emergency medical services system is also undergoing a major review. Involving the Guam Fire Department, PHSS, and other health care agencies, an action plan is being developed to expand and improve our emergency medical treatment services. While this effort is being pursued, GHPDA has revitalized the Physical Fitness and Sports Program for the community. Action is being taken to place this program on a permanent footing and to expand its reach throughout the community.



Public Safety

GOALS/POLICY RECOMMENDATIONS

GOAL 1. Earmark sufficient revenues for criminal justice, public protection and victim services.

Objectives - 12	Complete - 41.7%
Sub-Objectives - 28	Complete - 42.9%

The Public Safety Task Force identified the need for four new Guam Police Department (GPD) facilities in Tamuning, Agaña, Agat and in the Northern precinct. Sites for the establishment of a Sagan Policia in each area have been identified; design, funding and construction is on schedule.

The Department of Corrections (DOC) is upgrading its facilities to a maximum security prison.

GOAL 2. Interdict all illicit drugs at all ports of entry.

Objectives - 2	Complete - 0%
Sub-Objectives - 8	Complete - 50%

The Department of Youth Affairs (DYA) started various programs that address the deadly dangers of drugs. A Parent Orientation Workshop has been established for parents of all juvenile probation clients to help fight the War On Ice.

Surveys are on-going in Guam's schools so more effective programs can be developed and implemented that help prevent drug use.

The Customs and Quarantine Agency (CQA) Travel Guide has been revised. This brochure helps educate visitors and residents about Guam's Customs Enforcement Programs. To further enforce import regulations, 47 CQA Officers have been recruited.

GOAL 3. Create a community environment that fosters Crime Prevention and village and home-based programs.

Objectives - 11	Complete - 27.3%
Sub-Objectives - 10	Complete - 40%

A "One-Stop" victims Resource Center will be constructed and, in the meantime, temporary services are being provided for victims of domestic violence at Tiyan through the Bureau of Womens Affairs (BWA).

A number of community policing programs have been established, such as the "Know Your Neighbor" and police athletic league program. Other programs and services have been established for youth and senior citizens, including parent orientation workshops for juvenile probation clients as well as additional support for the "Big Brother/Big Sister" and Youth Corps programs.

Plans are progressing to establish a drug and alcohol counseling and medication rehabilitation center on-island and a government-wide drug free policy is in place.

To make Guam's high schools safer, a Sagan Policia program has been developed to expand crime prevention and incentive programs in all of our schools. In the first instance, a Sagan Policia pilot program is to be implemented at the new Southern High School.

To steer our children away from criminal activities, village community centers are being upgraded for after-hour education and village recreational use.

GOAL 4. Improve Police, Fire, Corrections, Criminal Justice and emergency capabilities and presence throughout the island.

Objectives - 3	Complete - 0%
Sub-Objectives - 5	Complete - 0%

Guam's Customs Officers have been trained to handle active drug detector dogs. With the help of Federal Grant Funding, the necessary steps have been taken to improve the Intelligence Information Management and Resource capabilities. Assistance from the military by way of high-tech inspection equipment that will detect concealed contraband items in passenger, cargo vessel movements is in process.

A 24-Hour Crisis Team to investigate and respond immediately to family violence cases has been developed.

GOAL 5. Provide adequate personnel, technology, training, equipment needed to serve and protect our community.

Objectives - 15	Complete - 73.3%
Sub-Objectives - 6	Complete - 100%

Additional funding has been identified and earmarked for additional officer and safety personnel training. Certain GPD Officers have been trained to investigate and do follow-up on domestic violence cases. Funding has been secured for free legal assistance services for women victims who cannot afford legal expenses. A treatment program is in place for perpetrators of violence.

GovGuam Agencies are required to conduct sexual harassment prevention training annually. Materials provided at this training are also available to the private sector.

GOAL 6. Enhance Public Protection through victim's advocacy, counseling, restitution, compensation, home and hazard protection.

Objectives - 12	Complete - 33.3%
Sub-Objectives - 4	Complete - 50%

A Women's Resource Center has been established. Counseling recruitment and education programs are being enhanced. A study has been completed that would establish prison industry programs designed to help rehabilitate inmates and to contribute to the economy.

Health teachers are being trained to teach students about Conflict Resolution, Anger Management and Drug and Alcohol Abuse Prevention. Further, the health curriculum in our public schools is being expanded to include these topics. Centers and programs are being developed to provide counseling services and information for children and adults who are victims of violence in our community.

A formal system of prison and probation release notification will be implemented.

GOAL 7. Create public/private partnerships to combat crime.

Objectives - 4	Complete - 25%
Sub-Objectives - 1	Complete - 100%

There is constant encouragement of Women's Clubs / Organizations to redirect their fund-raising efforts towards non-profit organizations that deal with domestic violence.

Guam's public school have implemented an awareness campaign for prevention and intervention of drug abuse, family violence and other related crimes. To date, focus is on a public awareness campaign, i.e., Public Service Announcements and training for parents.

Goal 8. Make Tumon Bay and other tourist venues safer and more "user friendly".

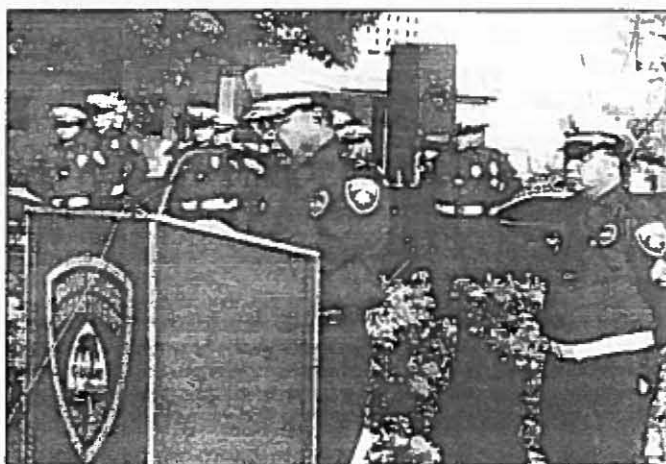
Objectives - 16	Complete - 93.8%
Sub-Objectives - 10	Complete - 80%

GPD Officers are attending language school so they can more effectively communicate with our tourists. The Tumon Beautification Plan will provide for safer, more secure areas with better lighting. A Mountain Bike Unit Patrol that further ensures tourists safety has also been established.

Over the past years we have seen our communities grow, and along with many of the benefits came rise in crime. Crime is inextricably linked with the breakdown of family values and the use of illegal drugs. To make Vision 2001 truly work, many components must work together to be effective. The Public Safety component must work hand in hand with Family and Cultural Values and Public Education in order to stem the growing threat of crime.

GPD and the Guam Fire Department (GFD) now have an open radio frequency that makes communications between them faster and easier.

The industry and GPD join together in "Prevention Tips" meetings to coordinate prevention control between GPD and hotel security agencies. Operation DUI, Citizen Patrol and other programs have been endorsed and are continuing.



Infrastructure

As everyone on this island knows, Guam has been playing catch-up with its need for infrastructure for many years. As our tourism and the resident population grows, even greater demands will be placed on our power, water, roads, and drainage systems in particular.

The eight goals developed by the Vision 2001 Infrastructure Task Force are designed to coordinate and properly plan all areas of Guam's infrastructure development needs, and ensure that these long-range investments support Guam's overall social and economic development objectives.

GOALS/POLICY RECOMMENDATIONS

POWER

GOAL 1. Over the course of the next five years, the Guam Power Authority will repair and maintain all existing power plants, as well as add up to 140 megawatts of reliable, efficient and cost-effective power generation capacity to the system to benefit the people of Guam.

STATUS	Objectives - 4 Sub-Objectives - 31	Complete - 25% Complete - 74.2%
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As part of the plan to repair and rehabilitate existing power plants to industry specifications, Cabras units 1 & 2 underwent needed repairs targeted towards improving the units' performance and reliability. GPA has also established and is implementing comprehensive training and maintenance programs for all power generation plants. With the recent completion of the Cabras 4 unit, an additional 40 megawatts has been brought on line to increase system capacity.

GPA also undertook several partnership agreements with private companies to improve the islandwide power system. HEI Power Corp. Guam (HPG) was awarded the contract to repair, operate and maintain the Tanguisson Power Plant. Tanguisson Unit #1 was commis-

sioned on July 19, 1997, and Tanguisson Unit #2 is expected to be completed in the near future.

In addition, GPA now has responsibility for the former Navy owned and operated Piti Power Plants, including 53 plant employees. Retrofitting to the Piti 4 & 5 units has been complete, and these two units are now contributing 33 megawatts to the island wide power system.

Agreements between GPA and two Independent Power Producers have been finalized, and new power plants will add another 40 megawatts to the power system by mid-1998. The production of an additional 80 megawatts has been secured with a twenty year agreement with the ENRON Corporation. Provisions set in the agreement provide for the utilization of local labor to run the power plant.

Efforts to promote energy efficiency in the community were implemented with the Guam Energy Sense Rebate program. The program was designed to provide incentives for investing in energy efficient appliances in order to reduce power costs.

WATER

GOAL 1. Transition the existing Public Utility Agency of Guam into the new Guam Waterworks Authority.

STATUS	Objectives - 3 Sub-Objectives - 6	Complete - 33.3% Complete - 50%
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The transition of PUAG into an autonomous agency of the Government of Guam has been complete since July of 1996. The new Board of Directors is now in the process of implementing rate studies and management audits to determine how the new agency will become totally self sufficient. The process is set for completion by the end of this year.

GOAL 2. Convert Guam's existing water delivery system into an efficient and cost-effective operation benefiting Guam Waterworks Authority's (GWA) customers.

STATUS	Objectives - 7 Sub-Objectives - 34	Complete - 0.0% Complete - 29.4%
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Under the direction of the new board, working with the Infrastructure Task Force, GWA has implemented several projects to improve the island's water delivery system. Monitoring & billing systems have been upgraded. On-line meters have been installed to monitor leakage. Repair programs have been revitalized to ensure that all leakage reports are addressed expeditiously. Several programs are also being developed to identify and secure additional water wells. Many of these projects are now underway, and will be completed over the next few years as funding is identified.



WASTE WATER

GOAL 1. Provide a safe, efficient and cost-effective system to transfer and treat waste water addressing Guam's existing and future growth needs.

STATUS	Objectives - 8 Sub-Objectives - 27	Complete - 12.5% Complete - 18.5%
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Plans to begin the Tumon Area Wastewater System upgrade have been put in place, and the project is targeted to be completed in the year 2000. Funding for the expansion of additional wastewater facilities throughout the island have been secured, and are currently undergoing easement, design and bid proceedings.

STORM DRAINAGE

GOAL 1: Control or eliminate flooding due to storm runoff and provide adequate recharging of Guam's aquifer and waterways.

STATUS	Objectives - 10 Sub-Objectives - 69	Complete - 50% Complete - 14.5%
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A number of projects have been prioritized to meet the goals of the Vision 2001 Infrastructure Task Force. The northern district flood control drainage study has been completed. Design plans for the completion of the Marine Drive Drainage system are in place. Drainage plans for Tumon Bay have been reviewed and completed. An island-wide storm water protection action plan is being implemented at various sites around the island.

ROADS/HIGHWAYS

GOAL 1. Improve existing roads/highways and construct new routes as required to provide safe and efficient access for all motorists in Guam.

STATUS	Objectives - 19 Sub-Objectives - 21	Complete - 0% Complete - 23.8%
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As a result of the Task Force's recommendations, projects to upgrade and repair all major thoroughways have been also prioritized. Route 1 Rehabilitation (Rte. 10A to Rte. 30) project is 30% completed. Funding for the Tiyan Parkway, Jalaguac Connector and the Tumon Lane/Taitano Road, Macheche Connector has been secured. Design for the Route 4 (Inarajan Village) Restoration project has been completed.

GOAL 2. Develop a program to keep our roads and highways clean, pleasant and safe for both pedestrians and motorists.

STATUS	Objectives - 5 Sub-Objectives - 5	Complete - 40% Complete - 40%
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The Vision 2001 Highway Beautification Plan is in full swing. In conjunction with the Guam Visitors Bureau, the production and updating of all local highway maps with scenic sites for the visitor industry are being implemented. Plans have been drawn up for implementation to create safer and cleaner highways with trash containers, covered benches at scenic overlooks, and safe sidewalks and exercise lanes for pedestrians.

TRANSPORTATION

GOAL 1. Refocus and improve the funding, efficiency, and cost-effectiveness of the Guam Mass Transit Authority (GMTA).

STATUS	Objectives - 12 Sub-Objectives - 19	Complete - 75% Complete -
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Aggressive marketing efforts have been implemented to increase GMTA's patronage and to move towards self reliance. Through the Task Force's guidance, a plan has been developed to reinvest revenues from surcharges back into GMTA to upgrade the transit fleet. Shuttle services to Tiyan to accommodate accessibility to Government facilities are in place and fully operational.



Affordable Housing

GOALS/POLICY RECOMMENDATIONS

GOAL 1. Land or an existing inventory of homes must be available.

STATUS	Objectives - 2	Complete - 0%
	Sub-Objectives - 15	Complete - 53.3%

The Chamorro Land Trust Commission land lease program continues to make progress with the awarding of more than 600 agricultural leases to qualified applicants during January and March of this year. These new long-term land leaseholders will soon be joined by a legion of thousands more as the Chamorro Land Trust continues to move forward with the distribution of more parcels throughout the island.

More than 200 Astumbo and Dededo government subdivision lot owners have benefited from program assistance provided in a joint effort between the Guam Housing Corporation and the Guam Housing and Urban Renewal Agency to ease the down payment burden. A detailed profile of all government subdivision lot owners has been completed in an effort to determine what other factors are impeding the full development of these long standing subdivisions and to find a solution.

A Coordination Committee made up of nine government agencies meet on an ongoing basis to identify duplications, review programs and coordinate efforts. Their goal is to develop a more efficient and effective method for providing much needed infrastructure development and financial assistance for recipients of all Government sponsored subdivisions and land programs.

GOAL 2. An effective and efficient construction industry must be in place.

STATUS	Objectives - 2	Complete - 50%
	Sub-Objectives - 16	Complete - 56.3%

The much anticipated Lada Estates Affordable Housing project will break ground this month in what is Guam Housing Corporation's first ever housing development for purchase by low to moderate income families. The first 200 units are scheduled to be completed by August 1998. Another 200 units will be completed by August 1999. Home buyers will be selected from an existing pool of more than 900 applicants. This project will be a benchmark by which effective and efficient construction standards for low to moderate income communities will be built in the future.

Much of the high cost of construction today is due to the cost of skilled labor.

Part of this can be reduced by streamlining the Alien Labor Certification process and increasing enforcement. The Department of Labor has implemented a series of procedures that will help ease this process. The savings resulted from the reduced processing cost on temporary alien workers can be passed on to the home buyer. Proper enforcement of alien labor rules and regulations will serve to level the playing field and allow competition to reduce the costs of construction.

GOAL 3. Flexible financing packages must be available.

STATUS	Objectives - 2	Complete - 50%
	Sub-Objectives - 7	Complete - 85.7%

Financing is the last, and oftentimes the greatest, hurdle facing potential home owners. To help ease the burden on first time home buyers, Guam Economic Development Authority and Guam Housing have submitted a proposal to the 24th Guam Legislature to issue a \$63 Million Mortgage Revenue Bond. Proceeds from the bond's sale are earmarked to make mortgage loans for low to moderate income families through participating lenders. An added benefit resulting from the bond would be the re-introduction of Private Mortgage Insurance to Guam. This Bond is presently slated for legislative consideration this month.

Recently, GEDA was successful in securing the passage of Bill 606 allowing hotel developers the optimum in tax incentives and providing Qualifying Certificates for developers of affordable housing projects. The Bill contains a provision requiring developers of hotels of 200 rooms or more requesting these maximum benefits to place \$5 million in trust for the building of affordable housing projects.

GOAL 4. There must be consumer demand.

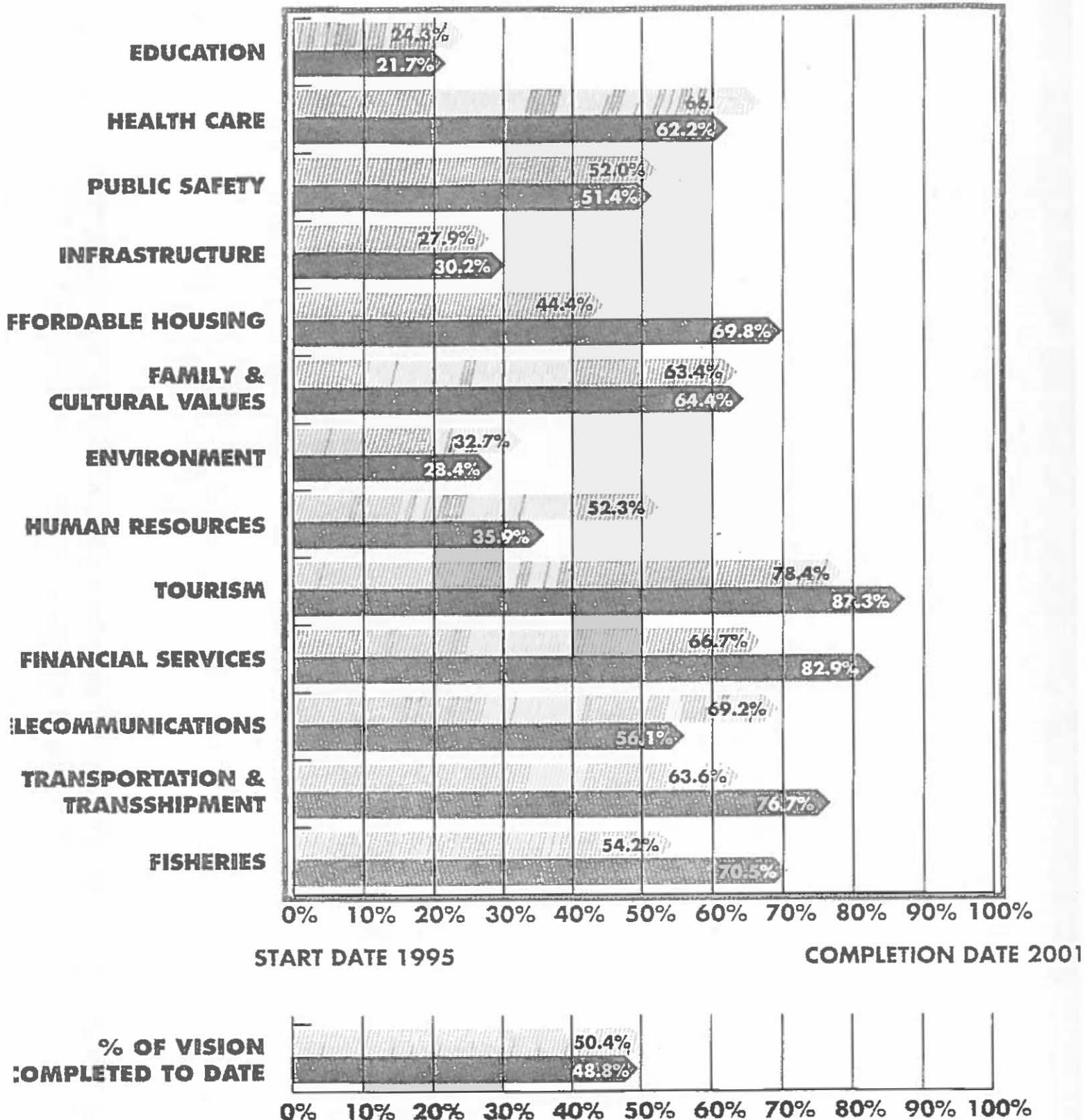
STATUS	Objectives - 3	Complete - 66.7%
	Sub-Objectives - 15	Complete - 93.3%

Work continues on raising the mortgage limit for the Federal Housing Administration loan program. The Task Force is also seeking ways to enable more families to build homes by maximizing federal support for local housing needs. Programs for home ownership education and counseling have been developed, marketing and outreach plans to identify potential homebuyers have been initiated, client profiling has been accomplished and disabled and elderly housing needs assessments are presently underway.

The availability of safe and affordable housing impacts greatly on our quality of life. Our citizenry must be given every opportunity to own their own home - a place where family, community and cultural values can be nurtured and passed on to the next generation. Vision 2001 seeks to encourage the development of affordable housing projects by combining new and existing programs which focus on maximum utilization of our limited resources.



VISION 2001



"It's About People"

MISSION STATEMENT

"To support the highest standards of education, healthcare, infrastructure, public safety, housing and community values by developing a sound and sustainable economy built on Guam's strengths and strategic advantages."

Task Forces	13
Total Goals	86
Total Objectives	478
Total Objectives Completed	241
Total Sub-Objectives	1117
Total Sub-Objectives Completed	545



**Objectives
Completed**



**Sub-Objectives
Completed**

Family & Cultural Values

Over the course of several generations, our island's population has grown substantially, and along with it there has been a loss of traditional family values and the breakdown of the traditional family. Our increasing crime rates and other social problems can be traced directly back to these changes.

The six goals taken on by the Family and Cultural Values Task Force are designed to revitalize the traditional Chamorro family values and other cultural traditions that have been fading with the growth of the modern era.

GOALS/POLICY RECOMMENDATIONS

GOAL 1. Rebuild and re-strengthen marriage as a social institution of permanence.

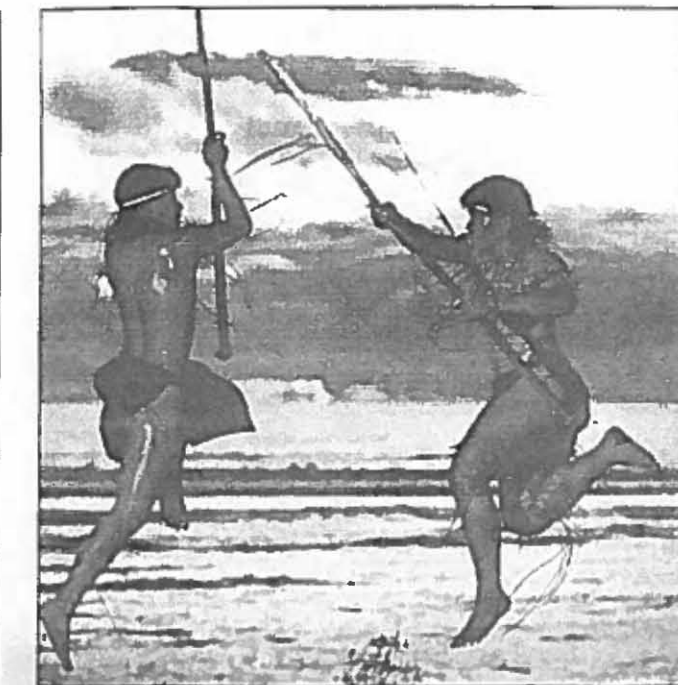
STATUS	Objectives - 5	Complete - 100%
	Sub-Objectives - 14	Complete - 92.9%

This Task Force has completed an assessment study of Guam's divorce law and has drafted legislation amending Public Law 21-148 which would prevent judges from waiving the 60-day waiting period for a divorce. Programs are being developed to encourage our citizenry to view marriage as a responsible, positive and lifetime commitment.

GOAL 2. Reduce the incidence of child-birth out of wedlock.

STATUS	Objectives - 9	Complete - 100%
	Sub-Objectives - 22	Complete - 100%

The Task Force, in conjunction with the Department of Education has developed effective sex education programs for all school levels emphasizing the biological and social aspects of interpersonal relationships and the responsibilities associated with parenthood. The Department of Youth Affairs is assessing and developing viable alternative activities for Guam's young people that are more wholesome and family oriented.



Programs have been developed and are being implemented that assist unwed mothers and fathers to complete their schooling which includes educational programs in parenting. Parenting programs for middle and high schools have been developed in an effort to decrease the levels of teen parenthood by 10% each year.

To reinforce traditional family roles in our community, "Role Modeling" programs were begun to encourage parents, grandparents, godparents, aunts and uncles to talk to their children regarding family and cultural values.

Youth Group and Village Neighborhood Involvement Programs were started to help people share cultural values through interaction with various age groups.

GOAL 3. Empower families to assume more responsibility for the care of their manamko.

STATUS	6 Objectives - 5	Complete - 60%
	Sub-Objectives - 7	Complete - 42.9%

The Task Force developed collaborative programs for public and private service providers to create training programs that emphasize the special health needs of our elderly, so our island care givers and family members can become more aware of their needs.

Home Based Care Programs, Support Services and Regional Housing Facilities were increased so our elderly can take more responsibility for themselves and exercise their right of independent living.

GOAL 4. Restore, rebuild and revitalize family values by establishing programs emphasizing family togetherness and family activities.

STATUS	Objectives - 12	Complete - 58.3%
	Sub-Objectives - 27	Complete - 66.7%

The War on Ice Task Force helped the Department of Education develop an Intense Drug and Alcohol Information Program for all school children.

The objectives contained in this goal are focused on placing greater emphasis on traditional family values and getting parents actively involved with their children. Objectives include the building of family oriented recreation centers, village gymnasiums, and the improvement of our parks to encourage and future family activities.

Other objectives include the promotion of family and cultural values in our schools, cultural programming on TV and radio as well as the re-establishment of our island's traditional practice of conflict resolution.

GOAL 5. Restore respect for the elderly.

STATUS	Objectives - 1	Complete - 100%
	Sub-Objectives - 1	Complete - 100%

The Department of Public Health and Social Services established a Council of Senior Citizens to assess and address problems of our elderly. Present programs are being assessed for their effectiveness and new programs are being developed and implemented to reduce abuse and restore respect for our elders.



GOAL 6. To foster and harmonize ethnic diversity with Chamorro culture.

STATUS	Objectives - 9	Complete - 11.1%
	Sub-Objectives - 19	Complete - 5.3%

To achieve this goal, the Task Force worked with the University of Guam to establish a Master of Social Work Program which will help our social workers increase their education and training techniques.



Environment

GOALS/POLICY RECOMMENDATIONS

GOAL 1. Build a comprehensive program for the conservation, sustainable use, and effective management of Guam's coral reef ecosystem, including mangroves and seagrass beds.

STATUS	Objectives - 8 Sub-Objectives - 3	Complete - 37.5% Complete - 0%
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In May of this year the first Coral Reef Initiative was adopted for Guam. The initiative is designed to protect the island's reefs in line with the goals set forth by Vision 2001. Also in May, five marine preserve areas were set aside by the Government of Guam and management rules for these areas have been developed.

Several other projects and studies, utilizing expertise from the University of Guam (UOG), the Department of Agriculture (AGR) and Guam EPA (GEPA), and other sources, will be implemented during the next two years.

GOAL 2. Develop a system for the collection, analysis, dispersal and retention of data on Guam's marine ecosystem.

STATUS	Objectives - 7 Sub-Objectives - 2	Complete - 14.3% Complete - 0%
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In June of this year, AGR completed a revision of existing fishing regulations.

Upon completion of this goal, enough data will be collected to allow agencies to locate sources of pollution to the marine environment. This year, sediments near boat basins are being analyzed to determine pollution levels. The information gathered will determine if boating activities are affecting local fishermen. If a problem is detected, a corrective action plan will be undertaken.

GOAL 3. Obtain accurate data about the condition of Tumon Bay and develop a corrective action plan based on the results of the study. Evaluate the paths of storm water and ground water and determine how contamination enters the bay.

STATUS	Objectives - 4 Sub-Objectives - 22	Complete - 0% Complete - 0%
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The Water and Energy Research Institute (WERI) is undertaking studies to examine the sources of pollution to Tumon Bay. The information gathered is being used to determine the effects of various forms of pollution on Tumon Bay. The comprehensive study, which will allow for the development of plans to ensure protection of the bay, scheduled to be completed in 2 years.

GOAL 4. Develop comprehensive, task-based programs to resolve specific environmental/ecological problems affecting the terrestrial environment to improve the quality

of life for island residents and ensure preservation of Guam's natural resources for the sustained enjoyment of future generations.

STATUS	Objectives - 4 Sub-Objectives - 18	Complete - 0% Complete - 0%
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AGR has implemented several programs to protect and recover Guam's endangered species, such as the Guam Rail, Marianas Crow and the Marianas Fruit Bat. The department is also working on programs to control the snake population on Guam. Most of the objectives under this goal are ongoing and cannot be listed as complete until the species are no longer in jeopardy.

GOAL 5. Designate Tumon and Agaña Bays as areas of significant public concern due to the need to preserve their environmental assets and their level of contributions of Guam's overall economy.

STATUS	Objectives - 1 Sub-Objectives - 5	Complete - 0% Complete - 0%
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A cooperative effort has been established to collect data on the watershed feeding Guam's main water source, the northern aquifer. The final goal is to establish realistic recommendations for people living or working in watershed areas that will allow for lasting protection of this critical water supply. Completion of this goal is set for December of next year.

GOAL 6. Create a comprehensive, island-wide Solid Waste Management Plan to adequately address our future needs and options.

STATUS	Objectives - 4 Sub-Objectives - 7	Complete - 50% Complete - 14.3%
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GEPA has already examined current waste generation and management practices and is researching various recycling and other disposal options. Development of an Integrated Territorial Solid Waste Management Plan is set to begin this year.

GOAL 7. Construction of a new sanitary waste landfill, treatment and storage disposal facility.

STATUS	Objectives - 3 Sub-Objectives - 6	Complete - 66.7% Complete - 33.3%
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Last year, DPW evaluated all federal regulations and financing alternatives for a new landfill. A site has been selected for a new landfill and plans are being developed for the design and construction.

GOAL 8. Maintain Guam's high air quality.

STATUS	Objectives - 2 Sub-Objectives - 5	Complete - 100% Complete - 100%
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GEPA has developed a new air pollution permit program designed to meet all

local and federal requirements without being unnecessarily burdensome on the local community. The agency has already written a revised air statute that was signed into law earlier this year. The new regulations will be implemented within the next few months.

With the opening of the new GEPA Laboratory, monitoring of air emission sources has been enhanced.

GOAL 9. Create island-wide environmental education and awareness programs designed to reach all sectors of our community.

STATUS	Objectives - 5 Sub-Objectives - 2	Complete - 100% Complete - 100%
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Many Government of Guam agencies have been working together to develop a comprehensive public awareness campaign by offering lectures, developing posters and working closely with the media. This process is ongoing.

GOAL 10. Formulate legislation and regulations aimed at the protection of our environment and the support of our agriculture and aquaculture industries.

STATUS	Objectives - 4 Sub-Objectives - 5	Complete - 50% Complete - 40%
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GEPA has been working closely with civic organizations and the community at large to generate support for necessary environmental laws and regulations. Later this year, the agency will publish a listing of all permitting requirements to assist the community with the regulatory process.

GOAL 11. Develop a system of public parks and accesses to Guam's natural environment in order to allow Guam residents to experience and appreciate the widest spectrum of Guam's unique flora and fauna. Areas should be representative of all of Guam's land environmental systems. Each site shall provide for access and use by persons with disabilities.

STATUS	Objectives - 5 Sub-Objectives - 20	Complete - 0% Complete - 75%
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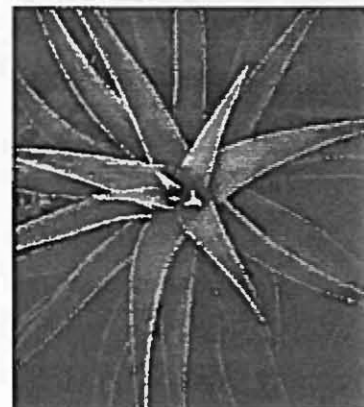
Sites have been identified and management plans have been developed for five different types of parks focusing on wetlands, aesthetic view areas, prehistoric landmarks, limestone forests and waterfall/pool areas. Funding sources for these developments are being identified.

GOAL 12. Develop program to monitor the new landfill site for potential environmental impacts.

STATUS	Objectives - 5 Sub-Objectives - 0	Complete - 0% Complete - N/A%
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UOG is undertaking a project to monitor areas around the new landfill site to determine current baseline conditions. After the landfill opens, they will continue to monitor the area for any type of impact.

The Vision 2001 Environment Task Force has been concentrating on finding a true balance between the demands of the island's economy with the environment. There are five sectors of the public that are being targeted to create an understanding of the need to protect our environment: schools, private residences, business, government and visitors.



Human Resources

The forecast for Guam's economic growth remains positive and, in light of this, planning needs to begin to address very real concerns of the availability of an adequate work force to fuel this growth.

Through the ten goals developed by the Human Resources Task Force, Guam's own labor force, supplemented sparingly by Micronesian and other U.S. labor markets, can provide the number and types of workers required to support the island's growth into the year 2001.



Other workforce development plans include the establishment of a Human Resource Management program at UOG and the further development of regional cooperation among colleges in Micronesia.

GOAL 3. Commit to employees as human beings despite their origins, cultural preferences or orientations and avoid discrimination on race, color, creed, national origin, sex, religion, and physical challenges.

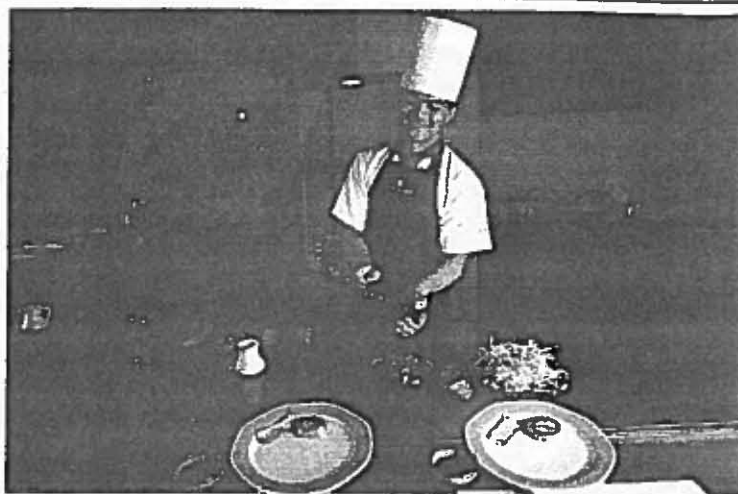
STATUS	Objectives - 3	Complete - 33.3%
	Sub-Objectives - 6	Complete - 0%

By the end of the year, the Government of Guam will be in compliance with Public Law 24-16, which mandates aggressive recruitment of persons with disabilities to fill vacant positions. Programs are also underway to promote ADA awareness within the private sector to ensure compliance in all public facilities.

GOAL 4. Develop greater leadership on the part of Guam's Department of Labor to provide assistance, education, and research in all areas pertaining to employment on Guam.

STATUS	Objectives - 3	Complete - 0%
	Sub-Objectives - 13	Complete - 46.2%

Plans are presently underway to reorganize the Department of Labor into the Department of Human Resources. This includes the review, re-assessment and re-organization of the various missions of the Government relating to human resources in a coordinated and effective manner. A One-Stop Career center has been established with funding from the federal government which will assist individuals in job placement and proper referral for skills training through other existing programs.



The Department of Labor has also undertaken an aggressive program to establish the U.S. Department of Labor employment forecasting system. This program will provide the statistical models necessary to project our human resources needs by occupation and industry.

GOAL 5. Development of benchmarks or standards for compensation and benefits.

STATUS	Objectives - 4	Complete - 25%
	Sub-Objectives - 12	Complete - 0%

The Department of Labor has undertaken a comprehensive survey to gauge current trends in employee benefit compensation. The survey will be completed by the end of next year at which time the Department of Labor will coordinate the compilation of the data obtained from the survey. The strategic grouping of benefit packages to ensure market competition is also being analyzed and a report on the feasibility will be ready by early next year.

GOAL 6. Upgrade Guam's compliance and enforcement capabilities related to employment discrimination.

STATUS	Objectives - 3	Complete - 100%
	Sub-Objectives - 0	Complete - NA

The Department of Labor has worked to expedite thorough investigations of EEO violations and has directed employers to incorporate enforcement mechanisms as detailed in federal law. DOL is continuing to educate the public and promote equal opportunity laws and opportunities.

GOAL 7. Advocate strict adherence to safety and health standards and regulations to protect employees from occupational hazards including safeguards against crime and violence in the workplace.

STATUS	Objectives - 7	Complete - 100%
	Sub-Objectives - 2	Complete - 100%

The task force recommended education, training and awareness programs to ensure compliance with local and federal health and safety standards. These programs were successfully established in June of 1996. Carefully monitored

inspections and investigations have also been implemented to ensure compliance of these standards.

GOAL 8. Implementation plan for support services to establish supplementary needs for Guam's existing and future workforce such as transportation, child care services, housing recreational opportunities, and other concerns for such workforce.

STATUS	Objectives - 5	Complete - 20%
	Sub-Objectives - 17	Complete - 11.8%

Assessments are presently being undertaken to determine the existing numbers and types of workplace support services. Programs are being developed to encourage employers to develop internal workplace support services, and a plan of action including possible incentive programs are being developed for implementation.

GOAL 9. Further enhance equal representation of opportunities for women in positions of authority within Government.

STATUS	Objectives - 2	Complete - 100%
	Sub-Objectives - 0	Complete - NA

Assessments of equal opportunities for women in positions of authority are ongoing within the administration. The Bureau of Women's Affairs has created a task force designed to continually advocate the hiring of qualified women on Boards, Commissions, Cabinet and supervisory positions as they become available.

GOAL 10. Provide 10,000 new customer service professionals for the tourism industry.

STATUS	Objectives - 4	Complete - 25%
	Sub-Objectives - 9	Complete - 33.3%

A comprehensive report, detailing the manpower needed to sustain the island's tourism workforce is scheduled for completion by the end of this year. It will identify Guam's ability to fill some 21,000 new jobs expected to be created through Vision 2001. It will also include a determination of Guam's human resources needs, and a comprehensive policy designed to manage and develop the workforce required in the tourism industry through public/private partnerships.

GOALS/POLICY RECOMMENDATIONS

GOAL 1. Recruit and employ persons previously perceived as "hard to place" and shift them to job environments that are more conducive to their development as productive citizens.

STATUS	Objectives - 3	Complete - 66.7%
	Sub-Objectives - 4	Complete - 50%

Plans are being implemented to identify alternate and prospective labor sources designed to promote positive employment patterns. Programs have been established to allow for the transition of homemakers and single mothers into the workforce by providing progressive day care solutions among other things. A Micronesian cooperative referral and recruitment program is also slated to be established by the end of this year.

GOAL 2. Provide Training and Education for Guam's potential workforce through public/private partnerships.

STATUS	Objectives - 9	Complete - 44.4%
	Sub-Objectives - 54	Complete - 50%

A Cooperative education program was established in July of 1996 to allow for alternative training in the tourism and hospitality industry. A "Tourism Career Academy" pilot program has also been established at JFK High School that ensures advanced hospitality career placement in the private sector. A "Technology Career Academy" is presently being developed to provide training and placement in technology growth industries. Other measures put in place are designed to increase the enrollment in adult education programs and provide counseling for career focus and eventual placement upon graduation.

Tourism

GOALS/POLICY RECOMMENDATIONS

GOAL 1. Increase the number of hotel rooms from 6,387 to 12,000 by the year 2001.

STATUS	Objectives - 5 Sub-Objectives - 23	Complete - 100% Complete - 100%
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Throughout the past year, the Tourism Task Force has successfully laid the groundwork for obtaining 12,000 rooms by completing 100% of the objectives and sub-objectives needed to make this goal a reality. They have worked to develop new incentives designed to attract hotel developers. Their efforts have included hiring consultants to assist in identifying interested developers and operators, assisting prospective developers in identifying potential properties and projects, encouraging existing hotel owners to complete projects, such as the Westin and Sherwood hotels, and marketing Guam's opportunities.

Due to these efforts, 3,200 new hotel rooms have opened or are slated to be opened by the end of 1998. New incentive programs have been enacted and Guam's opportunities are being touted through newly developed marketing packages. Inquiries for an additional 1500 rooms have been made and more announcements of new and exciting hotels are expected over the next few months.

GOAL 2. Give Tumon Bay a facelift, making it a beautiful and inviting tropical paradise.

STATUS	Objectives - 7 Sub-Objectives - 10	Complete - 71.4% Complete - 70%
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The much-anticipated Tumon Redevelopment Plan has been approved, funds have been identified, and work has begun with its completion slated for September, 1998. This plan includes \$25 million in beautification and landscaping along San Vitores Boulevard. These funds will provide improved and beautified sidewalks, beach accesses, parks, medians, crosswalks and roadway lighting. Unsightly power poles will be removed with power lines being placed underground.

Programs for a "Code of Existence" have been developed which will encourage a total Tumon community effort in keeping Tumon attractive and competitive working in conjunction with various government agencies. Public/private partnerships and privatization of the maintenance and upkeep of the landscaping will continue to be encouraged and developed.

GOAL 3. Make Tumon Bay safe for our visitors and residents.

STATUS	Objectives - 15 Sub-Objectives - 28	Complete - 73.3% Complete - 82.1%
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Made possible through a combination of public and private funds, the Crimes Against Tumon Tourists, or CATT plan has been fully implemented and has been quite effective in reducing crime in Tumon. Through the program 43 personnel have been added to the Tumon precinct. Tumon police officers are also receiving new equipment as well as water safety and foreign communications training.

To further enforcement capabilities, emergency call boxes and surveillance cameras are being strategically placed along San Vitores Road. Hotel security systems will be linked directly to a new precinct house slated for completion in December of 1997. This project is a pilot program for similar programs to be implemented throughout the island.

GOAL 4. Provide 2,500,000 airline seats and a cost-effective, customer-friendly airport (add airline and airport capacity).

STATUS	Objectives - 7 Sub-Objectives - 25	Complete - 85.7% Complete - 96%
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Phase I of the \$249 million airport expansion project has been completed with improved processing facilities, immigration services and increased gates and jetways. Phases IIA and IIB are in progress with projected completion in July of 1998. When completed there will be enhanced operations, increased aircraft parking, an additional runway and a parallel taxiway. A 24-hour information center is currently being installed at the arrival area and new vendors, restaurants and passenger amenities will make arrivals and departures from our airport a memorable experience.

GOAL 5. Provide 10,000 new customer service professionals for the Tourism Industry. (At the request of the Chair, this was moved to the Human Resources Task Force.)

GOAL 6. Develop two major entertainment attractions in the near future that will attract more visitors to Guam.

STATUS	Objectives - 4 Sub-Objectives - 13	Complete - 75% Complete - 92.3%
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As part of the Tourism 2001 strategies, a survey of over 2,000 visitors and tour agents was conducted in 1995. The results indicated that more attractions were necessary to increase our competitiveness. The survey further suggested that the most desired attractions were by order of magnitude, a tunnel aquarium, waterparks and internationally televised sporting events.

With the focus brought about by the Vision, two new waterparks, the Onward Hotel Waterpark and the Tarza Waterpark have opened and Guam was added to the Asian Professional Golf Association Pro Tour. Additional attractions are being pursued and the development plans for a tunnel aquarium is close to being finalized.

GOAL 7. Provide adequate infrastructure to support the added hotels, attractions and services.

STATUS	Objectives - 4 Sub-Objectives - 13	Complete - 100% Complete - 100%
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Funding has been identified through the Tumon Redevelopment Project to upgrade, repair and improve the infrastructure along Tumon Bay. These plans include placing all utilities underground, a new storm drainage system, additional water wells, improved wastewater systems and improvement of the Northern Sewage Treatment Plant. Completion of this goal is expected in early 1999.

GOAL 8. Develop a cost effective financial marketing program to fill the hotels.

STATUS	Objectives - 6 Sub-Objectives - 13	Complete - 66.7% Complete - 53.8%
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Based on the specifications set out by the Tourism Task Force, GEDA and GVB have formulated and implemented a comprehensive marketing plan targeting various visitor markets. The plan communicates Guam's differentiation, entertainment and superior value. The Guam Big Summer Festival Campaign is presently underway, and based on its success, other campaigns are presently being developed to continue throughout the year.

GOAL 9. Make Two Lovers Point a tourist attraction.

STATUS	Objectives - 2 Sub-Objectives - 6	Complete - 100% Complete - 100%
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Approximately 750,000 people visit Two Lovers Point each year making it the Number 1 most visited attraction on our island. Through a public/private

Vision 2001 is a blueprint that envisions Guam as a world class tourist destination. More than half of government revenue - approximately 60 percent - is created by tourism. The strategy of the Tourism Task Force focuses on specific goals designed to increase our tourist arrivals to 2 million visitors by the year 2001, bringing an additional \$150 million in incremental revenues to our island.

partnership, plans and funding have been developed and identified to improve the visitor experience to this unique attraction. These include the beautification of the site, improved lighting and vendor stalls, as well as a museum and gift shop.

GOAL 10. Promote cultural tourism.

STATUS	Objectives - 3 Sub-Objectives - 0	Complete - 66.7% Complete - 0%
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CAHA and GVB have been working together to establish a Cultural Tourism Committee. This committee will work to establish programs and identify funding to promote cultural tourism on island.



Telecommunications

Guam's Vision in the year 2001 for Telecommunications is to ensure that everyone, working in business and out of their homes, benefits from the rapidly changing services offered by the global telecommunications industry.

Quality telecommunications capability is also essential to Guam's economic competitiveness. Firms that compete in regional, national or international markets are severely disadvantaged if they lack advanced telecommunications service. In terms of telecommunications infrastructure, Guam possesses the most advanced system in the region, making it a natural telecommunications hub for many international service providers.

GOALS/POLICY RECOMMENDATIONS

GOAL 1. Develop Guam as the Information Highway Hub of the Asia-Pacific.

STATUS	Objectives - 10 Sub-Objectives - 16	Complete - 70% Complete - 50%
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July 1st was a historical day for Guam as we became fully integrated with the North American Numbering Plan (NANP). Along with this move has come equal access and rate integration providing consumers with lower long distance rates, increased competition and Universal Service. The implementation of the Integrated Services Digital Network (ISDN) can now provide services never before offered to the average consumer on Guam. Furthermore, full Internet access is now available to the entire island and specialized medical and other services can be accessed through "Telemedicine" and "Teleconferencing" at affordable rates. These dynamic moves have positioned Guam as the telecommunications hub in the Pacific area.

Since the announcement of our intention to integrate and our subsequent

success, numerous telecommunications related companies have moved to Guam fostering healthy competition and expanding our economic diversity. Guam now has one of the most dynamic telecommunications industries in the region. This success also provides the essential infrastructure that will support a range of clean, low-impact service industries in the future. More job opportunities will be available for our people in industries such as finance, education, and healthcare, as we continue to pave the way forward for Guam into the 21st century.

GOAL 2. Privatize the Guam Telephone Authority (GTA).

STATUS	Objectives - 2 Sub-Objectives - 4	Complete - 100% Complete - 100%
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The groundwork has been laid to enable GTA to successfully compete and participate in the emerging business opportunities available in the telecommunications field. Public Law 24-36, which became law in June, 1997, helps pave the way for the privatization of GTA while acknowledging the issues and concerns of GTA employees. This legislation makes the Guam Legislature an active participant in the process to privatize GTA. Through the work of the GTA Privatization Task Force, empowered by the Governor, which includes GTA employees and legislative representatives, broad agreement has been reached on a number of issues. A valu-

ation and privatization options study has been completed, and careful attention is being paid to the concerns of employees to ensure that in any change of ownership of GTA their rights will be respected and their opportunities for growth expanded.

GOAL 3. Continue to upgrade Guam's telecommunications infrastructure to provide the capability for data transmission and reception at a speed of at least 1.54 Megabits per second.

STATUS	Objectives - 1 Sub-Objectives - 21	Complete - 0.0% Complete - 52.4%
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GTA invested more than \$34 million in 1995 and 1996 to ensure that its telecommunications infrastructure remains state-of-the-art. Over the past year, GTA has installed new airport remote switching equipment and laid new fiber-optic cable to support the operations of the airport expansion project. In 1996 alone, GTA made available telephone services to more than 10,500 new customers, and repaired and restored more than 10,200 cables to service. GTA will continue to invest in plant and equipment to ensure that Guam obtains the best technology available to provide service to our people and our region.



Financial Services

As the United States gateway to Asia, Guam offers location, stability of law, security, and investor confidence in our banking and financial service industry. As the global economy becomes more interdependent, Guam must take advantage of its location and potential as an economic bridge between East and West by ensuring that its laws allow the flexibility required for international commerce to flourish.

GOALS/POLICY RECOMMENDATIONS

GOAL 1. Develop Guam as a globally competitive banking and financial services center.

STATUS	Objectives - 5 Sub-Objectives - 6	Complete - 60.0% Complete - 66.7%
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Guam's location as an airlines and communications hub in close proximity to the major cities in Asia are key factors in the development of financial services. By capitalizing on our high U.S. standards of investor and depositor protection Guam is quickly becoming a key regional finance center linking East and West. Recognizing this potential, several new financial service companies have opened for business in Guam over the past three years.

Since the inception of Vision 2001, monthly meetings have been held to develop our market in the global financial realm. A territorial decision has been made to opt out of the Reigle Neal Banking Act and now other alternatives are being researched to encourage the expansion of our local banking industry. Legislation has been drafted to reduce taxes on foreign deposits and

transactions on Guam, and avenues are being developed to establish an open environment for stock trading and mutual fund transactions.

With the imminent passage of tax law amendments through the US Congress, Guam will be able to de-link from the Internal Revenue Service and write its own tax code, while at the same time preserve single filing status for the vast majority of Guam residents. This will enable Guam to put in place a tax code that is simple, efficient, with transparent rules and regulations, a tax code that is appropriate for the service industries that drive our island economy and our high standard of living.

GOAL 2. Develop Guam as a globally competitive insurance center in the Pacific.

STATUS	Objectives - 6 Sub-Objectives - 10	Complete - 66.7% Complete - 80.0%
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In order to facilitate the development of the insurance industry, Vision 2001 called for tax incentives to attract captive insurance companies to locate in Guam. The result was the passage of Public Law 23-109, and rules and regulations to implement this act are currently under review. Subsequently, a major marketing campaign will be undertaken to attract investment to Guam.

GOAL 3. Government Financial Management Modernization Project.

STATUS	Objectives - 7 Sub-Objectives - 19	Complete - 71.4% Complete - 89.5%
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The Financial Management Modernization Project (FMMF), which was initiated in October, 1995, has already laid the groundwork for the implementation of a state-of-the-art Financial Management System (FMS) for the Government of Guam.

A government-wide Information Technology Plan has been put in place, and a Bureau of Information Technology has been established to ensure that all computer systems can talk to each other as we move forward. Budget process training has been undertaken and draft legislation for a comprehensive reform of the budget processes of the government has been transmitted to the Legislature. Financial planning computer models have been developed and comprehensive recommendations for treasury and debt management reform have been made and accepted by the Guam Finance Commission. Finally, the implementation of a new, fully integrated FMS is underway. The FMS offers the first truly open systems computer environment in the Government of Guam and proven software developed by Oracle Corporation, a major US public company, that will provide 24 hour/7 days a week access to Oracle system's support as well as free, automatic upgrades to the software as soon they become available.



Transshipment & Transportation

GOALS/POLICY RECOMMENDATIONS

GOAL 1. *Expand current and develop new aviation-related industries to further Guam's Economic Base.*

STATUS	Objectives - 6	Complete - 100%
	Sub-Objectives - 13	Complete - 100%

The airport has identified sites suitable for aviation-related activities and is working on a comprehensive management and marketing plan to fully utilize these facilities. In September of last year the Guam Institute of Aviation technology was established at Tiyen as part of this process. Other airport related facilities and activities should come on line as the strategic plan is implemented by the end of this year.

GOAL 2. *Pursue Guam's designation as a pre-clearance zone for U.S. Customs creating a new industry in bonded warehousing and container freight station activities.*

STATUS	Objectives - 6	Complete - 66.7%
	Sub-Objectives - 6	Complete - 100%

This goal depends heavily upon the approval of U.S. Customs granting the authority for the pre-clearance designation. A dialogue with U.S. Customs has begun and a written plan has been submitted and was denied, but other avenues are being explored. If the approval is granted, work will begin on a marketing plan to attract private businesses develop this industry.

GOAL 3. *Establish Guam as a major transshipment center and cargo hub.*

STATUS	Objectives - 8	Complete - 37.5%
	Sub-Objectives - 19	Complete - 63.2%

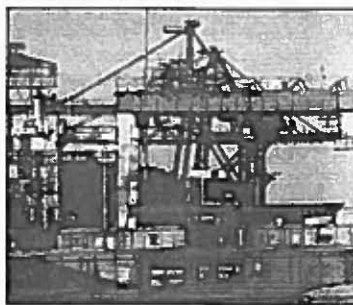
The major accomplishment for this goal was the signing of the master lease for the Ship Repair Facility and the sublease that was granted to Xeno Technix to run the facility as a private entity. Work is continuing to obtain Interim use of Victor and Uniform Wharves in the inner harbor to relieve some of the congestion at the Port Authority. Upon turn over, a state-of-the-art fisheries facility will be constructed, along with cruise ship facilities, to free up much needed space at the commercial port.

The Port Authority has also updated its 1990 Master Plan and is in the process of getting approval from the Territorial Planning Commission and the Guam Legislature. This plan includes areas for deep water vessel piers as well as recreational areas. The Port is also continuing with the much needed earthquake repairs, set for completion in April 1998, and an expansion of the existing container yard.

GOAL 4. *Implement the U.S. Customs Advance Passenger Information System (APIS) to enable passengers to expeditiously enter Guam.*

STATUS	Objectives - 2	Complete - 50%
	Sub-Objectives - 5	Complete - 40%

A written proposal has been submitted to the U.S. Customs Service to get the APIS operational. In the meantime, the necessary infrastructure has been installed at the new airport terminal. The system is expected to come on line by October of this year.



Guam's strategic location, and the opportunities presented by the turnover of federal assets that can be used for airport and sea-port development, has placed Guam as a potential regional leader in coordinating and facilitating trade between the U.S., Asia and Micronesia.

The further development of new and existing transportation and transshipment industries are initiatives that need to be explored for Guam to fully participate in the rapidly expanding Pacific Rim trade. The Transportation and Transshipment Task Force has developed four goals to accomplish this.

Fisheries

GOALS/POLICY RECOMMENDATIONS

GOAL 1. *Improve and expand Guam's local and commercial fisheries infrastructure.*

STATUS	Objectives - 4	Complete - 50%
	Sub-Objectives - 16	Complete - 56.3%

The new Port Authority of Guam Master Plan has been completed and is now going through the final approval processes. Areas have been identified to build a state-of-the-art fisheries facility in Apra Harbor at Victor Wharf. Once the area is turned over to the Government of Guam in the next 12 to 18 months, the construction process will begin. In the interim, more space has been made available at the existing Port site for fisheries related business.

Work is ongoing to improve conditions for smaller, local fisheries activities. Plans are underway to improve the marinas; additional fish aggregating devices have been deployed on the eastern side of Guam; and the construction and renovation of small boat launching facilities in Inarajan and Merizo will be completed by early next year.

GOAL 2. *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.*

STATUS	Objectives - 7	Complete - 14.3%
	Sub-Objectives - 8	Complete - 62.5%

A trade commission has been formed and has been active throughout Asia to promote the fisheries industry opportunities on Guam. At the same time, an EEZ task force has been formed and is working to develop regulatory and enforcement policies for Guam's EEZ.

Discussions have also taken place with the U.S. Immigration Office to make it easier for foreign fishing crews to get temporary shore leave while on Guam. At the same time, legislation is being developed for a Guam Immigration and Naturalization Statute, that will make Guam more friendly to foreign crew members. Along those lines, a handbook has been developed to explain the rules and regulations of Guam's harbor to foreign crews, preventing misunderstandings that could lead to a negative port visit.

GOAL 3. *Integrate fisheries management and development on Guam into a regional context.*

STATUS	Objectives - 6	Complete - 100%
	Sub-Objectives - 6	Complete - 100%

Guam was able to get an amendment to the Magnusson Fisheries Conservation and Management Act recognizing the island's control over its Exclusive Economic Zone in October, 1996. This paved the way for negotiations with other island entities in the region to establish cooperative efforts in developing regional fisheries operations. Dialogues are continuing to keep the islands from competing against each other and promoting a regional approach that will benefit all.

GOAL 4. *Further develop and encourage local industry related resources and commercial opportunities.*

STATUS	Objectives - 7	Complete - 57.1%
	Sub-Objectives - 14	Complete - 78.6%

One of the main areas slated for development is the increase in aquaculture businesses. A plan has been developed for a One-Stop Aquaculture Permit Application Center to be established by the end of this year.

Incentives are being explored to entice locally-owned U.S. flag fleets to make Guam their home port. The establishment of these fleets will increase the demand for aquaculture live bait fish and other supplies purchased on Guam.

Once again Guam's location plays a key role in its potential to more fully develop its fisheries and related industries. Improvements to existing infrastructure, which already far surpass any other facilities in this region, will ensure our place as an industry leader.

The four goals incorporated by the Vision 2001 Fisheries Task force seek to make these improvements and to better develop local participation in this industry. They also address conditions outside of Guam's immediate control, but through cooperation and dialogue with our island neighbors and the Federal Government, many of these potential threats will be averted.

VISION 2001: The Process

For the past several months, key representatives from almost every Government of Guam Agency and Department have been meeting with Lt. Governor Madeleine Z. Bordallo and private sector Vision 2001 Task Force members to facilitate the implementation of the Vision's goals.

Through these meetings the agencies representatives found direction to tackle the key objectives developed by the Task Forces. They also found that they could work together to complete major tasks and to formulate programs. More

importantly, they learned that they can work with the private sector and develop a mutually beneficial partnership.

One of the lessons learned was that there were many examples of duplication of programs and objectives throughout the Government and within Vision 2001. These meetings allowed for a refinement of Vision 2001, eliminating the duplications and streamlining the goals. They have paved the way for a more efficient Government overall.

In order to manage the implementation process of Vision 2001, the original 13 Task Forces (Education, Health Care, Public Safety, Infrastructure, Affordable Housing, Family & Cultural Values, Human Resources, Environment, Telecommunications, Tourism, Financial Services, Transportation and Transshipment and Fisheries) have been re-grouped into five categories.

These categories are Economy, Capital Improvement, Care and Well Being, Education and Community Awareness, and Crime and Drug Intervention.

There are now opportunities to pool resources and manpower to accomplish objectives. This system promotes more cooperation and sharpens the scope of the goals.

In reality, Vision 2001 is a living document. As the completion of goals proceeds the process will continue to be refined and streamlined. The Vision is a true example of how all the parts must fit together to make a whole. The completion of the Vision will make this whole to benefit our entire island community.

CAPITAL IMPROVEMENTS (CI)

This category includes the coordination all existing and future projects, plans, developments and concepts related to water, sewer, wastewater, power, roads stormdrains and physical structures. Monthly meetings include identification of funding sources, prioritization of projects and coordination of all infrastructure work.

ECONOMY (ECON)

This category includes all aspects related to the improvement and facilitation of private business development including tourism, financial services, government budget reform, revenue generation, and efficiency. Monthly meetings are focused on strategies and coordination of efforts designed to strengthen our economy and promote government efficiency.

EDUCATION & COMMUNITY AWARENESS (ECA)

Coordination of Vision 2001 and the Department of Education's Goal 2000 plan are highlighted in this category. Other issues include community awareness and education programs in health, welfare, public safety, human resources, family and cultural values as well as the "War on Ice". Monthly meetings are focused on consolidation of efforts, maximizing resources and effectiveness of existing programs.

CARE & WELL BEING (CWB)

This category focuses on issues related to the social, cultural, health, welfare and general well being of our community. Monthly meetings include the disposition of our health care delivery systems (both public and private), care for our elderly, alternatives for our youth, family and domestic violence, and other social issues.

CRIME AND DRUG INTERVENTION (CDI)

The personal and public safety of our citizenry is the main focus of this category. All issues relating to public safety, drug interdiction and enforcement policies, immigration, fire prevention and customs and quarantine are discussed and coordinated in monthly meetings.

	CI	ECON	ECA	CWB	CDI
Education	✓	✓	✓	✓	✓
Healthcare			✓	✓	✓
Public Safety	✓	✓	✓	✓	✓
Infrastructure	✓		✓		
Affordable Housing	✓	✓	✓	✓	
Family & Cultural Values	✓		✓	✓	✓
Human Resources		✓	✓	✓	
Environment	✓	✓	✓	✓	
Telecommunications		✓	✓	✓	
Tourism	✓	✓	✓	✓	✓
Financial Services		✓			
Transportation & Transshipment	✓	✓			✓
Fisheries	✓	✓		✓	

For Information on Vision 2001, please call the Office of Lieutenant Governor Bordallo at 475-9215. If you would like to review any of the Vision documents, please call Mr. Clifford Guzman, Special Assistant to the Governor for Executive Managed Initiatives at 475-9304, Mr. Vincent Arriola, Director, Bureau of Planning at 472-4201 or Mr. Joe Certeza, Planner III at 472-4201-3.

Watch for the
announcement of the
broadcast of

VISION 2001:
The Journey Continues

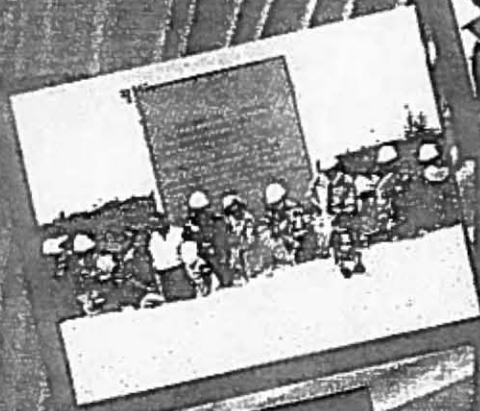
Watch for the
announcement of the
schedule of the

VISION 2001:
Town Meetings

"It's About You"

VISION 2001

An advertising Supplement to the
Pacific Daily News
Thursday, February 18, 1997



"It's About People"

The Administration:

OVERVIEW

INTRODUCTION

The first two years of our administration have been difficult times for both the government and the people of Guam. Our Transition Committee, chaired by former Lt. Governor Rudy Sablan, reported in December 1994 that it had identified 11 major problem areas ranging from poor management controls and practices to waste and duplication of effort.

During the previous administration, general fund spending exceeded revenues by \$91 million yearly. Spending reductions couldn't completely address this annual deficiency, however it could have been cut in half with curtailment of capital spending, hiring and excessive overtime which was not done. Recommendations for bridge financing of \$70 to \$90 million in 1994 were rejected. Water rates had remained unchanged since the 70's. Drivers' license fees were unchanged since the 60's. Fees for services were never charged for solid waste, mental health, or customs and agricultural inspections. Other fees for GPD, GFD and Agriculture needed review and adjustment to cover the true costs of services.

What we were faced with upon taking office:

As of December 1994, the deficit had risen to \$192 million and was expected to increase to a staggering \$206 million by Sept. 30, 1995 if immediate steps weren't taken. On our first day in office, we were informed that there was \$3 million dollars in the bank and \$6 million was needed for payroll in three days. The bond market threatened to downgrade our General Obligation bonds to "junk."

The economy was stagnant and FY '94 had the lowest revenues since the late '80's. Vendor payments were long overdue and vital public services were hindered because of a lack of supplies and support. Payless paydays were looming and investor confidence was at a new low. The general fund was out of cash!

Within the next 5 months \$45 million was needed for income tax refunds, \$6 million for the hospital, \$14 million for vendor payments, \$17 million for the Department of Education, and millions more were needed for PUAG, supplemental retirement annuities, teacher's lump sum payments, welfare benefits and much more.

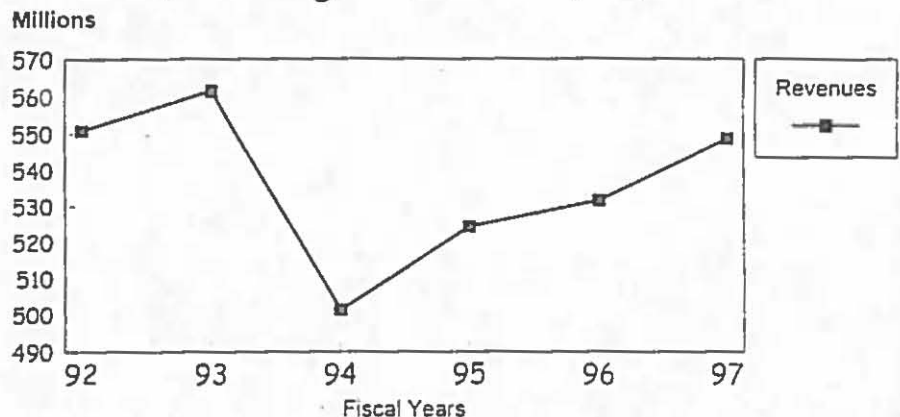
Then in March of 1995, we were hit with the announcement that Guam Navy bases would be closed or realigned under BRAC '95!

What we had to do:

It was obvious from the start that drastic and immediate measures had to be implemented to stop the hemorrhaging of the

General Fund Revenues

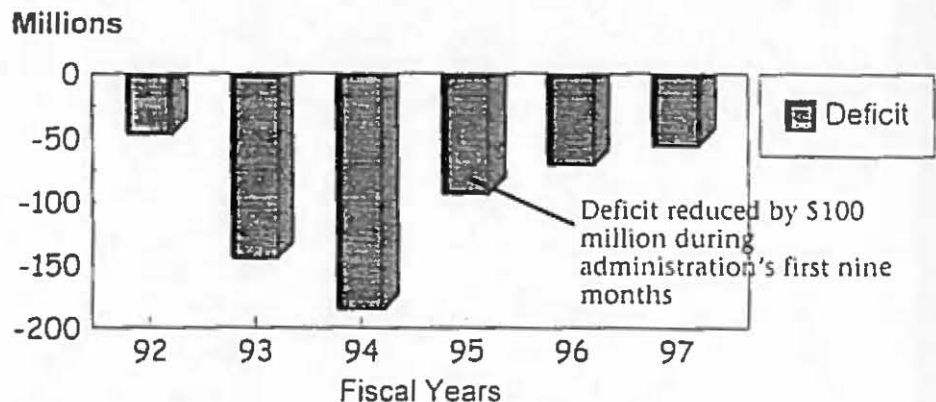
FY 92 through FY96 Actual, FY97 Forecast



Since the FY94 low point, revenues have increased slightly and are expected to continue growing well into FY97. Primary sources of the increase will be individual and corporate tax.

General Fund Deficit

FY 92 through FY96 Actual, FY97 Forecast



By the end of FY '94, the General Fund deficit exceeded \$184 million and was expected to rise to \$206 million by the end of FY '95. Strong measures implemented by the current administration dramatically reduced the deficit by \$100 million during the last nine months of FY '95.

Continued on page 4

A Mid-Term Report



The mid-term of an administration is a good time to pause and reflect on the accomplishments of the first two years, and consider what must be placed on the agenda for the next two. What you are holding in your hands is a document that everyone will want to read carefully and keep for future reference. This Mid-Term Report lists the accomplishments of our administration thus far, and includes the first mass distribution of the far-reaching Vision 2001 plan that will take Guam into the next millennium.

We have come a very long way together in the last two years. The policies of the past left us with next to nothing in financial resources, and a deficit so large it threatened the security of our employees and stability of our government. Undaunted, we rolled up our sleeves and, despite some resistance, we

are successfully putting our financial house in order.

We also have been able to provide many benefits for the people of Guam in areas including infrastructure, land matters, natural resources and public safety. Our goal is to make government more efficient and responsive to the needs of those we serve. Please take the time to read this insert, and Si Yu'os Ma'ase for your support as we move forward together to create a better life for ourselves and our children.

Governor Carl T.C. Gutierrez

Lt. Governor Madeleine Z. Bordallo

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General Fund. Therefore, we instituted immediate cut backs in travel and hiring, eliminated unnecessary overtime, identified and de-appropriated designated Capital Improvement Projects, reduced overhead costs and dramatically cut back in capital spending.

Now we had to provide for an immediate infusion of cash and increase revenues to the General Fund. We implemented the triennial assessment of real property taxes which was long overdue and adjusted departmental fee schedules to match actual costs. Then we hit Wall Street for bridge financing of \$115 million in General Obligation Bonds. It was difficult, but we came up with a plan, proved that we were a good risk and restored confidence in our

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island.

Our plan included imposing a 95% expenditure cap on our budgeting which would force an annual surplus earmarked for reducing the deficit. It also meant realigning government spending: eliminating subsidies to autonomous agencies such as PUAG, GMH and Customs through realistic rate adjustments; and using special funds for agency budgets where appropriate.

We had to make some tough decisions which affected all of us in one way or another over the last two years. We recognize that many of these decisions have been unpopular, however, they were necessary in order to stop Guam's economic downturn. Yet, while we

have had to do more with less, we have managed to achieve a lot. We reduced the cash deficit inherited from the previous administration from \$192 million to \$78 million at the end of Fiscal Year '96, and we now have a law in place that commits the government to eliminating the deficit over the next two years.

Paving the Way Forward:

Restoring business and investor confidence was a formidable challenge in the first six months of our administration. We had to recognize that a positive climate for investment is critical to the economic health of our island economy upon which we, government and private sector

alike, are dependent on. Moreover, we had to realize that government alone could not solve the problems we were faced with upon taking office. We needed fresh ideas and a business mind-set to get us back on the road to economic recovery.

To this end, we organized and empowered the Governor's Council of Economic Advisors (GCEA). Made up of some of the island's top business and community leaders and the clergy, this council has provided valuable and insightful guidance since the early days of our administration and has helped us find solutions that make sense. The GCEA has been the catalyst for the extraordinary level of public-private partnerships forged by this administration, and major changes in public administration have been successfully

INFRASTRUCTURE

Guam Telephone Authority

- initiated feature Group D/Equal Access
- initiated rate integration for Guam
- connected Guam to the North American Numbering Plan
- installed remote switching centers and fiber optic cable installation in Ordot and at the Guam International Airport Terminal
- upgraded cellular digital service
- constructed the Pigua and Orote Cellular sites

- implemented continuous system and hardware upgrade

Guam WaterWorks Authority

- created the autonomous Guam WaterWorks Authority
- combined utility billing with GPA
- undertaking survey and replacement of under-registering meters
- management audit underway
- reactivated Asan Springs Pump Station
- doubled Ugam River water production
- upgraded and increased the capacity of the LaeLae Springs Reservoir facility five-fold
- privatized 4 new water wells, that increased capacity by 1M gal/day
- upgraded the Piga subdivision water well
- commenced work on the Lupoc subdivision water well
- implemented the Yigo-Dededo Water Source & Storage System Improvement Project
- completed the Fujita Sewer Pump Station, Phase 1
- connected Talofofo to the "island-wide" sewer system
- commenced construction of the ocean outfall transmission lines at Agat/Santa Rita
- upgraded maintenance of water and sewer systems
- upgraded Chalan Palauan Swamp Road water lines

- implemented federal requirements under the Safe Drinking Water Act
- obtained preliminary approval from the Navy to hook-up the Southern High School
- completed design and construction of emergency waterlines projects (PL 22-131/4)

Department of Public Works

- completed the Northern District Flood Control study
- completed the Marine Drive Drainage Plan design
- reconstructed the Route 2a Commissary Junction to Namo River Bridge
- completed the San Ramon Hill drainage project
- completed renovation of Government House
- implemented the Adopt-A-Traffic Light program
- Route 16 Phase I & II upgrades nearing completion
- work-in-progress on the construction of an underpass at Airport Intersection
- replaced the Toguon Bridge in Merizo
- established the One-Stop Licensing Center
- ongoing enforcement of the "Code of Existence" for all business owners in Tumon
- constructed a new Healing Hearts Center and Women, Infants and Children (WIC) office in Mangilao
- opened new roads in Manenggon, Yona, Piga and Lupog Subdivisions, and the Swamp Road neighborhood in Dededo.
- completed flood mitigation and paving in the Takano Subdivision in Yigo
- Guam Power Authority
- opened Cabras III & IV adding 80MW of new generation power
- completed needed repairs and preventative maintenance to Cabras 1 & 2
- constructed new substations in Anigua, the Airport, Pulantat and Yigo adding 120MVA to its overall capacity
- added and upgraded 13 miles of transmission lines and 13 new feeders to Agat, Anigua, Barrigada, Santa Rita,

Tamuning, Tumon, Yigo and Yona.

- Installed the Agat to Umatac primary line extension
- completed turn-over of Navy Piti Power Plant, Tanguisson Power Plant and 60 miles of transmission lines
- entered into a Public-Private Partnership for 170MW of new generation power
- completed farm hook-ups in Ordot
- construction of Tenjo power plant underway
- installed state-of-the-art Power System Control Center at Cabras Power Plant
- instituted a Computer Maintenance Management System to insure that maintenance is performed in a timely manner
- installed and trained personnel in the use of Strategic Planning Software
- completed the Integrated Resource Plan
- Guam Energy Office
- established energy efficient public procurement guidelines
- conducted a "Rebuild Guam" energy efficiency educational program
- instituted a Fuel Signage Program to promote energy efficiency
- established "Energy Conservation Officers" program within GovGuam
- conducted energy saving awareness programs, including media campaigns
- assisted DPW/GPA in upgrading building codes to include energy efficient practices
- Port Authority of Guam
- reduced its operating expenses through better planning and scheduling
- expanded equipment maintenance programs
- reduced accounts receivables through aggressive collection efforts
- implemented a Port Beautification Program
- began earthquake damage repairs at commercial wharves
- obtained Preventative Maintenance certification for all major cargo handling equipment
- updated the Port Master Plan with respect to the BRAC process

implemented with guidance from these extraordinary individuals: the new retirement plan for new government employees; the aircraft maintenance school at Tiyan; the Customs User Fee; the Captive Insurance law; a new program of GEDA incentives; assistance with investment marketing; the new Hospitality Institute at GCC and the establishment of a tourism major at UOG; as well as Vision 2001.

Restoring investor and business confidence also meant that we had to stick to our plan to control expenditures, increase revenues, continue making the hard choices however unpopular, and develop a vision for moving forward.

By June of 1995, many of the initiatives to cut spending, increase revenues and keep the government afloat had been

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instituted. A Standard & Poors official indicated that compared to other states and municipalities, this administration had done the most over a two-year period to improve its economic situation. Now we could begin work on keeping our finances on solid ground and build a plan to improve our overall condition. To do so meant that we had to launch an attack on several fronts:

Gaining the attention of Washington DC:

It can be said that Guam's greatest obstacle in dealing with Washington has not been opposition, but simply ignorance. After years of being ignored and passed from bureaucrat to

bureaucrat, it was time to roll up our sleeves and find innovative approaches to gain the attention of those who needed to hear us.

This meant taking an aggressive stand and, understanding the dynamics of the White House and Congress. Through active participation in the National Governor's Association, the Democratic National Committee and one-on-one lobbying with high level officials, we were able to make major in-roads and turn "lemons into lemonade" on many issues vital to our island. As a result, we are now at the table dealing directly with the White House in our Commonwealth quest. By July of this year we will be included in the North American

Numbering Plan, with inclusion in the Universal Service Fund and ratification, and we have

great economic opportunity before us in the return of excess federal lands as a result of BRAC '95.

The administration is committed to seeing that that private property rights of Chamorro land owners are protected and that ancestral land is returned to its rightful owners. Five administrations could have implemented the Chamorro Land Trust Act but did nothing. It took the present administration to act and start getting infrastructure in place so people can move onto their land.

Developing Regional Support and Cooperation:

Our initiative to form the Council of Micronesian Chief

Continued on page 6

- implemented shoreline protection of Route 11B to the 100 year flood level (FEMA)
- expanded the container yard by 7.5 acres
- implemented employee safety and recognition programs
- reorganized and relocated office operations to increase efficiency
- entered into a marketing co-op with GEDA and the BRAC group in order to attract investment in BRAC properties
- completed Port Master Plan
- commenced management of Guam's only civilian airport
- earned inaugural FAA certification
- established inaugural local Aircraft and Fire Fighting unit
- issued leases for facilities at Tiyan to commercial customers
- assisted in the establishment of Guam's first airframe and powerplant (A&P) school
- completed Phase I of the airport expansion project including 11 new gates and 550,000 square feet of terminal space reducing delay of opening from 24 months to 4 months at a savings of \$40 million.
- obtained approval for an interim lease with the U.S. Navy, paving the way for an extended term and additional property transfers
- **Guam Mass Transit Authority**
- obtained additional mechanical personnel and made transit fleet repairs through the GCC co-operative student training program
- evaluated and restructured vehicle maintenance contracts
- re-prioritized and implemented cost-containment measures
- acquired additional fleet vehicles through cooperation with government agencies
- implemented a fixed route system for the Tiyan area
- completed the island-wide fixed route system
- increased ridership by more than 26,000 passenger rides over two years
- implemented new revenue generating programs

GENERAL GOV'T OPERATIONS

General

- adjusted certain government rates and fees to obtain full cost recovery
- began implementation of a new financial management system by GFC
- Multi-Year Budget Planning Model delivered to BBMR
- Cash Flow Forecasting Model delivered to Department of Administration
- implemented a government-wide Drug-Free Workplace program
- implemented cost-saving measures as outlined in E.O. 95-01 (vacancies, travel, overtime, etc.)
- ongoing implementation of government wide area network system
- **Department of Administration**
- in conjunction with BBMR, enforced spending controls to reduce the deficit
- successfully managed the processing of accounting and related transactions with reduced budget resources
- provided timely information technology resources to other agencies
- provided timely housing, personnel management, training and procurement services
- completed negotiations with airlines to utilize frequent flyer miles earned on government travel to assist families in medical referral cases
- **Government of Guam Retirement Fund**
- implemented new defined contribution retirement plan
- renovated Retirement Fund Building, and relocated operations
- successfully managed increased workload on existing budget
- implemented option of electronic payroll

deposits

Guam Finance Commission

- continued negotiations on provisions that will allow Guam to de-link from the IRS, and worked with CSD to include these tax agreement provisions in the Guam Draft Commonwealth Act
- nearing completion on the first stage of the Financial Management Modernization Project
- established the Bureau of Information Technology
- established the Special Accounting Service
- established the Special Economic Service to improve the quality of Guam's economic statistics and reports
- released the "Guam Income Accounts" update, "Guam Economic Forecast", "Impact of Federal Expenditures" and "The Guam Economic Outlook"
- **Bureau of Budget and Management Research**
- in conjunction with DOA, enforced spending controls to reduce the deficit
- implemented an in-house policy that scrutinizes day to day departmental liabilities in order to reduce expenditures
- established budget discipline through conservative allotment releases and the imposition of allotment reserves as necessary
- provided training, guidance and fiscal assistance to virtually all agencies
- identified and deappropriated dormant capital improvement projects
- prepared comprehensive study on resource allocation and waste at DOE
- enforced fiscal controls to reduce the deficit
- **Department of Revenue and Taxation**
- centralized all Rev & Tax functions at Tiyan
- worked closely with IRS and DOI to collect all Section 30 money due to Guam from current and previous years
- implemented changes to preserve \$12 to \$14 million in income tax revenues
- entered into tax information agreements with the IRS and Department of Finance (CNMI) in an effort to improve collections and improve service to taxpayers by eliminating duplicate notices
- implemented a computer link between the

Executives (CMCE) has already begun to bear fruit on the development of regional policies. The unified voice of the CMCE has already been heard by federal representatives in Washington D.C. Through resolution, regional heads of states supported our report to the Secretary of Transportation on the high costs of shipping to Guam. In addition, we are working together to lessen the effect that Compact impact has had on our economy.

Progress is also being made in three key policy areas: a regional tuna cooperative that will develop policies and provide direction in the Micronesian tuna industry, ensuring that all the islands share the benefits of this resource; sharing the human resource skills and expertise across the region, by working cooperatively in the

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training and education of all residents of Micronesia; and, creating regional cooperation to eradicate shipments of illegal firearms and drugs.

Reworking Government:

Paving the way forward in Washington and developing regional cooperation in Micronesia is important to Guam's future. However, in order for us to continue our quest to recover from past policies, we needed to rework our government policies and operations. This included the reform of the GovGuam retirement fund from a defined benefit plan to a defined contribution plan. By doing so, we are one step closer to "leveling the

playing field with the private sector."

Another major reform initiative is the development of an integrated financial management system designed to modernize our budget processes, implementation of a state-of-the-art budget system and a new Financial Information System (FIS) to provide real time accounting and economic information government-wide.

Reworking government also meant demanding a safe and efficient workplace. The implementation of mandatory drug testing for all of GovGuam was an important step toward this end. The One Stop Licensing Center has paved the way for fresh approaches in "customer driven"

government, and private/public partnerships are forging new and exciting opportunities for cost effective and efficient delivery of power, telecommunications and a host of public services.

Building Infrastructure:

Despite the daunting challenges and limited resources we faced, we have continued to invest in our infrastructure. We managed to cut delays in the completion of the Airport Terminal expansion project from 24 months to just 4 months and now Phase I is operational. Cabras Unit #2 was completely refurbished and is generating near capacity for the first time in years. Cabras #3 & 4 are now completed and miles of transmission lines, along with substations are constructed and delivering reliable power to areas

Real Property Tax Division and Building Permits Section at the One-Stop Licensing Center

- implemented the new Insurance amendments to the GEDA Qualifying Certificate Program
- completed new rules and regulations for the issuance of business licenses
- acted to implement a tax rebate for small businesses
- implemented triennial real property appraisals
- aggressively improved tax collection procedures

LEADERSHIP

Governor's Council of Economic Advisors

- implemented the Customs User Fee to provide relief for the general fund
 - created a Hospitality Institute at GCC and fully implemented the 2+2+2 tourism degree program at UOG
 - established an airframe and power plant (A&P) training school
 - implemented a defined contribution retirement plan for new employees
 - implemented new captive insurance laws
 - established the GovGuam Marketing Co-op for multi-agency marketing programs
- ### Council of Micronesian Chief Executives
- established regional recognition and cooperation
 - initiated work on a regional Fisheries/Tuna Cooperative
 - initiated work on a regional pooling of human resources
 - initiated work to eradicate shipment of illegal firearms and drugs on a regional level
- ### Executive Direction
- established the Fraud and Abuse Hotline

- coordinated the Typhoon Dale recovery efforts
- appointed and formed the new Guam Supreme Court
- established the One-Stop Licensing Center
- pushed forward the implementation of the Chamorro Land Trust Act
- established the joint local and federal anti-drug task force
- completed and submitted to Congress, a land use plan paving the way for the return of the Harmon Cliffline and other properties via the Guam Excess Lands Act
- submitted the Re-Use Plan for Komitea Para Tiyan
- established a Local Redevelopment Authority for the use of BRAC '95 properties
- created the Guam Crime Commission, and the "War On Ice" Task Force
- re-negotiated Harmon Cliffline leases for expanded property use
- Commission on Self-Determination
- obtained White House concurrence on mutual consent clause in Commonwealth Draft
- obtained the appointment of a White House negotiator
- Public/Private Partnerships
- developed Vision 2001
- privatized maintenance of public facilities (with DPR)
- instituted Adopt-A-Streetlight program (with DPW)
- obtained additional funding for a new Tumon Precinct House through the DFS Tournament of Champions
- completed the Tumon Bay Beautification Master Plan
- initiated IPP's with three private power providers adding 170MW to the GPA system

NATURAL RESOURCES

Department of Parks & Recreation

- renovated Latte Stone Park, Kiosko and Almacen Wall at the Plaza de Espana, Tagachang and Ipan Beach Parks, and the Salaglula Pools (Inarajan) Park
- facilitated the construction of the Tepungan Beach Park through the Adopt-A-Park Program
- facilitated the construction and dedication of the Asan Memorial Wall
- Overlook
- privatized park maintenance at Cocos Island, Talofofo Beach and Limtiaco Cemetery
- re-developed Nimitz Beach Park
- created I'I' Shore Fishing Tournament
- expanded the opening hours of youth centers, and opened the Yona and Mangilao Youth Centers; commenced construction of the Malessso Youth Center
- commenced construction of the Dededo Sports Center
- added 7 new soccer fields, a football field and tennis courts at Tiyan
- renovated Paseo Stadium
- renovated grounds of the lower softball field, and improved lighting at the Tiyan field
- held 1st Annual Summer Swimming and Water Safety Program, and expanded summer swimming lessons and camp programs
- hosted the First Lady's Annual Halloween Carnival which drew more than 7,000 people to the Paseo Stadium
- hosted an L.G. Twins (Korean professional

that have not had power for 45 years. New roads; water and sewer pipes, public facilities, schools, recreational centers and housing subdivisions are under construction or are completed.

The Need For a Long Range Plan:

There is no doubt that we have come a long way in two years against all odds. And we fully recognized that although we had placed ourselves back on the road to recovery, a plan for the future was required in order to avoid ever placing our economy and our people at risk again. We also recognized that in order for any plan to be successful, it required the participation of the community. Therefore, in late summer of 1995, we empowered over 500 public and private sector

THE ADMINISTRATION: A MID-TERM REPORT

people to develop a long range plan that took over one year to complete. We call this plan Vision 2001.

Vision 2001 is the first comprehensive policy initiative and strategic plan ever created by the community for the community. The plan was designed to improve our quality of life, strengthen our families and community, and provide a blueprint for sustainable economic growth. The implementation of Vision 2001 has already begun and many of the goals and objectives are underway or have been met. An executive summary of the Vision document is included in this Mid-Term Report.

Conclusion:

We believe that great progress has been made, and that the foundations have been laid for a better tomorrow. We have invested wisely in infrastructure and in promoting economic development. We have fulfilled the majority of the promises made in our '94 Platform The Way Forward, and we have put in place the Vision 2001 Strategic Plan to guide the economic growth of our island and to improve the quality of life for our people. We also recognize that, as always, there is much more to do. We will continue to serve the people of Guam by acting in the present to plan and prepare for the future.

In November of last year, letters were addressed to Directors of all agencies of the government asking for an appraisal of our efforts in government. We also asked for frankness; for advice on where we had performed well, and comments on where we have been remiss. We strongly emphasize that no one in this administration should be complacent. This summary of the accomplishment of the first two years of the Gutierrez-Bordallo administration is based on these reports, and set out on the following pages. As we move forward, we will focus on improving the quality and efficiency of services to the people of Guam, and continue to find innovative ways to make Guam shine.

ball team) training camp

- opened the Dededo buffer strip exercise course
- restored St. Joseph's Church
- highest performance certification ever received by the Historic Resources Division
- created a Historic Preservation Web Page on the Internet
- Chamorro Land Trust Commission
- completed the mapping of CLTC lands
- commenced screening of approximately 10,000 applications
- assigned lot numbers to approximately 600 applicants in Agat and Yigo villages
- issued leases for 203 residential lots in Agat
- Department of Land Management
- implemented automation and image-scanning upgrades
- implemented the Federal Excess Land Act (PL 22-145)
- completed mapping of the Manenggon area to assist in resolving disputed lands
- Tiyan Re-Use Authority
- supervised the relocation of government offices
- consulted with the Navy to ensure timely transfer of remaining properties
- Territorial Planning Council
- developed a brochure to allow potential developers to know what type of development can occur within different intensity districts
- actively involved in BRAC '95 and GLUP '94 and related public hearings on the return of excess federal lands
- completing final revisions to the I' Tanota Land Use Plan
- Contractors License Board
- published booklet: "How to Select a Contractor"
- rewrote testing procedures for obtaining a contractors license
- streamlined the investigation section
- Guam Housing Corporation
- completed the 24 multi-family Guma As-Atdas rental housing units
- established a hazard mitigation revolving

loan fund

- managed an improvement in the financial condition of corporation
- reduced the loan delinquency rate
- increased the assets of the Guam Rental Corporation by nearly \$10 million
- nearing completion of the As-Lucas subdivision
- secured approval to issue a Mortgage Revenue Bond to finance the Lada Estates project
- Guam Environmental Protection Agency
- launched an aggressive public awareness program
- completed acquisition of new laboratory and related equipment
- undertook a final review of the Solid Waste Rules and Regulations
- increased the annual Household Hazardous Waste collection effort
- conducted beach cleaning surveillance
- monitored the build-up of toxic seaweed
- established the Safe Drinking Water Program
- secured implementation of several water pollution control measures at hotels and golf courses
- resumed clean-up of the Tanguisson Power Plant oil spill, which resulted in the recovery of more than 50,000 gallons of oil
- negotiated resolution of issues related to baseload generation expansion at the Piti/Cabras plants with GPA and US EPA
- updated the 1982 Northern Guam Lens Study to allow for improved predictions of water supply an utilization rates
- negotiated corrective measures, including monitoring and analysis of water quality, with GWWA to secure compliance with the Safe Drinking Water Act
- Guam Housing and Urban Renewal Authority
- completed the Asan redevelopment project
- earmarked \$3.7 million for infrastructure improvements at Ija subdivision
- acquired an apartment building as transitional housing facility for homeless families

- completed extensive renovation of public housing units in Agat and Yona, which resulted in an additional 50 units being made available for lease
- reduced the turn-around time in approving housing rentals
- established the Family Self-Sufficiency Program to move residents from housing assistance dependency to economic independence
- 1999 South Pacific Games Commission
- appointed an executive director to coordinate, plan and prepare for the upcoming 1999 South Pacific Games, and established a headquarters office at Tiyan
- completed an inventory and assessment of facilities, venues and equipment
- worked with local sports organizations to ensure adherence to international regulations for training purposes
- negotiated with an international marketing firm to develop a marketing program in order to attract international sponsorship of the games.

PUBLIC SAFETY

Civil Defense

- installed a computer system network
- established a link with the GovGuam website enabling Civil Defense to capture images from JTWC and NWS
- anemometers were added to four new locations for accurate readings of wind speed during storms
- implemented public awareness and outreach programs on emergency procedures
- implemented changes in Guam's Uniform Building Code to a rating of Earthquake Seismic Zone Four
- conducted training in the handling of hazardous materials
- conducted outreach programs with hoteliers to train hotel management in

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emergency situation procedures

Guam Fire Department

- secured the emergency procurement of 4 new ambulances
- appointed an Emergency Medical Director to direct ambulance operations and EMT's
- implemented major skill upgrade programs
- implemented stringent fire code inspections of local establishments
- participated in implementing improvements to the 911 System
- added 32 new firefighters to meet manpower shortages

Guam Police Department

- obtained 34 new patrol vehicles and 10 new motorcycles to expand the provision of police services
- graduated a new cycle of 31 police officers
- installed an AFIS System at GPD
- secured approval and funding for a new precinct house in Tumon (CATT program)
- implemented Operation Blue Wave
- implemented a new Prosecution Management Support System
- implemented a Surveillance Equipment program
- initiated the Weapons Trafficking in Serious and Violent Crime Enforcement Program
- installed the Automated Fingerprint Identification System
- implemented the DNA Profiling Program
- established an Murders Unsolved Select Team
- implemented the Crimes Against Tumon Tourists (CATT) program
- secured funding and land for a new Tumon Precinct House
- completed installation of the SMARTNET system
- instructed Drug Abuse Resistance Education (DARE) classes
- initiated DEA drug field test kit training
- participated in FBI officer survival, ATF explosive recognition, ATF basic entry tactics and undercover techniques, credit card fraud and counterfeit currency training
- instituted community policing as a prevailing philosophy
- Customs and Quarantine Agency
- expanded operations to meet the needs of the new airport
- certified 55 new customs officers
- seized more than \$11 million of illegal drugs
- implemented the first Passive Drug Detector Dog Handler Training Program
- Department of Law
- assisted GPA in recovering \$8 million in SPA/GORCO civil suit
- recovered \$1 million in unpaid taxes in SPA/GORCO case
- saved government almost a million dollars through audit of the maritime case
- streamlined Business License Branch
- developed regulations for the Business License Board in processing complaints against businesses who fail to meet legal

requirements

- worked with Rev & Tax to address incidents of corruption within the department
- revised the agency Practice and Procedures Manual and established an in-house Department of Law Newsletter
- established an Appellate Committee
- established a white-collar crime hotline
- reviewed and initiated over 20 white collar crime cases
- reduced the backlog in processing cases by 75%
- substantially increased the number of misdemeanor cases filed
- obtained first conviction in a game (wildlife) case in 5 years
- installed 2-way communications for investigators and prosecutors
- upgraded computer hardware and software to enable comprehensive financial and case management, litigation case management tracking, document tracking and docket calendaring
- expanded and relocated the VARO services office in the community
- implemented closer coordination (on-call 24 hrs) with GPD in the handling of homicide, drugs or major investigations
- increased child support collections
- implemented the APASI program for storage and retrieval of case information
- implemented a Consumer Hotline
- made available the Guam Code Annotated on CD-ROM
- examining the establishment of a dial-in information/notification service for victims to inquire about the status of their case
- revised notary law and procedures
- Department of Corrections
- worked closely with Task Force looking into prison practices
- implemented first "Correctional Response Team Training"
- renovated old penitentiary unit to increase inmate bed space
- established first in-house mail room
- established first in-house commissary canteen
- improved in-house medical, dental, and forensic services
- expanded in-house treatment programs
- established first in-house chapel
- improved rehabilitation programs
- expanded legal resources in law library
- assisted DPR in Tumon Bay beautification efforts
- Guam National Guard
- began a Counterdrug Program to promote drug education and eradication efforts
- provided logistic support to Typhoon Dale response team
- provided personnel to support Operation Pacific Haven
- used Reverse Osmosis Water Purification capabilities to provide safe drinking water to Palau after the bridge collapse

ECONOMIC DEVELOPMENT

Guam Economic Development Authority

- led the establishment of the GovGuam marketing cooperative to create a unified image and action plan to market Guam
- developed a professionally designed investor information package
- secured passage of legislation which promotes the development of the captive insurance industry
- secured passage of legislation which provides additional investment incentives to both developers and landowners, as well as a mechanism to assist in funding the GHC Lada Estates Affordable Homes Project
- initiated the organization of a Guam Shippers Association to offset the barriers presented by the Jones Act
- conducted various Investment Seminars and Trade Missions
- established a Business Development Division to assist investors
- opened a liaison office in the Philippines in conjunction with GVB and the Guam Medical Referral Office
- facilitated the issuance of the \$115 million Government of Guam General Obligation Bond
- designated by law as the Local Redevelopment Authority for BRAC '95 properties
- developed a business reuse plan for BRAC properties in Apra Harbor
- developed a reuse plan for 2,900 acres of excess properties in Navy's Guam Land Use Plan
- coordinated the development of a lease application for Victor Wharf
- Guam Visitors Bureau
- participated in numerous promotional activities to attract visitors from Japan, Korea, Taiwan, China, and North America
- sponsored golf tournament with proceeds going towards Operation Blue Wave
- assisted in the development and implementation of CATT program
- promoted beautification efforts in Tumon
- sponsored Tourism Business Seminar
- opened the Dos Amantes Biking & Hiking Trail on the Harmon Cliffline
- supported the Mr. Universe Body Building Championship
- co-sponsored the Micronesia Island Fair
- participated in GovGuam Co-op marketing efforts
- secured a marketing representative in Philippines jointly with GEDA and the Medical Referral office
- organized the first-ever PATA Travel Trade Exchange
- sponsored first professional golf tournament in Guam (Asian PGA Omega Tour)

Department of Commerce

- improved the quality of publications and statistics to provide the business community with better services
- pursued stocking of near shore oceanic waters with game fish from aquaculture hatchery
- worked with UOG on a mangrove crab growth and reproduction study
- completed several federally funded projects to study viability of various fish and prawns
- assisted several commercial and home-based aquafarmers with planning and start-up of operations
- began Phase 3 expansion of Chamorro Village

Department of Agriculture

- assisted in the beautification of Guam by providing record numbers of plants
- developed a plan to plant more indigenous plants
- implemented the first GovGuam anti-Brown Tree Snake Program
- completed an island-wide animal disease survey
- instituted a melon fruit fly control program
- expanded Plant Protection and Quarantine by 25 officers
- expedited permit application processing
- held open meetings with farmers and distributed a monthly newsletter to farmers
- reconstituted the Agricultural Board of Commissioners
- developed a plan for a slaughterhouse facility working with local hog farmers
- developed plans for a hog breeding facility lease

HEALTH

Department of Mental Health and Substance Abuse

- developed a Children and Adolescents Services Division and Adolescent Education and Rehabilitation services to ensure proper counseling
- increased the quality of work and client satisfaction
- developed and implemented policies and procedures to reflect JCAHO standards
- developed a fee schedule in consultation with DOA

Guam Memorial Hospital Authority

- won a safety award from Guam OSHA as the most improved facility
- replaced and upgraded anesthesia monitoring systems
- enhanced radiological capabilities using a magnetic resonance imaging (MRI) system
- ordered \$400,000 in new medical equipment
- upgraded the hospital's nurse call system
- increased the monitoring capability for the telemetry ward
- conducted the first critical care/intensive care nurse training program
- enhanced the hospital's aesthetic environment

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- implemented a new Hospital Information System
- implemented the Hospital Consortium Management contract
- Department of Public Health and Social Services**
- aggressively enforced health and sanitary regulations for restaurants and other businesses
- reduced food stamp and welfare fraud
- streamlined processing for urgent medical care
- established a new weekend hotline for off-island requests and referrals
- implemented measures to prevent recurrence of a measles epidemic
- implemented measures to reduce fraud and tampering with birth certificates
- drafted rules and regulations for massage therapy practitioners
- established *Manhoben Yan Man'amko* after-school program
- launched Respite Care Program for temporary non-medical care for families with persons with a disability or chronic illness
- improved programs for the elderly
- Guam Health Planning and Development Agency**
- coordinated efforts between different healthcare agencies to improve delivery systems
- established a medical information reference library and database
- planned for the implementation of surveys on the health of the workforce, health insurance, and related Medical Referral Office issues
- made available low cost accommodations for families of hospital patients in Honolulu
- opened a medical referral office in the Philippines
- established a frequent flier travel mileage bank to reduce the cost of medical evacuations

COMMUNITY AND HUMAN SERVICES

Veterans Affairs Office

- prepared a design for a distinctive vehicle license plate for local veterans
- increased collaboration with clients on benefit issues due to downsizing at Naval Hospital Department of Labor
- in collaboration with other government agencies, opened a Job Transition Retraining Assistance Center within SRF
- sponsored various public education conferences on labor and safety
- conducted an Annual Guam OSHA/EPA Asbestos and Lead Abatement Certification Training Program
- completed planning, organization and draft Executive Order for a One-Stop Career

Center

- generated budget savings by restricting travel, and spending on overtime an

equipment

- began renegotiating the Federal OSHA Enforcement Agreement
- Agency for Human Resources Development**
- implemented a \$2.5 million transition/retraining program for displaced SRF and FISC employees
- contracted with Guam Institute of Aviation Technology (A&P) school to train up to 75 SRF and FISC employees
- enrolled 72 SRF and FISC employees in Teacher Corp Training at UOG and technical programs at GCC
- contracted the Small Business Development Center, UOG to customize Entrepreneurial Training Course specifically for SRF and FISC employees
- placed 139 trainees in permanent and unsubsidized employment in private sector
- provided 472 high school students with workforce competency training during summer
- wrote and submitted a lesson plan on "School-to-Work" to DOL, Region IX State Council on Vocational Education
- re-organized structure
- established a Community Outreach Hotline dedicated to increase public participation in education relative to workforce and career preparation
- established a Drug-free Blue Collar Program to provide information and services relative to drug abuse to the community
- Department of Youth Affairs**
- opened a Community Social Development Office to provide outreach programs and services
- established a Counseling Unit
- placed 328 participants in Summer Youth Employment and Training Program
- opened a new Resource Center in Mongmong-Toto-Maite
- established Youth Corps and Student Internship programs
- implemented facility improvements and acquired a generator
- implemented a training program in automation for agency personnel
- Bureau of Womens Affairs**
- coordinated the distribution of the STOP Violence and AmeriCorps Programs grants to the community
- organized the Annual Governor's Conference for Women, in conjunction with Women's History Month
- Guam Occupational Information Coordinating Committee**
- continued work on the planning and development of a One-Stop Career Center System
- expanded the School-to-Work Transition Program
- Guam Development Disabilities Council**
- produced an Employer Power Training Module/Participants Manual
- produced the Support Training Module/Participants Manual
- produced a Consumer Self Advocacy Training Module/Participants Manual

- initiated and published a quarterly newsletter, *Anchon Minalak*

- produced "Visits to the Doctor - A Guide for Parents"
 - produced a booklet explaining the Americans with Disabilities Act
 - developed a Territorial Agenda and Policy Recommendations for Developmental Disabilities
 - issued documents related to health care and employment of individuals with developmental disabilities
 - created a directory of programs and services for persons with disabilities
 - sponsored several forums and conferences
 - began the development of the GDDC State Plan for FY1998-2000
- Department of Vocational Rehabilitation**
- began preparing legislation to incorporate the Americans with Disabilities Act into the laws of Guam
 - developing a mission statement to facilitate community inclusion and employment of people with disabilities
 - created an employment services approach for getting jobs for persons with special needs

EDUCATION AND CULTURE

Education

- expanded Dededo Middle School Library
- expanded Inarajan High School by 8 classrooms
- constructed a bandroom for Piti Middle School
- expanded Ordot-Chalan Pago School by 8 permanent classrooms
- broke ground on a new Astumbo elementary school
- completed Phase I of new Tamuning elementary School
- completed school repairs at Dededo Middle, M.U. Lujan, and Talofofo elementary schools
- constructed a new gymnasium at Inarajan High School
- purchased 27 new school buses
- completed construction projects at Inarajan, Upi, and Chalan Pago Ordot elementary schools
- Guam Community College
- piloted an Interpreter Training Program
- created a Hospitality Institute in conjunction with the Guam Hotel & Restaurant Association and the GCEA
- developed a curriculum for a certificate of qualifications and an associate degree program in medical assisting
- provided Emergency Dispatch Training
- added 3 new language classes, and installed 100 new computers
- approved a Ten-Year Master Plan
- forged a partnership with Nissan Motors whereby Nissan will donate approximately

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by the Yakumo-goto Reminiscence Society of Japan

- \$100,000 in automotive parts, place nine students through the Cooperative Extension program and assist in the PPG Paint Mixing Center
- Guam Educational Telecommunications Corporation, KGTF
- produced and now owns more local programs than at any other time in its history
- produced the program "Let's Learn Chamorro" with emphasis on preserving our culture
- will premiere language lesson based program "Maestra"
- aired numerous public service announcements
- aired more live public sector events in the past two years than in its entire history
- Guam Public Library
- held two Summer Reading Programs
- improved service to the blind and visually impaired
- expanded Saturday Morning Story Hours Program
- established the Micronesian Information Technology Internet Access Project linking the Joeten-Kiyu Public Libraries with Guam's secondary school libraries and facilities
- expanded public access to the Internet, e-mail terminals, desktop publishing workstations with scanners and color printers, short courses in Internet, computer literacy, as well as providing on-site technical assistance
- established a CD-ROM Library accessible from multiple workstations
- established a Children's Multimedia workstation with CD-ROM's and books
- Guam Council on the Arts and Humanities Agency
- participated in the Festival of Pacific Arts in Apia, Western Samoa
- established areas within various hotels for gallery space of art exhibits
- incorporated Chamorro Week festivities into many of the presentations in Tumon Bay hotels
- assisted UOG in hosting seminars addressing the need to exemplify our culture in the tourism industry
- addressed funding for arts programs through the formulation of an expanded economic base for CAHA
- planned for an expansion of the cultural presentations at the 10th anniversary of the Guam Micronesian Island Fair
- worked to formulate directions for Guam's involvement in the Spanish-American Centennial Celebration for 1998
- planned to address the Folk and Traditional Arts, by establishing increased partnerships between the public and private sectors
- Guam Museum
- held numerous exhibits
- sponsored an essay and poster contest for school children
- hosted a spiritual musical concert given

- pursued the development and construction of a permanent museum facility
- continued to collect and preserve local treasures
- examined the feasibility of developing a Marianas-Micronesian cultural exposition
- Chamorro Heritage Institute Planning Group
- completed and will unveil Volume II of "Manfayi - Who's Who in Chamorro History"
- Chamorro Language Commission
- implemented the first ever Chamorro Immersion Curriculum at the Day Care Level
- conducted first Chamorro Language Symposium in ten years
- graduated six cycles of students in the Chamorro Language Institute
- established Guam Humanities Council grant award to complete the Chamorro/English Dictionary,
- implemented the use of the Chamorro language for GovGuam signs, letters and documents
- headed the biggest celebration ever of Chamorro Week
- established and printed over 1,000 maps of Guam with names in Chamorro
- planned and began implementation of the first children's Chamorro Language and Culture TV program
- began plans for an annual adult and youth Chamorro Language Symposium
- examined the establishment of a Family-Based Immersion program
- worked at restoring the correct place names on island
- looked into the establishment of an after-school cultural program
- planned to print at least three Chamorro books



VISION 2001

IT'S ABOUT PEOPLE...

IT'S ABOUT US...

IT'S ABOUT YOU...

Prepared by
Vision 2001 Task Force

(An Advertising Supplement to the
Pacific Daily News)

February 13, 1997

"It's About You"

VISION 2001

Healthcare

Mission Statement:

*"To support the
highest standards of
education, health care,
infrastructure, public
safety, housing and
community values by
developing a world
class and sustainable economy
built on Guam's
strengths and strategic
advantages."*

"It's About People"

C O N C E P T

*"In recognition of
the long-cherished
aspiration of the
people of Guam
to direct the course
of their own
destiny"*

*Preamble to the
Commonwealth Draft Act*

Our most fundamental ambition, the ability to exercise control over the forces that affect the well being of our island home, is proportional to our ability to maintain a sustainable and engaged community that has an identity onto itself.

Part of the uniqueness of Guam is the diverse ethnic composition of our society, where a mixture of races, cultures, traditions and values coexist and interact. Our diversity is our strength and our challenge. As our society evolves, so does our culture. Understanding and maintaining our indigenous traditions, language and cultural uniqueness is often threatened by our desire to become a player in a global economy. However, there is no reason why Guam cannot have the best of both worlds as an economic bridge between the East and West, showcasing for democracy in the Pacific, as well as the motherland of the Chamorro People. In spite of our political restrictions and constraints, we have established ourselves as an economic and social force in the Western Pacific.

The greatest challenge we face today is to manage our economic growth such that it will sustain and improve our community as a whole.

Recognizing this, in May of 1995, Governor Carl T.C. Gutierrez organized a group of individuals representing a cross section of our island community. He challenged them to work collectively to develop a comprehensive Vision that would focus our economic growth against our community needs. By July that same year over 500 people from all walks of life were meeting in empowered groups. Government employees and political leaders worked side-by-side with business and civic leaders. Police officers, politicians, teachers, parents, retirees, priests and students worked tirelessly to create a plan which is presented in this Executive Summary.

They began with a mission statement which is:

"To support the highest standards of education, health care, infrastructure, public safety, housing and community values by developing a sound and sustainable economy built on Guam's strengths and strategic advantages."

What you are about to read represents a summary of their work. It represents the dreams and aspirations of a community that is empowered and engaged in shaping their own destiny. It is a testimonial to what can be achieved through unity of purpose. It is a Vision created by our community for our community.

The dawn of a new century offers the opportunity to create an educational system geared to the demands of a changing world. Starting with basic and advanced skills and moving to job training and civic engagement, we will equip our citizenry with the necessary skills and knowledge to enable them to participate productively as members of our local and global communities. Continuing education opportunities throughout people's lives will enable our island residents to adapt to changing conditions in our villages, our island and our world.



Education

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Education is a process which demands the full engagement and participation of the entire community at all levels. Developing educational standards and benchmarks that gauge the success of our educational system cannot be the exclusive exercise limited to academia. The educational standards we set for our children today will determine the success of our community tomorrow; it will be the legacy by which our generation will be judged.

Education is a life-long process which must also include pre-school readiness, adult literacy, and individual life-long growth. Our educational systems and institutions must provide our people with basic job skills training, professional and leadership development, and support of family and cultural values.

For the school year ending in 1996, just over 79% of our students graduated – this is far from acceptable. A high school education is the basis for all future training. Accordingly, we must strive for a 100% graduation rate. By the year 2001, 95% of our students entering high school earn a high school diploma.

Guam's public school system needs organization to achieve and support educational goals, effective governance, improved student achievement, and interactive partnership among schools, families and communities. Schools also need provisions to insure access to the most advanced technology, as well as safe, and accessible and ideally sized facilities.



"Our Vision is to create a dynamic and comprehensive education system that is dedicated to the pursuit of excellence for all Guam students and empowers neighborhood schools to be readily responsive and constantly adaptive to student needs. Our mission is to provide students with the knowledge and skills to take ownership, fully participate, and contribute to the future of Guam, the United States, and the world community."

GOALS/POLICY RECOMMENDATIONS

GOAL 1: All children on Guam will start school ready to learn. Every child will be guaranteed equal opportunities to reach their full educational potential.

Objective 1. Ensure that all children will have access to high-quality and developmentally appropriate pre-school programs that help prepare children for school.

Objective 2. Motivate each parent of a pre-school child to become actively involved in their child's education.

Objective 3. Provide parents with needed training and support services.

Objective 4. Ensure that each child receives proper nutrition, rest, physical activity experiences, and the health care needed to arrive at school with healthy minds and bodies, and to maintain the mental alertness necessary to be prepared to learn.

Objective 5. Significantly reduce the number of low-birth weight babies through enhanced prenatal health services.

AL 2: The high school graduation rate will increase 5% and better.

Objective 1. Guam will dramatically reduce its school dropout rate.

Objective 2. Seventy-five percent (75%) of the students who drop out will return and successfully complete a high school degree or its equivalent.

Objective 3. The gap in high school graduation rates between island students from minority backgrounds and non-minority counterparts will be eliminated.

AL 3: Guam students will leave grades 4, 8 and 12 demonstrating competency in challenging subject matter including English, Chamorro, mathematics, science, technology, foreign languages, civics and government, economics, the arts, history and geography. They leave school prepared for responsible citizenship, further learning, and productive employment.

Objective 1. The Guam Department of Education

(DOE) will develop world class content standards for all subject areas.

Objective 2. DOE will develop student performance standards based on the world class content standards for each grade level where appropriate.

Objective 3. DOE will develop and implement valid, non-discriminatory, and reliable assessment tools aligned with the adopted content and performance standards.

Objective 4. DOE will align school curriculum, instructional materials, and assessments with the adopted content and performance standards.

Objective 5. The academic performance of all students will increase significantly in every reporting period, and the academic performance of minority students will more closely reflect the student population as a whole.

Objective 6. The percentage of all students who demonstrate the cognitive ability to reason, solve problems, apply knowledge, think creatively, use appropriate technology, write, and communicate effectively will increase substantially.

Objective 7. All students will be involved in activities that promote and demonstrate good citizenship, good health, community service, and personal responsibility.

Objective 8. All students will have access to physical and health education to ensure physical, mental and emotional health and fitness.

Objective 9. The percentage of all students who are competent in more than one language will substantially increase.

Objective 10. All Guam students will be knowledgeable about the cultural heritage of the indigenous Chamorro people and the other major cultural groups of the island. Guam students will be able to demonstrate knowledge of the cultural heritage of Guam, the United States, other Pacific Islands, the Pacific Rim, and the world.

Objective 11. DOE will develop a plan to ensure that all students have a fair opportunity to achieve the knowl-

edge and skills as described in adopted content and performance standards.

Objective 12. DOE will decrease student grade retention, and reduce students academic frustration and the need for constant review by developing a plan to insure satisfactory academic achievement before advancement to the next grade level.

GOAL 4: Guam students will be first in the world in mathematics and science achievement.

Objective 1. Math and science education, including the metric system of measurement, will be strengthened at every grade level.

Objective 2. Through pre-service and in-service training, the number of Guam teachers with a substantive background in mathematics and science, including the metric system of measurement will increase by 50%.

Objective 3. The number of Guam high school graduates who complete undergraduate and graduate degrees in mathematics, science, and engineering, will increase by 50%. The number of women and minority graduates in these areas will increase by 50%.

GOAL 5: Every adult on Guam will be literate and will possess the knowledge and skills necessary to compete in a global economy and exercise the rights and responsibilities of citizenship.

Objective 1. The government and every major business on Guam will be involved in strengthening the relationship between education and work.

Objective 2. All workers will have the opportunity to acquire the knowledge and skills needed to adapt to emerging new technologies, work methods, and markets through public and private educational, vocational, and technical institutions, as well as, the workplace.

Objective 3. The number of quality programs, including our libraries, designed to serve more effectively the needs of the growing number of part-time and mid-career students, will increase substantially.

Objective 4. The number of Guam students entering college and completing associate or baccalaureate degree programs will substantially increase.

Objective 5. The number of college graduates who demonstrate an advanced ability to think critically, communicate effectively, and solve problems will increase substantially.

Objective 6. Schools, in implementing comprehensive parent involvement programs, will offer more adult literacy, parenting training and life-long learning opportunities to improve the ties between home and school and enhance parents' work and home lives.

GOAL 6: Every school on Guam will be free of drugs, alcohol, violence and firearms, and will offer a disciplined learning environment.

Objective 1. DOE will implement a firm and fair drug and alcohol policy.

Objective 2. Parents, businesses, governmental and community organizations will work together to ensure the rights of students to study in a safe and secure environment that is free of drugs and crime, and to insure that schools provide healthy environments that are safe havens for all children.

Objective 3. Every local educational agency will develop and implement a policy to ensure that all schools are free of violence and the unauthorized presence of weapons.

Objective 4. Every local educational agency will develop a sequential and comprehensive kindergarten through twelfth grade drug and alcohol abuse prevention and education program.

Objective 5. Drug and alcohol abuse education and prevention curriculum will be taught as an integral part of sequential and comprehensive health education.

Objective 6. Community-based teams will be organized to provide students and teachers with needed support and viable alternatives to drug and alcohol use and abuse.

Objective 7. Every school will work to eliminate sexual harassment.

GOAL 7: Guam teachers will have access to programs for the continued development of their professional skills and the opportunity to acquire new knowledge and skills, including new methods in computer technology, needed to instruct and prepare all Guam students for the next century.

Objective 1. All teachers will have access to pre-service teacher education and continuing professional development activities that will provide them with the knowledge and skills needed to teach an increasingly diverse student population with a variety of educational, social, and health needs.

Objective 2. All teachers will have continuing opportunities to acquire additional knowledge and skills needed to each challenging subject matter, and use emerging new methods, forms of assessment, and technologies.

Objective 3. All schools and programs will create integrated strategies to attract, recruit, prepare, retain, and support the continued professional development of teachers, administrators, instructional aides, and other educators, so that there

is a highly talented work force of professional educators to teach challenging subject matter.

Objective 4. Partnerships will be established, whenever possible, among local educational agencies, institutions of higher education, parents, and local labor, business, and professional associations to provide and support programs for the professional development of educators.

GOAL 8: 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.

Objective 1. DOE will develop policies to assist local schools and educational agencies establish programs for increasing partnerships that respond to the varying needs of parents and the home, including parents of children who have special considerations.

Objective 2. Every school will actively engage parents and families in a partnership which supports the academic work of children at home and shared educational decision making at school.

Objective 3. Parents and families will help to ensure that schools are adequately supported and will hold schools and teachers to high standards of accountability.

GOAL 9: The Guam educational system will be organized to support the achievement of the education goals.

Objective 1. Design a reorganization of DOE which will bring appropriate decision making authority closer to those affected.

Objective 2. Identify and propose changes to Public Law, Territorial Board of Education Policy, Operating Instructions, and any other policies throughout the government that hinder the implementation of Objective 1.

Objective 3. Establish a system of accountability that holds employees to high standards of professional, moral and ethical conduct.

Objective 4. Develop a five-year Guam DOE Technology in Education Plan for submission to and approval by the Guam Territorial Board of Education.

Objective 5. Promote an active role for teachers in planning the use of instructional technology within their classrooms.

ACTION PLAN

With regard to the system-wide reform contained in Goals 2000, the following Action Plan is proposed:

- Organize the schools into regions based on "feederbands" and student population. Each region will consist of one or more high schools, middle schools and elementary schools.
- Regional levels shall be established to provide coordination and support services to the schools in the region.
- Regional levels shall be housed within the region at available staff housing in each of the regions.
- Change the organizational structure so

that decision-making affecting students and teachers can occur at the school level.

•Decentralize some of DOE's central office services, responsibilities and authority to the regional level and individual schools.

•The newly created regions shall be streamlined as much as possible and provide for "accountability."

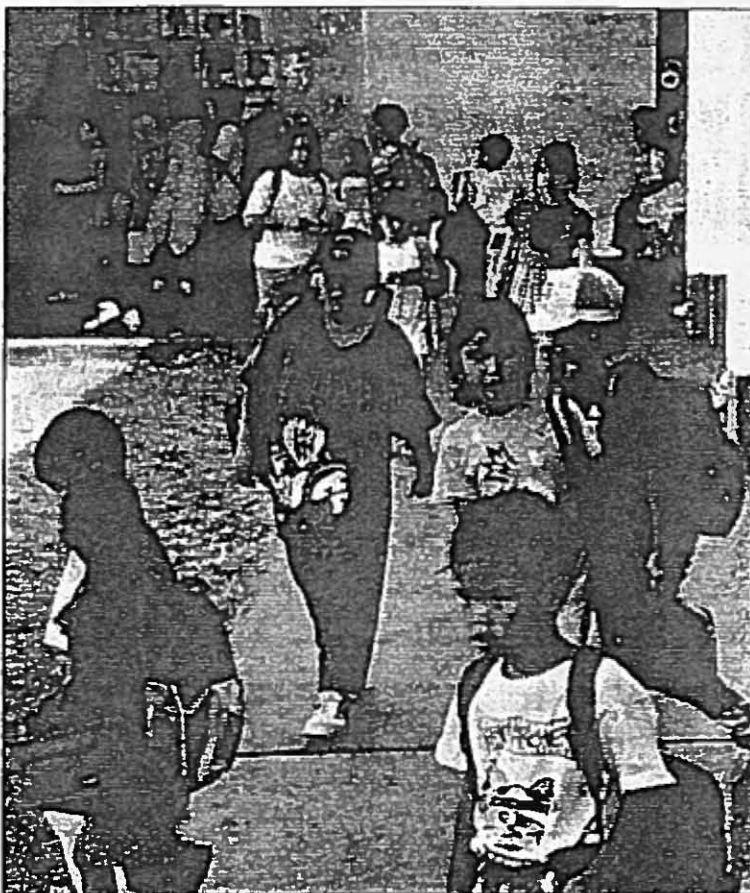
DIRECTION

How we treat our children reflects our values as a society. We have to give more than lip service to the idea that every child must have the full and fair opportunity to succeed.

The quality of education determines our island's ability to compete in the global economy -- through growth, improved productivity, and the development of goods and services. This gives our children the ability to lead meaningful and productive lives.

The security of our village neighborhoods and the improvement in our quality of life rests on how well we succeed in providing them the best education available.

Most importantly, education is the key to personal achievement. Our schools are the essential element in making our children's dreams and aspirations come true.



Healthcare

Competent health care is the foundation of a physically healthy society. Vision 2001 looks to restore the public's confidence in our local health care system and the service it provides.

Guam's two hospital facilities are the Naval Regional Medical Center (NRMC) and the Guam Memorial Hospital (GMH). Both serve the community, but the NRMC's services are restricted to veterans, active duty military personnel and dependents.

GMH is a publicly owned facility and presently capable of providing for basic and some specialized health needs. Unfortunately, fiscal limitations and government regulations burden GMH. The hospital's bureaucratic nature has limited its ability to invest in the maintenance and upgrade of the facility. Over the years, the hospital's revenue base continues to erode, creating serious financial problems greatly affecting the hospital's ability to attract and retain qualified management, and health care professionals. The time has come to assess our present system and move towards operating GMH as a private business in a public/private joint venture. Significant improvement to our quality of life and a reduction

in the cost of island health care can be achieved by focusing on comprehensive prevention and wellness programs.

Through education, the incidence of diseases such as diabetes and coronary heart disease can be significantly reduced. Monitoring and tracking reliable data through the development of a capable epidemiology structure within the Department of Public Health and Social Services (PH&SS) will provide the database necessary to develop programs of prevention.

Another key component to a competent health care delivery system is the quality and quantity of our health care professionals including physicians and medical support staff. Attracting professionals includes providing incentives such as a good working environment, efficient and effective licensing procedures and an adequate malpractice insurance policy.

Only through a comprehensive and integrated plan of action can we provide the quality health care we all deserve and require as a sustainable community. Our health care delivery system must be well-managed, accessible and affordable, if we are to develop a healthy and thriving future for ourselves and the generations to follow.

"By the year 2001, we will improve the health of our population by providing a health care delivery system that is worthy of the respect and support of the community it serves."



Public Health Nursing

GOALS/POLICY

RECOMMENDATIONS

GOAL 1. Guam needs one privatized hospital.

Objective 1. GMH should be privatized with partial ownership transferred to keenly interested community members who are willing to invest capital in GMH.

Objective 2. Control of the newly privatized hospital should be through a governing board representing joint ownership between the government, which has provided the asset base, and investors providing the additional capital needed to upgrade the facility. No single financial interest group will be allowed total control of GMH.

GOAL 2. Prevention of disease. Guam's death rate for heart attacks is nearly five times the rate of the United States; the rate for deaths due to heart attacks is also high.

Objective 1. Our island must enter into a coordinated effort, involving both the private and public sectors, to reduce the incidence of disease affecting our people. This would include a Diabetic Foundation established as a non-profit organization focused on awareness, education, support and assistance of diabetics and their families.

Objective 2. Establish preventive health care programs designed to maintain our people's health at the highest level possible. A healthy population will reduce the need for health care by reducing the need and frequency of acute care services.

Objective 3. Develop health education programs, which span the lives of individuals, to insure that our people are "preventive health care conscious."

Objective 4. Provide the community with education on disease prevention methods and on the magnitude of preventable diseases affecting our community.

Objective 5. Create a structure within PH&SS to survey and collect reliable data from the health care community on the incidence of diseases and treatments. Screening criteria for selected diseases must be defined. This epidemiological information will provide the database necessary for the development of preventive health care programs designed to reduce the need and incidence of emergency and acute care cases.

GOAL 3. Increase the number of physicians on island.

Objective 1. To increase the number of physicians on Guam, Health Care 2001 calls for removing some of the major barriers that now exist, including unnecessary and unreasonable bureaucratic red tape and impediments to the effective and efficient issuance of professional licenses.

Objective 2. Make available or guarantee malpractice insurance coverage.

Objective 3. Improve the working environment in the health care field to insure that our health professionals attain personal job satisfaction and are not frustrated by bureaucratic red tape and ineffective and inadequate support services. With this approach, we can increase the number of doctors and improve access to health care.

Objective 4. Establish and expand programs to encourage island residents to become physicians or pursue careers in the health care field.

GOAL 4. We must insure that Guam's health care delivery system is accessible and affordable.

Objective 1. Require programs that provide care to the indigent population to control and predict and control costs.

Objective 2. Through public health clinics and public service and education programs, we will provide preventive health care programs which will reduce the need for emergency room, clinical or acute care services, thus reducing health care expenses to the individual citizens.

Objective 3. Investigate feasibility of privatizing ambulance services to allow every village on Guam the opportunity to immediately access health care services.

Objective 4. Prepare enabling legislation modifying the Medically Indigent Program (MIP) to require PH&SS to contract with interested insurers or Health Maintenance Organizations (HMO's) for the purpose of:

- providing quality care to program recipients by mainstreaming them into the insured care system, and
- transferring the risk to private entities with expertise in managing care and cost of care.

ACTION PLAN

• Implement a true private-public partnership by placing the hands of the hospital in a qualified hospital management company. This approach will guarantee freedom of unjustified fee increases, protection of existing employees, measurable assurance of quality health care and provide a full service hospital facility. This would be the basis of a true public-private partnership in the management of GMH.

• Empower the governing board of GMH to begin remodeling, equipping and staffing the unoccupied skilled nursing facility to become the Women's and Children's Acute Care Facility.

• Refurbish the existing Women's and Children's Acute Care Facility at GMH for use as an Adult Acute Care Facility.

DIRECTION

In moving forward on the upgrade of GMH, we must immediately seek candidates for an interim hospital management company. If a new facility is constructed, the next step is the divestiture of the existing facility with restriction on the use of the proceeds from the divestiture to funding indigent care and capital improvements in hospital facilities.

Public Safety

"In the year 2001, our public safety system will effectively safeguard our children, protect our homes, and strengthen the moral fiber upon which any successful community is based."

Protection of life and property are among government's most fundamental roles. We have seen village life transform from small rural communities into residential areas that more closely resemble suburban centers. While some of these changes have brought with them better access to public and private services, greater concentrations of population are also characterized by increased incidences of crime.

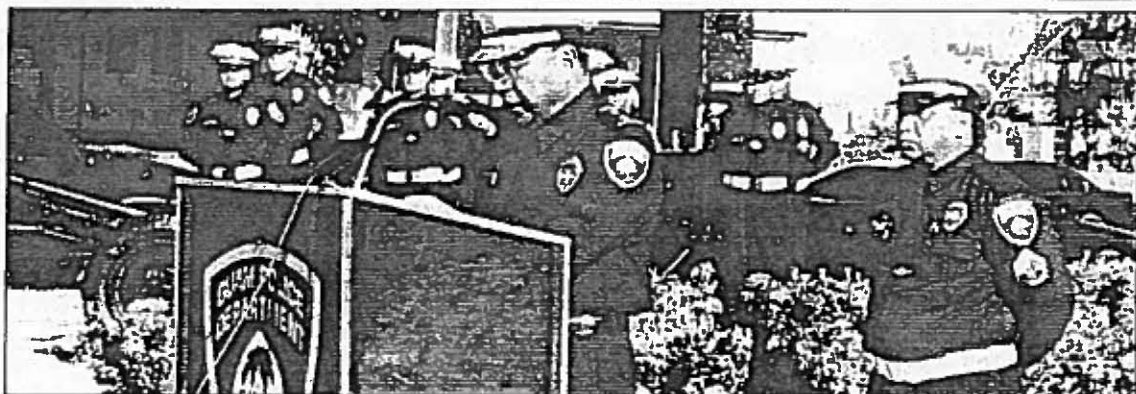
Every crime imposes high costs on individuals, families and the entire community. The pain, suffering and loss experienced by victims is no less significant than the loss of freedom, the economic costs of extra locks, bars, guns, lost jobs, sinking property values, and the threat of damage to our tourism industry.

The problem of "crime" is inextricably linked with the breakdown in the family structure, and the use of illegal drugs. Any true examination of the goals and objectives to address Public Safety should be closely linked with Family Values and Public Education.

Many of our young people on Guam who try drugs are unaware of the facts about addiction; or perhaps they simply ignore the warnings. We must renew our commitment to drug prevention strategies, step up our attack on youth gangs and drug dealers, and stop the flow of drugs coming into Guam, and rehabilitate abusers to become productive members of the community. The tragedy of drug abuse and drug-related crime affects us all.

Guam must promulgate and enforce tougher laws. Professionals involved in public safety must be given every resource needed to accomplish their task.

The concerns identified by the Public Safety Task Force are not new, but, have risen to critical levels. The limitations of existing public safety programs, magnified by the complexity of the criminal justice system, are taking their toll on our community. The task force has identified nine priorities for immediate implementation, or increased activities.



GOALS/POLICY RECOMMENDATIONS

GOAL 1. Earmark sufficient revenues for criminal justice, public protection, and victim services.

Objective 1. Construct four new police precincts, and a new Police in every village, and two new fire houses.

Objective 2. Establish a maximum security prison, renovate existing minimum security facilities, expand the Judicial Center and upgrade the 911 Emergency system.

Objective 3. Identify and appropriate funds to the Department of Mental Health and Substance Abuse (MH&SA) for the Healing Hearts transitional emergency shelter and counseling center.

Objective 4. Establish a One-Stop Victim's Resource Center with representatives from, the Guam Housing and Urban Renewal Authority (GHURA), PH&SS (Child Protective Services [CPS], Women, Infant and Children [WIC], Food Stamps, Aid to Families with Dependent Children [AFDC]), MH&SA (Healing Hearts), Women's Source Center, the Attorney General's office (Family, Prosecution, Victims Witness Advocate Service [WAS]), Guam Police Department (GPD), Guam Legal Services, and the Public Defenders Office. This center will also provide information regarding private providers of health care and counseling.

Objective 5. In conjunction with the One-Stop Victim's Resource Center, establish a drop-in day care center so that adult victims of family violence may leave their children there during the time that they are receiving services or appearing in court.

GOAL 2. Interdict all illicit drugs at all ports of entry.

Objective 1. Provide expanded enforcement capabilities

for Guam's Customs and Quarantine officers to interdict all illicit drugs at the island's air and sea ports. Greater emphasis will be placed on putting residents and visitors on notice, that if they attempt to import illicit drugs to the island, they will be caught and prosecuted to the full extent of the law.

Objective 2. Step up efforts to wage the "War on Ice" as well as support increased funding, support and development of all programs relating to drug interdiction, prevention, and prosecution.

GOAL 3. Create a community environment that fosters crime prevention and village and home-based crime prevention programs.

Objective 1. Develop and actively support big brother and big sister programs, youth corps, latch key children's programs and village community centers. Community policing will be encouraged.

Objective 2. Institute a "Know Your Neighbor" program to increase neighborhood involvement and sharing. Encourage active involvement of the mayors in each village to set up programs requiring community and neighborhood involvement.

Objective 3. Improve and expand existing substance abuse rehabilitation programs; and, where warranted, establish new, more effective programs.

GOAL 4. Improve Police, Fire, Corrections, Criminal Justice, and emergency response capabilities and presence throughout the island.

Objective 1. Improve enforcement and surveillance through intelligence information management and networking, high tech inspection equipment for detecting concealed contraband items in passenger cargo and vessel movements, and upgrades and enhancements for the 911 systems operations.

Objective 2. Develop a 24-hour crisis team formed by

CPS to investigate and respond immediately to cases of family violence where children are at risk.

Objective 3. Potentials for hazardous substance accidents, while rare, stress the development of standard operating procedures for an Emergency Response Contingency Plan to clean up, contain, and dispose of hazardous substances. A warning system and emergency public notification program will be set up to advise residents of the threat and appropriate procedures for evacuation, when necessary.

GOAL 5. Provide adequate personnel, technology, training, and equipment needed to serve and protect our community.

Objective 1. Identify additional funding for the Public Defender Services Corp. (PDSC) and Guam Legal Services Corp. (GLSC) for an additional attorney and support staff required to assist those who cannot afford legal assistance.

Objective 2. Identify the funds required to provide additional training of counselors in the treatment of family violence and sexual abuse.

Objective 3. Appropriate funds for additional GPD officer training and for the creation of a specialized unit of not less than 10 officers to investigate domestic violence cases.

Objective 4. The Department of Corrections (DOC) will implement a treatment program for perpetrators of domestic violence (anger management and substance abuse prevention).

Objective 5. The Bureau of Women's Affairs (BWA) will make available materials for sexual harassment prevention training to all government agencies and private businesses.

Objective 6. All government agencies will conduct sexual harassment prevention training for all new employ-

is and for all continuing employees on a yearly basis.

Objective 7. Support the establishment of teacher training courses related to anger/stress management, drug and alcohol abuse prevention and conflict resolution.

Objective 8. Identify continued funding for the Services Training Officers and Prosecutors (STOP) program, which monitors services for victims of family violence in order to ensure that services are provided on a timely and appropriate basis.

GOAL 6. Enhance public protection through victim's advocacy, counseling, restitution, compensation, and hazard protection.

Objective 1. Current programs will be enhanced with the goal of developing better programs for victims, both adults and children.

Objective 2. Develop regional concurrent evening counseling, information, and referral services for children and adults who are victims of violence.

Objective 3. Provide viable alternatives to a strict penal term by developing options for prison industries, which would allow prisoners compensation for producing a product or rendering a service. This will pro-

vide prisoners with useful skills and to prepare them for re-entry into the community as productive and contributing citizens.

Objective 4. A Women's Resource Center including facilities for the Victims Advocates Reaching Out (VARO) will be established for education, counseling, support, tracking and monitoring of family violence services for island women and children.

GOAL 7. Create public/private partnerships to combat crime.

Objective 1. Civic clubs and organizations will be encouraged to redirect their fundraising efforts to support prevention and intervention programs and services designed to prevent domestic violence and other crimes and to provide services to victims.

Objective 2. A public awareness campaign will be developed for prevention and intervention of drug abuse, family violence and other crimes.

GOAL 8. Make Tumon Bay and other tourist venues safer and more "user friendly".

Objective 1. An integral part of providing for public safety in Tumon Bay and all tourist venues, is an educational program to inform our visitors of appropriate actions they can take to avoid becoming a victim of crime. Informational brochures will increase tourist awareness and educate them on actions they can take and how to report criminal incidents. Establish a weekly forum for government, hotels, and other tourist related businesses to identify specific actions to reduce or eliminate the incidence of crimes against tourists.

Objective 2. Recruit and train more police officers conversant in various languages of our visitors making them feel safe, secure and welcome.

ACTION PLAN

Community Based Prevention and Awareness Programs play a big role in the realization of Vision 2001. Crime control tactics will be augmented with policies that prevent crime, provide assistance to victims, reduce fear and improve the quality of life in all villages.

A thorough review and comparison analysis of the costs of enforcement, incarceration, and rehabilitation is in order to properly update and revamp criminal justice fee and fine schedules; and, to direct sufficient funding for prevention programs, victim compensation services and restitution, and the much needed automation and networking of our public protection and criminal justice agencies.

This year, existing asset seizure and forfeiture legislation will be modified and expanded to mirror federal mandates, so that once in place, revenues will be generated and directed back to the appropriate criminal justice agency.

By 1998, a set of indices will be developed that will be used to earmark and set aside revenues for criminal

justice improvements and procurement of fire protection equipment that reflects population trends, as well as visitor and hotel industry requirements.

Our criminal justice system will be fully automated and mobile. This will enhance the effectiveness of enforcement, apprehension, prosecution, and rehabilitation of perpetrators, while creating an intelligence network that will monitor social and crime rate trends for prevention and preparation purposes.

By 1998, Emergency 911 services will be upgraded to better serve the needs of the public. Island-wide community policing will be implemented and drug free programs in the workplace, schools and villages will receive incentives to make Guam drug-free. Drug Abuse Resistance Education (DARE) and other outreach programs will be available in the villages.

By the year 2001, in addition to adequate public safety presence in each of our villages, proper and up-to-date equipment, enhanced training, and coordinated enforcement efforts on our streets and at ports of entry will be in place.

There will be improvements in legislation to address victims compensation, restitution, injury programs, victim's rights and advocacy, and victims counseling programs.

DIRECTION

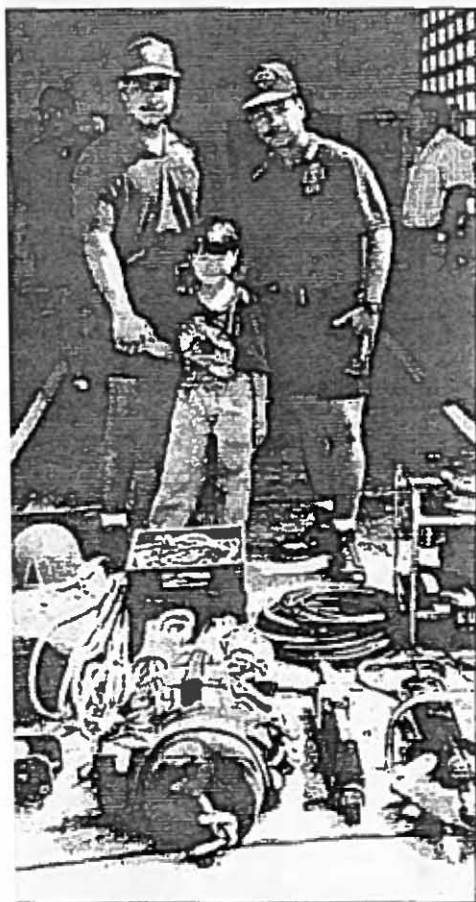
Few functions of government present so great an opportunity to serve the public; as does the pursuit of protecting people from crime and threats to their security and personal safety.

Members of the community often judge the effectiveness of government in terms of its ability to deal with their basic concerns. Safety usually ranks first among these concerns. All the people of Guam deserve no less than to be protected from criminal activity and to be helped in times of emergencies.

We must be proactive on crime control and public safety issues if we are to be effective in preserving peace and safety.

The people of Guam deserve the best from their law enforcement officers. There are few things worse than a bad cop, and few better than a good one. We must look to the future and recruit law enforcement personnel with professional competence, personal courage and moral character. The value to society in making this choice is beyond calculation. The people of Guam deserve law enforcement professionals capable of excellent judgment and physical courage who can make split-second life-and-death decisions within the parameters of our laws. Moreover, we deserve nothing less than shrewd, intellectually capable individuals who can crack the most difficult cases and bring criminals to justice.

Finally, effective public safety must include community awareness, education and involvement. Citizen participation in crime prevention, coupled with proactive and effective law enforcement operations, will ensure that our streets are safe and our families are protected.



Objective 4. Complete the Route 3 design and construction.

Objective 5. Develop Tiyan Parkway and Connector Routes for Jalaguac, Tumon Lane/Taitano Road and Macheche.

Objective 6. Design and implement a traffic control center.

Objective 7. Complete Route 14 Roadway Network Improvement.

Objective 8. Complete Alageta street construction, continuation of overpass project.

Objective 9. Reconstruct Agana and Ylig Bridges.

Objective 10. Implement the 2010 Highway Master Plan.

GOAL 2. Develop a program to keep our roads and highways clean, pleasant and safe for pedestrians and motorists.

Objective 1. Implement the Scenic Route Demonstration Project - vegetation overgrowth control.

Objective 2. Create a Vision 2001 Highway Beautification Program.

Objective 3. Construct overpasses/catwalks, where feasible, in heavily congested traffic intersections.

Objective 4. Update, on a regular basis, all local highway maps with scenic sites indicated in various foreign languages printed for our visitors.

Objective 5. Improve our roads and highways with more trash containers, covered benches at scenic overlooks, safe sidewalks, and, where feasible, jogging and bike lanes.

Public Transportation

GOAL 1. Refocus and improve funding, efficiency and cost-effectiveness of the Guam Mass Transit Authority (GMTA).

Objective 1. Establish a Transportation Task Force.

Objective 2. Investigate and implement new revenue generating programs.

Objective 3. Identify new funding sources and develop cost containment and efficiency systems to reduce expenditures.

Objective 4. Seek legislation for the following: to dedicate a specific amount of mass transit surcharges to purchase and/or replace busses; to dedicate parking related revenues to GMTA and waive GMTA parking costs; and to establish and implement an island-wide consolidated transportation system.

Objective 5. Consolidate Paratransit and Public Transit operations.

Objective 6. Implement a new Tiyan fixed-route shuttle service.

Objective 7. Purchase 3 mass transit busses per year to replace existing fleet and for fleet expansion.

Objective 8. Acquire 10 bus shelters for Tiyan area.

Objective 9. Develop and implement an island-wide fixed route system.

Objective 10. Conduct a feasibility study to develop monorail, light rail or similar mass transportation solutions.

ACTION PLAN

Primary Infrastructure Power

Guam's base load power generation capability is designed to produce 480 megawatts. However, the islandwide power system is frequently unable to meet demand because of equipment malfunctions due to age of the units, years of disrepair, and inattention to, or lack of, preventive maintenance. The Navy's Piti Power Plant, built in the 1950's, have now retired three of the units and the remaining two are in serious need of refurbishment and total overhaul. The Tanguisson Power Plant generators, built in the 1960's, are also nearing their estimated life span and are in need of major refurbishment and overhaul. Cabras Island

Power Plant Units 1 & 2, built in 1974, have experienced a series of major failures due to years of non-maintenance. The remainder of the GPA's generation capacity consists of combustion turbines and quick start emergency diesel units designed to operate only as peaking units but which have been called to service as baseload generators causing serious maintenance and repair problems.

The transfer of Navy generating assets (Piti and Tanguisson Power Plants) makes available land, structures and facilities which can be upgraded to increase overall capacity and reliability. GPA has awarded contracts for collaborative joint venture efforts with three private power companies which will repair, operate and maintain these existing units. These collaborative efforts will serve as the model for developing cooperative agreements with private sector companies which can provide the funding necessary to supply reliable and cost effective generation and provide for the immediate stabilization of our power situation.

Water

We obtain drinking water primarily from 102 GWWA wells, tapping the aquifer of northern Guam to produce about 27 million gallons per day (MGD). Additional supplies come from the surface water and springs in southern Guam and the purchase of water from military sources. Water services are available to all developed and inhabited parts of Guam. Private homes account for over two-thirds of water consumed, while hotel and commercial users account for less than one-third.

The GWA system produces a total of approximately 36.5 MGD of which 56% is recorded as consumed. Over the course of the next five years, GWWA will work towards reducing the amount of water which is unaccounted for, which is 44%. This process will include improving the authority's database and billing system, the installation of water meters, the upgrade of the illegal tap prosecution program, and the repair of all leaks. The next five years should also see the development of a water conservation program that will include the establishment of an ultra low flow toilet rebate program and the installation of these toilets in all GovGuam agencies.

Wastewater

The lack of sewage treatment capacity and operational problems with existing systems greatly limit new development. To serve developing areas, especially environmentally sensitive areas such as those located above the northern aquifer, the island needs new, extended collection systems. To catch up with current inadequacies, and to accommodate rapidly increasing demand, the development of additional treatment plant capacity is needed. Expansion and improvement to existing GWWA wastewater treatment plants and the construction of a new Agat/Santa Rita/Navy Plant are required. Most urgently, repairs and maintenance to existing collection, pumping, and treatment systems must be made.

General Infrastructure Storm Drainage

Guam's heavy rainfall and frequent tropical storms create serious flooding problems when drainage systems are not properly planned or malfunctions in developed areas. These areas and shore side development sites are frequently in federally regulated flood zones. The Guam Storm Drainage Manual establishes policies for planning, design and construction of storm drainage systems and includes provisions for new developments that will minimize runoff, recharge the northern aquifer and natural waterways and protect against erosion, sedimentation and pollution.

Over the next five years, the Department of Public Works (DPW) will design and construct a drainage system for Marine Drive and the Harmon area, as well find a permanent solution to the Tumon and Agana Bay drainage problem. DPW will also perform preliminary assessments for dry wells, and construct several culverts and storm drain systems throughout the island.

Roads/Highways

The congestion of Guam's roads is a very serious problem which most island residents face on a daily basis. Our transportation needs for the future include the upgrade and improvement of existing highways that serve developing areas, creation of new highways to provide access and alleviate congestion, and improvements to our mass transit system.

Over the next five years, DPW should complete many projects designed to alleviate traffic congestion. These projects include the reconstruction of the Agana and Ylig bridges, several routes in Dededo and Yona, the restoration of Route 4 in Yona, and the rehabilitation of Route 2 in Agat.

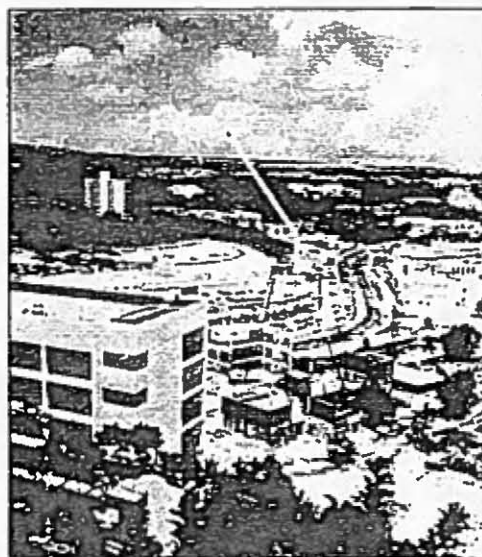
Public Transportation

GMTA will provide adequate island-wide mass transportation through the implementation of new route structures, revenue generating programs, the identification and elimination of unnecessary expenditures at the purchase of 3 mass transit buses each year. GMTA will also be charged with conducting a consolidated transportation assessment and a feasibility study on monorail, light rail or mass vehicle transport system.

GMTA has already implemented a fixed-route shuttle service in Tiyan and will soon acquire 10 bus shelters for the Tiyan service.

DIRECTION

Meeting Guam's infrastructure requirements will largely depend upon funding generated through development impact fees, user charges, and increased government income based on private economic growth. Responsible government agencies must identify and quantify the infrastructure needed by 2001. We must refocus our energy, and determine priorities, timing and costs of infrastructure improvements in a comprehensive, coordinated approach. We must develop financial plan to cover the costs. As funding is secure expeditious construction is required not only to catch up with current needs, but to precede new developments.



Affordable Housing

"As our culture will attest to, the home is the center of the family. HOME is where you plan for the lives of your children, build your dreams, and care for each other. Home ownership remains an integral part of many of our dreams. The sense of fulfillment which comes from owning a home is unlike any other. One's home represents stability and identity; it is a sanctuary, a showcase, and a place to raise a family. It is also the largest single investment many of us will

The availability of safe and affordable housing has a great deal of impact on our overall quality of life. High land prices, escalating construction costs and the high cost of financing frustrates the efforts of many towards owning their own home.

In recent years, the Government of Guam has facilitated the development of affordable housing with the Land for the Landless, the Chamorro Land Trust and the Community Affordable Housing and Trust (CAHAT) programs. These pro-

grams envision better utilization of limited resources for the benefit of those most in need of housing assistance.

Additional barriers to home ownership stem from the wage level stagnation relative to cost escalation in all areas. For the lower wage levels, this problem can be the biggest obstacle to housing accessibility. Accordingly, the dilemma of affordable housing will be approached as part of a greater economic impetus to spur job training and job creation for higher skilled and better paying positions.



- make available alternative financing options for qualified applicants; and
- improve employment standards and opportunities for our people.

Secure the passage of legislation to change the present leasehold interest status and allow fee simple ownership of residential land under the jurisdiction of the Chamorro Land Trust Commission.

Assist recipients of the Land for the Landless program, insure proper identification of owners, determination of, and, where necessary, assistance with payment status for each lot; compilation of pertinent information for each subdivision and lot, and, development of population profiles and demographics of lot owners.

Structure incentive programs to enable the construction of affordable housing projects for which statutes and mandates are already in place or legislation is already in progress.

The government proposes a comprehensive community development plan to consist of 490 single family housing units. Implementation of the Lada Estates Affordable Housing Project will make available for purchase these units to qualified home buyers. The successful implementation of Lada Estates rests with GHC, the Guam Economic Development Authority (GEDA), and DPW, which are currently working to bring this project to the bid stage.

GOALS/POLICY RECOMMENDATIONS

Increasing home ownership means more than simply raising the number of residential units on Guam. With ownership, one tends to develop a sense of security, control and stability over the family's living situation. Home ownership promotes personal pride, stability and a very real sense of belonging to the community. Vision 2001 will pursue opportunities for affordable home ownership through sound planning, by building strong foundations for ownership, and by effectively managing controllable forces which affect affordability, stability and accessibility.

There are four basic elements that must be in place if home ownership is to occur.

AL 1. LAND or an existing inventory of homes must be available.

Objective 1. Increase the availability and accessibility of land for programs such as the Chamorro Land Trust and the Land for the Landless.

AL 2. An effective and efficient CONSTRUCTION industry must be in place.

Objective 1. Complete the Lada Estates project as a

successful model of development and seek out similar cooperative development opportunities in both the public and private sectors.

GOAL 3. Flexible FINANCING packages must be available.

Objective 1. Make available low interest mortgage financing through revenue bonds or private sources.

GOAL 4. There must be CONSUMER demand.

Objective 1. Continue work on raising the mortgage limit for the Federal Housing Administration (FHA) loan program. Building on this success, we must continue to seek ways to maximize federal support for local housing needs to enable more families to build homes. Problems of affordable home ownership and housing availability will be resolved when all of these elements are properly managed through public and private sector cooperation.

ACTION PLAN

Vision 2001 will establish the foundation and framework to:

- increase the availability of affordable housing lots;
- construct low cost units through public-private partnerships;

DIRECTION

As Guam grows its economy and its population, the demand for affordable housing will increase. Therefore, we must aggressively push for increased federal and private funding to augment limited local resources in the construction of affordable housing units, inclusive of sewer, water, power and roads.

The disparity between worker incomes and cost of homebuilding and ownership can be resolved by instituting collaborative public-private sector training programs. These programs will be designed to increase the earning abilities of the potential homeowners.

The Guam Housing and Urban Renewal Authority (GHURA) and GIC will continue to collaborate in identifying financing options and developers to construct affordable housing for first time home buyers. Families that have been forced to rent in the past must be given every opportunity to own their own home – a place where family, community and cultural values can be nurtured and passed on to the next generation.

Family & Cultural Values

Over the course of several generations, our island's population has grown from 18,000 to more than 140,000. With this steady increase in population, significant changes have also occurred over time on Guam, including the ethnic makeup of the island producing greater diversity in our community.

One of the negative results of this population growth has been the breakdown of the traditional family. The loss of traditional family values has become the catalyst for the rising incidence of crime, drug and child abuse, poverty, welfare dependence, and educational stagnation. The greatest threat to our people's economic future does not emanate from our economic crisis or lack thereof, but largely from the instability of our families.

The reciprocal relationship between individual families and society as a whole has shifted from being beneficial to detrimental. Family breakdowns produce instability for all its members. Children from dysfunctional homes cause problems for schools and in relation to other students. In our schools, the multiple problems presented by these children cause serious problems for schools and for students.

There was a time when our society looked upon marriage as a serious public commitment and as an inviolable social institution. The alarming rise in the divorce rate and in family violence testifies to the fact that we have lost the tradition of commitment that once characterized marriage among our people. The deterioration of traditional family values is at the heart of many of the crises facing our families. This situation is compounded by the ease with which divorce can be initiated and finalized. Facilitated by laws oblivious to Guam's cultural and traditional values, this ease promotes the disposability of marriage as a popular and acceptable moral value.

Legitimacy and divorce result in a disastrous emotional toll on children, which will weaken the future of Guam.

For the well-being of our families and society, a moral sense

of responsible parenthood must be restored, based on the common sense principle that it is immoral to have children unless one is fully prepared and able to raise those children.

Likewise, marriage is an institution that must be supported by law and culture if it is to exist at all. To have the choice as individuals to marry, we must also choose as a society to support the institution of marriage by strengthening laws pertaining to marriage.

With respect to the elderly, they are the most vulnerable and fastest growing segment of the population, often living into their 80's and 90's. Their longevity, however, is a mixed blessing, for they are often afflicted with one or more forms of chronic illness, requiring long-term care but frequently lacking care-givers. While often publicly praised as "fountains of wisdom" and "the foundation of our culture", they are also often abandoned, neglected, exploited and ignored.

Preserving our Chamorro culture is also a major goal of Vision 2001. Among the needs are the preservation of the language, and study of Chamorro within a scholastic framework, use of indigenous names for public places, development of an authentic Chamorro village, a permanent Guam Museum facility, reconstruction of the Governor's Palace, and recovery of Chamorro artifacts from local and foreign sources.

Vision 2001 sets the goal of revitalizing traditional Chamorro family values in our homes and communities. Progress and change have taught us that now is the time to recover traditional family values. Young people today are subjected to tremendous pressure to conform to modern values that often run counter to the traditional values of the family. This clash of values causes crises and confusion which reinforces dysfunctional behavior. We must bring back those traditional values.

Our Vision for Family and Cultural Values in the year 2001 focuses on 5 main areas: our homes, our schools, our youth, our elders, and our culture.

"Family and culture are the foundation upon which any future progress of this community must be built. If we do not keep this foundation strong and deep, then all we have achieved will slip away like a sandcastle on a beach."



GOALS/POLICY RECOMMENDATIONS

GOAL 1. Rebuild and re-strengthen marriage as a true institution of permanence.

Objective 1. Revisit, and where necessary and warrant, amend laws which facilitate divorces. Keeping in mind the safety of each spouse, create a mandatory waiting period before divorce and a mandatory pretrial reconciliation if demanded by either party.

Objective 2. Encourage formal marriage ceremonies and establish a waiting period before marriage along with pro-

grams or classes for marriage preparation, covering areas which may cause couples the most difficulty.

Objective 3. Support measures that facilitate marital reconciliation. This includes strengthening programs and possibly including such counseling in health insurance coverage.

GOAL 2. Reduce the incidence of childbirth out of wedlock.

Objective 1. Develop effective sex education programs for all school levels which emphasizes both the biological and social aspects of interpersonal relationships and the responsibilities associated with parenthood.

Objective 2. Develop viable alternatives for youth which emphasize wholesome group activities.

Objective 3. Develop educational programs which will permit unwed mothers and fathers to return and finish their schooling and which will provide educational programs in parenting.

GOAL 3. Empower families to assume more responsibility for the care of their elderly.

Objective 1. Decrease the number of families dependent on government assistance for care of the elderly by creating a sliding scale for assistance which matches needs.



Objective 2. Develop collaborative programs for public and private service providers to create caregiver training programs.

Objective 3. Increase home based care and support services for the elderly.

Objective 4. Increase the number of affordable housing facilities for the elderly that desire independent living.

Objective 5. Upgrade and increase activities for the elderly through intergenerational/outreach programs in existing senior citizens centers.

GOAL 4. Restore, rebuild and revitalize family values by establishing programs emphasizing family togetherness and family activities.

Objective 1. Build family oriented recreation centers, in each of the three island geographic regions before the end of this century.

Objective 2. Develop a more intense drug and alcohol informational program for all school children.

Objective 3. Place more emphasis on and provide additional facilities for sports including the completion of the Deddo Sports Complex and the construction of a gymnasium in each village. These facilities will provide an alternative to gang participation and drug abuse among our youth and spur family pride and participation.

Objective 4. Improve and maintain our public parks providing pleasant natural surroundings for the nurturing of family activities and togetherness.

Objective 5. Develop programs to reduce incidences of domestic violence and sexual abuse.

Objective 6. Re-establish the traditional family unit through educational programs in our schools and over island television and radio stations, and print media that promote traditional family values.

Objective 7. The Cooperative Extension Service at the University of Guam (UOG) will train educators to provide increased culturally sensitive parent education for the community.

Objective 8. Promote the island's traditional practice of conflict resolution as a viable alternative to confrontation, family violence and divorce.

GOAL 5. Restore respect for the elderly.

Objective 1. Support the Council of Senior Citizens, allowing the elderly to help make the decisions affecting their lives. Legislation will be introduced to create a "Inetnon Mañaina" and establish a human resource directory for the elderly.

ACTION PLAN

Develop a Pacific Culture Task Force to research and formulate culturally informed and effective laws to address problems within our homes.

Increase the number of caseworkers and counselors specializing in the treatment of victims, as well as, perpetrators of domestic violence and sexual abuse and provide an awareness training in detecting early warning signs of abusive persons.

Establish parenting programs in public middle and high schools.

Develop a model for indigenous authenticity and ethnic diversity by establishing an Ethnic Diversity Congress comprised of representatives of all ethnic organizations on Guam; producing television and video documentation on Guam's ethnic diversity; and studying ethnic diversity in Guam's economy, and; establishing an Economic-Social Development Council.

Support the establishment of the Chamorro Heritage Institute (CHI)

which will work to integrate, coordinate and administer Chamorro language cultural preservation, maintenance, and promotional programs. We must take immediate and incisive steps to insure that our Chamorro heritage will never fade away. This commitment has already resulted in the production of videos that provide a full course in the Chamorro language, as well as creation of textbooks and plans for our school children.

In addition to the goals outlined above, there is the need to further strengthen many areas that relate to family and cultural values. Some of the actions that can be taken include:

Working closely with government agencies, the private sector and non-profit organizations to encourage and promote sports activities and competition island-wide as well as internationally. Sports involvement has proven to be a positive alternative to drug abuse, domestic violence and family conflict. This includes the further improvement and expansion of our parks and recreation centers as opportunities to promote family participation in a natural and relaxed setting.

Establish legislation that imposes heavy fines for selling tobacco and tobacco products to minors and restricts or prohibits cigarette vending machines. Working with the legislature to create laws that strengthen the penalties for persons convicted of operating, supervising, arranging, or profiting from prostitution.

Developing a residential treatment facility for perpetrators and victims of sexual abuse.

Develop legislation to mandate a "sin tax" on all businesses that wholesale or retail sexually explicit materials on Guam. These revenues will fund new caseworker and counselor positions, shelters for battered spouses and children, and a residential treatment facility.

DIRECTION

During the past three-quarters of a century, Guam has undergone tremendous cultural, political and material changes. In some respects this transformation speaks well of our ability to progress and prosper. In other respects, it highlights devotion to materialism and self-aggrandizement, at the expense of the fundamental values that our foreparents held so dear.

The Committee on Family and Cultural Values Task Force has laid out the preceding long and short range goals which are fundamental in our quest for a brighter and more peaceful future.

Human Resources

"The quality of work life is directly attributable to the quality of human resource management."

Despite cyclical periods of economic stagnation, Guam's economy over the past two decades has experienced exceptional growth. At the height of its most recent economic upturn, the island experienced significant labor shortages, relying heavily on foreign H-2 workers and an influx of domestic workers from other parts of the U.S. labor market to provide needed professional and skilled labor.

While the current economic downturn, exacerbated by military downsizing, has dampened Guam's present economic growth, the future for Guam's continued economic develop-

ment remains positive. Given this assessment, along with recent increases in visitor arrivals, attention has again turned away from issues of unemployment to concern about the future availability of adequate labor resources to support anticipated economic expansion.

Guam's labor force, supplemented sparingly by Micronesian and other U.S. labor markets, can provide the number and types of workers required to support the island's growth into the year 2001.

GOALS/POLICY RECOMMENDATIONS

Our Vision is to make Guam's present and future workers more productive, and have them treat customers and fellow workers more respectfully. To do that, we must treat our workers with respect. This may require bold new attitudes in some management quarters on Guam, particularly in those organizations accustomed to a top-down, caste-system management style. The strengthening of "service" attitudes toward the "internal and external" customers of an organization will require a reevaluation of priorities.

GOAL 1. *Recruit and employ persons previously perceived as "hard to place" and shift them to job environments that are more conducive to their development as productive citizens.*

Objective 1. Implement plan for identifying and developing additional sources of labor.

Objective 2. In conjunction with the One-Stop Employment Service Center, establish a program specifically designed for the recruitment, development and placement of special need populations such as women, aged persons, persons with disabilities, school dropouts, pregnant and parenting teens, and Micronesian immigrants.

Objective 3. Develop progressive day care solutions to allow women and homemakers the opportunity to find meaningful employment.

GOAL 2. *Provide training and education for Guam's potential workforce through public/private partnerships.*

Objective 1. Develop and implement a plan to establish an agency for work force development. Consolidate existing resources and responsibilities into a single entity that will focus on preparing Guam's youths and adults with the education and skills needed for Guam's work force.

Objective 2. Develop and implement a plan for expanding tourism training programs in high schools. Expand ready high school graduates in tourism to more than 500 annually by 2001.

Objective 3. Establish a pilot "Tourism Career Academy" within at least one high school that will advance career preparation in that industry to the best possible level.

Objective 4. Implement plan for establishing technology training programs in high schools. Establish core technology programs as an option for interested and able students in all public high schools.

Objective 5. Establish a pilot "Technology Career Academy" within at least one high school that will advance technology-oriented career preparation to the best possible level.

Objective 6. Develop and implement a plan for expanding and strengthening Adult High School including job placement services and follow-up studies, increasing number of graduates to 600 annually by the year 2001.

Objective 7. Augment federal funding of Adult High School to enable it to increase enrollment to at least 1,000 students by the year 2001.

Objective 8. Establish a Human Resources Management program at UOG; including, as appropriate, a training

institute, a baccalaureate undergraduate program and an advanced degree program that will provide professional development courses and high-level education for college students, public officials, and local business people. Incentives should be developed to encourage industry and government leaders to pursue these studies.

Objective 9. Establish and support a regional cooperative among the colleges in Micronesia to engage in coordinated work force development programs oriented to major job markets. Such a program would include basic skills education and training and work-based training experience. Guam Community College (GCC) will be designated to serve a coordinating and supporting role in this effort.

GOAL 3. *Commit to employees as human beings irrespective of their origins, cultural preferences, or orientations and eliminate discrimination based on race, color, creed, national origin, sex, religion and physical challenges.*

Objective 1. Enforce the provisions of Public Law 21-46 requiring GovGuam agencies to participate in the 700 hour program to provide training for persons with disabilities. Utilization of Guam's citizens with disabilities as a pool of human resources will be maximized. It is well documented that records verify that persons with disabilities, adequately and properly trained, are effective, efficient and highly motivated employees.

Objective 2. Implement, as much as is financially and practically possible, the provisions of the Americans with Disabilities Act (ADA) in all public buildings and facilities and encourage the private sector to do likewise. All new government structures will be designed and built in compliance with ADA requirements and private developments utilizing government assistance in the form of GEDA incentives, will be required to comply with ADA requirements to the maximum degree possible as a condition for the assistance granted.

GOAL 4. *Develop greater leadership on the part of Guam's Department of Labor (DOL) to provide assistance, education and research in all areas pertaining to employment on Guam.*

Objective 1. Rename DOL the Department of Human Resources, to better represent today's work environment, and to change Guam's view of labor from one of a resource to be used, to that of an asset to be invested in.

Objective 2. Implement a plan for establishing a "One-Stop" full service center. This can be done through the consolidation of vital information from all sources into a single automated system. This system will be accessible electronically throughout the island by all users to include employers, job seekers, service providers, and everyone in need of job training. Job search assistance, recruitment assistance, career exploration, guidance, and other support assistance will also be integrated into this system.

Objective 3. Establish a program to systematically develop and publish comprehensive employment forecasts by industry and occupation on Guam for the purpose of short and long-range planning. This program should include job growth as well as estimates of the number of replacement workers needed as current employees leave the labor force.

ACTION PLAN

Compensation And Benefits

Wages, salaries, and benefits will be made competitive among our public and private sectors. Compensation of employees should be based strictly on performance criteria on the principals of free market competition. Benefit programs should be meaningful, realistic and managed effectively rather than offered as a matter of course.

Equal Employment Opportunity

The new "Department of Human Resources" will take a greater leadership role in the education and enforcement of equal opportunity in the workplace. The workplace on Guam will be kept as free as possible from biases toward race, color, creed, national origin, gender, religion, physical challenges and other characteristics.

Safety And Health

There will be strict adherence to safety and health standards and regulations to protect employees from occupational hazards in the workplace. Compliance with standards and regulations will be accomplished through increased educational programs and enforcement.

Budget increases in the Occupational Safety and Health Agency (OSHA) are recommended to assure effective inspections and compliance with standards. Procedures will include a review and clearance by OSHA before licenses or permits are issued to do business on Guam.

Procedures for monitoring the importation of hazardous materials, tools and equipment that are poorly designed will be revised and enforced.

Job-reference legislation is recommended to protect employers from liability if a former employee decides to sue over a reference provided in good faith.

Drug-free workplaces should be initiated in the private sector just as the Government of Guam now has accomplished through Executive Order. Legislation should be promulgated to discourage drug abuse in the workplace.

Support Services

Transportation to and from the work place, parking facilities for employees, day care centers, recreational areas for employees during their off hours, affordable housing and other support services will be addressed.

DIRECTION

The improvement of Guam's quality of life is the objective of the recommendations by the Human Resources Task Force. Vision 2001 supports the belief that everyone should be given the opportunity to make a significant, productive contribution to our economic well being. The application of solid human resource management concepts and techniques will help to ensure that every employee has the ability to realize their maximum potential and provide for themselves and their families.

Environment

"Man shapes himself by the way he shapes his environment."

For a long time Guam's environmental programs focused primarily on administering federal rules, with little room for modification to suit local conditions. While many of these rules and regulations did much to control air, water, and hazardous waste pollution on island, they were often not very cost effective. This rigidity stemmed from a reliance on "command-and-control" regulations, which set controls for specific industrial processes.

As the island developed economically, environmental concerns often fell by the wayside. With increased awareness, more effort is now being placed in harmonizing the demands of the economy with the environment.

Guam's environmental programs have matured over the years, as the island has gained specialized expertise regarding the protection of its natural surroundings. This expertise has created increased flexibility and autonomy in Guam's approach to the environment.

It is imperative that the community as a whole understand the need for protecting our island's natural resources: how we can contribute positively to that end, as well as refrain from activities that could damage our fragile surroundings. There are five sectors of the public that will be targeted in this effort: schools, private residences, business, government, and visitors.



GOALS/POLICY RECOMMENDATIONS

All of Guam's biological habitats are interrelated. In southern Guam, the silt-laden waters from erosion in savannas and upland forests enter wetlands and river systems within our ravine forests, and are further transported through mangroves and sea grass beds to our fragile coral reefs. The future of tourism, the success of agriculture, the preservation of Guam's cultural and natural heritage, and sustaining our quality of life depend on well-managed habitats.

GOAL 1. Formulate cohesive, balanced management plans for those significant biological habitats and areas of significant public concern including agriculture.

Objective 1. Review and update all existing repository information relative to terrestrial, marine and freshwater biological habitats.

Objective 2. Prepare a full study on existing habitats and prioritize areas requiring management.

Objective 3. Develop a proactive and cohesive management plan to include the continuation of marine transect surveys for macro algae, fish, corals, and other macro invertebrates in heavily populated bays such as Mon and Agana Bays.

GOAL 2. Heighten the level of enjoyment of Guam's coastal zone experienced by our visitors and residents.

Objective 1. Create an Environmental Monitoring Program designed to address the lack of beach access, conflict, crowding, litter, pollution, maintenance, safety and general environmental deterioration.

GOAL 3. Designate Tumon and Agana Bays as areas of significant public concern due to the need to preserve their environmental assets and their level of contribution to Guam's overall economy.

Objective 1. Create a non-profit independent Water Quality Committee to provide intensive, stakeholder management of the Tumon and Agana Bays. This entity may receive appropriations from the government and/or solicit grants from public and private entities to conduct research and planning work, prior-

itization, public education, and in some cases direct action to preserve and improve the watershed.

GOAL 4. Create a comprehensive, island-wide Solid Waste Management Plan (SWMP) to adequately address our future needs and options.

Objective 1. Review and update the overall mass balance of solid waste operations on Guam; what is imported, what is exported, which portion of imports have added value, and which part will end up as waste.

Objective 2. Review all opportunities relative to recycling options for Guam as well as other alternative solid waste disposal technologies.

GOAL 5. Construct a new sanitary waste landfill, treatment, and storage disposal facility.

Objective 1. Determine all federal regulations relative to adequate leachate protection, gas monitoring, lining and closure requirements.

Objective 2. Explore all alternatives for financing including public/private partnerships utilizing new technologies such as waste to energy and other options.

GOAL 6. Maintain Guam's high air quality.

Objective 1. The Guam Environmental Protection Agency (GEPA) shall develop a new air permitting program. GEPA's program shall preserve the ambient air quality through control and minimization of air pollution emissions, recognizing the need to keep all costs low.

GOAL 7. Create an island-wide environmental education and awareness program designed to reach all sectors of our community.

Objective 1. Train our teachers in the schools in a variety of environmental topics, and develop resource materials to assist the teachers in educating all students on the environment.

Objective 2. Educate households on subjects such as open burning, proper waste disposal, recycling, incineration, composting and conservation.

Objective 3. Develop incentive programs for local businesses to encourage clean up, recycling, proper waste disposal, and reduction of pollutant discharges into the environment.

Objective 4. Aggressively pursue recycling, responsibility and awareness programs within the Government of

Guam. Governmental Institutions shall also be required to factor environmental concerns into policy and administrative decisions as a standard practice.

Objective 5. Awareness programs shall be developed for our visitors particularly in the areas of litter control, water conservation, as well as terrestrial, marine and biological habitat protection. In addition, eco-tourism concepts will be encouraged and promoted.

Objective 6. Institute an aggressive marketing campaign to identify and obtain commitments from private businesses that will purchase our recyclable materials.

GOAL 8. Formulate legislation and regulations aimed at the protection of our environment and the support of our agriculture and aquaculture industries.

Objective 1. Develop and implement an awareness and education program targeted at policy makers in the Legislative, Judicial and Executive Branches designed to promulgate and enforce laws protecting our environment and natural resources.

Objective 2. Work actively with civic organizations and the community at large to support legislation and regulations that protect and preserve our environment.

Objective 3. Reconstitute the Development Review Committee into the Application Review Committee providing a more efficient and focused process for review of proposed developments including environmental concerns.

ACTION PLAN

Community awareness and aggressive pro-active planning are without a doubt the most powerful tools we have to protect our most precious natural resources and sustain our environment. Every aspect of environmental management requires education and awareness. An involved community is one that recognizes the need to sustain and protect our air and water quality as well as our terrestrial, marine and biological habitats.

Government will work with local businesses, our schools and our households to develop solutions controlling pollution, protecting our natural environment and properly managing our waste. Flexibility in approach will be emphasized. Economic goals will be harmonized with environmental concerns through such concepts as eco-tourism.

DIRECTION

Managing our environment requires that everyone in our society assumes responsibility for protecting the integrity of our natural resources and their underlying ecosystems, and, in doing so, safeguarding the interests of future generations. Without personal and collective commitment, or without an ethic based on the acceptance of this responsibility, efforts to sustain natural resources protection and environmental quality cannot succeed.

Telecommunications

The second half of the 20th Century has brought about an "information revolution" comparable in scope to the Industrial Revolution. Rapid advances in computers, fax machines, cellular phones, video and other information technologies have barely been able to keep up with the explosive demand. The convergence of computing and telecommunications has, in short, completely changed the way we communicate, the nature of our work, and the quality of our lives. Guam's Vision for Telecommunications in the year 2001 must ensure that everyone, working in and out of their homes benefit from the ever-changing services of the global telecommunications industry.

Quality telecommunications capability is essential to Guam's economic competitiveness. Firms that compete in

regional, national or international markets are severely disadvantaged if they lack advanced telecommunications service.

With over 71,000 subscribers, GTA's telephone network is among the most modern in the United States, featuring all-digital switching and all-fiber inter-office facilities as well as cellular service. In terms of telecommunications infrastructure, Guam possesses the most advanced system in this region. Fiber-optic cables that traverse the floor of the Pacific Ocean converge on Guam making it a telecommunications hub for many international service providers. Guam's advanced local telecommunications system provides the basis for superior long-distance services, and makes Guam the logical headquarters for international telecommunications giants like MCI, AT&T, and Sprint.

"As a matter of fundamental fairness, this nation cannot accept a division of our people among telecommunications or information 'haves' and 'have-nots.' The Administration is committed to developing a broad, modern concept . . . one that would emphasize giving all Americans who desire it easy, affordable access to advanced communications and information services, regardless of income, disability, or location."

Vice President Al Gore



Guam has tremendous potential to be a major telecommunications center because of several important advantages:

- All major trans-Pacific communications cables, linking the US and Asia, go through Guam;
- Guam falls within an area covered by several important Asia communications satellites;
- Guam is within two time zones of almost all East Asian countries; and
- Guam has an abundance of capable, multi-lingual workers, who not only know the languages of countries in Asia, but also understand their customs and culture.

GOALS/POLICY RECOMMENDATIONS

To maximize its effectiveness in the coming century, GTA must concentrate on continual upgrade and improvements, so that it can seamlessly accommodate evolving telecommunications technology. If GTA is to do so successfully, it must evaluate the products and services under research and development, and determine at value added services to provide to the consumers that are affordable and competitive.

As part of the Telecommunications Act of 1996, Guam will be included in the domestic rate structure by 1-1997. As this happens, Guam consumers will see resulting long distance rates for residents and consumers as well as access to interstate telecommunications and data services including the National Information Infrastructure.

Goal 1. Develop Guam as the Information Highway Hub of the Asia-Pacific region including participation in the Post Federal Telecommunications System (PFTS)-2000 Network and the new Defense Information Systems Network.

Objective 1. Continue to pursue Guam's inclusion in the application of "Universal Service Principles."

Objective 2. Create a level playing field for fair and equitable local competition.

Objective 3. Provide telecommunications systems, networks and features for women and men working out of their homes who are not able to go to a job-site or who choose to operate out of their homes.

Objective 4. Guam has 35 public schools and 21 private schools. Only 3% of our classrooms have a telephone line. We must connect our schools through networks of advanced telecommunications technology including access to the Internet for all our students.

Objective 5. All libraries on Guam shall have access to

the Internet with the appropriate hardware necessary to make global information available and accessible to every man, woman and child on Guam.

Objective 6. Further develop "Telemedicine" and "Teleconferencing" bringing the experts and expertise to Guam through the use of telecommunications technology.

Objective 7. GTA must continue to acquire new hardware and software to upgrade its system in order to realize Guam's potential as the Information Highway Hub of the Asia-Pacific region.

Goal 2. Privatize the Guam Telephone Authority.

Objective 1. Complete the on-going privatization study which shall include a protection plan for existing GTA employees and an asset valuation of GTA. The study shall include privatization options such as public/private partnerships, co-ops, and outright sale or lease of assets.

Objective 2. Upon completion of the study, a timeline for the complete privatization of GTA including a public awareness campaign shall be developed and implemented.

Goal 3. Continue to upgrade Guam's telecommunications infrastructure to provide the capability for data transmission and reception of at least 1.54 Mb/s (megabytes per second).

Objective 1. Any complete telecommunications infrastructure must provide services and features such as: Mobile and Personal Communications System services; Mobile Data services; Entertainment services; Information services; Toll service; Centrex services; Remote-office communication services (fax, data communications); Video Conferencing services; Number portability; 800/888 Database Service-Equal Access; Ease of Use; Interoperability and compatibility with other networks and services; Integration into the global economy; Distance education; Medical image transfers; Remote medical diagnosis; Advanced telephony services; Services for individuals with disabilities; Teletypewriter (TTY) and Telecommunications Device for the Deaf (TDD); Security services; Energy management services; Affordable, universal access to the National Information Infrastructure (NII) and Global Information Infrastructure (GII); Network traffic management.

ACTION PLAN

In recognition of the substantial benefits of privatization to be reaped by the consumer and Guam's economy, GTA will make available all of its services, employees and/or assets while maintaining strong protections for all current GTA employees.

Guam's regulatory environment will provide open and fair competition to meet the Goals and Policy Recommendations stated above.

New capabilities for delivering broadband services,

mobile services, and a wide variety of other services will be provided by intelligent networks and existing fiber-optic transmission facilities to all parts of the island.

The deployment of new technologies including satellite links for voice, data and video; and wireless technologies will be encouraged. All new technologies, services and network arrangements will maintain or increase the high quality, reliability, and survivability of today's network.

Equipment will be purchased based on international standards and open architectures to ensure interoperability and competitive pricing.

Network operations and management will be automated to ensure high-quality delivery of telecommunications services.

DIRECTION

The future is now. Looking toward that future and anticipating the changes that will come about as a result of advanced telecommunications technology is an important key to achieving the goals of Vision 2001. Media convergence, industry consolidation, and rapid technological progress will complicate the government's regulatory responsibilities. Guam must prepare to make major changes in tax policies, privacy concerns and other emerging issues that will come about as a result of the rapid changes coming in the next century. Some of the events that will be occurring across the globe that will certainly affect Guam include the possible entrance of utility companies into the mix, as they use their rights of way into nearly every home and office across Guam to install optical fiber and wireless technologies. Cable system operators will have new digital technologies available to them that will increase the capacity of their systems and enable their entrance into the marketing of two-way communication. Cellular phones will begin to use digital technologies that provide more privacy and will dramatically increase capacity and reduce costs so that cellular service will compete directly with standard phones.

Many of these new technologies will interact with one another, and from that mix, will emerge new networks that will be able to service the entertainment, business, communications, and computing needs of Guam's families, government, and businesses. If Guam moves proactively to take full advantage of these changes, we can create a new and clean industry with many jobs and business opportunities for our people.

Tourism

"We recognize that tourism growth must be the major driver and the major economic force providing the funds to make all of the quality of life improvements in VISION 2001 possible."

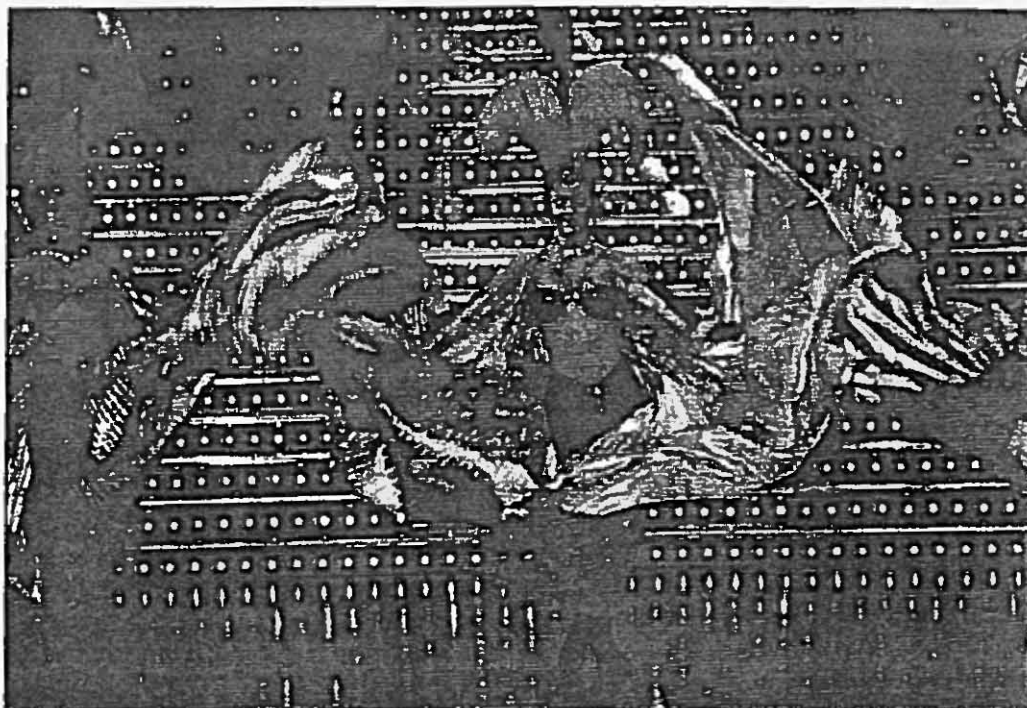
Vision 2001 is a blueprint that envisions Guam as a world class tourist destination. The strategy encompasses eight areas: increasing the number of hotel rooms; giving Tumon Bay a facelift and increasing safety; providing sufficient airline seats and a friendly airport; having the human resources to meet demand; developing new major attractions; providing adequate infrastructure; and creating a focused marketing plan.

More than half of government revenue - approximately 60% is created by tourism. It is the goal of Vision 2001 to enhance tourism's contributions to the island's overall

growth and development.

By the year 2001 Guam's tourism numbers need to increase to 2 million a year, resulting in an annual government revenue increase of at least \$150 million. In addition, there will be more economic opportunities created for Guam's people, and an expanded private sector job market.

As this Vision incorporates the strategies, there will be compounding positive effects that will make Guam truly world class in visitor numbers, tropical beauty, public safety, convenience, comfort, customer service, entertainment, and marketing.



GOALS/POLICY RECOMMENDATIONS

The Vision 2001 Tourism task force arrived at clearly defined goals for Tourism in 8 separate areas as follows:

GOAL 1. Increase the number of hotel rooms from 87 to 12,000 by the year 2000.

Objective 1. Provide assistance/incentives required to complete hotels under construction and existing hotels pending expansions.

Objective 2. Develop incentives to get new hotel developers on Guam. In line with this objective, identify and package new hotel sites and other advantages and marketing opportunities to developers.

AL 2. Give Tumon Bay a face-lift, making it a beautiful and inviting tropical paradise.

Objective 1. Design, fund and implement a Tumon Bay development Plan that makes Tumon Bay a tropical paradise unrivaled by competing destinations.

Objective 2. Create and enforce a "Code of Existence" for all businesses and property owners within tourism areas.

AL 3. Make Tumon Bay safe.

Objective 1. Ensure that adequate GovGuam resources are available to support Guam's tourism such as police protection and public works activities.

Objective 2. Fully implement the CATT (Crimes Against Tourists) Plan.

AL 4. Provide 2,500,000 airline seats and a cost-effective, customer friendly airport.

Objective 1. Complete the expansion of the airport in a

timely fashion and hold down costs so as not to adversely impact airfares and thus keep Guam a competitive destination.

Objective 2. Encourage airlines to add flights to the new airport facility; plan for airline capacity growth required for targeted originations; develop in-flight video productions focusing on our culture and traditions.

Objective 3. Develop an Information/Visitor Center manned with bi-lingual attendants, a light-up map of Guam for independent travelers and a continuously played marketing video of the sites and sounds of Guam.

GOAL 5. Provide 10,000 new customer service professionals for the Tourism Industry.

Objective 1. Identify the workforce required to support added hotels and service, determining how many will come from the local job market.

Objective 2. Determine local training required and how it can be accomplished, as well as the source of any additional workers required.

Objective 3. Train existing and new employees in customer service principles including cultural nuances such as conversational greetings in Chamorro to help further develop Guam's unique identity as an attraction.

GOAL 6. Develop 2 new major entertainment attractions in the near future that will attract more visitors to Guam.

Objective 1. Utilize surveys and other sources to predetermine the attractions, locate suitable sites and create incentives for developers with an emphasis on businesses with a demonstrated track record of success.

GOAL 7. Provide adequate infrastructure to support the added hotels, attractions and services.

Objective 1. Identify and quantify the infrastructure required to support an expanded tourism industry; determine costs and timing.

Objective 2. Acquire necessary capital through impact fees or direct appropriations and develop a financial plan to fund whatever bonds or loans are required to improve our infrastructure.

Objective 3. Construct the infrastructure first, prior to planned development.

GOAL 8. Develop a cost effective, adequately financed marketing program to fill the hotels.

Objective 1. Create a marketing strategy that targets visitor segments and visitor markets to achieve the market share increases required to realize a goal of 2,000,000 visitors.

Objective 2. Develop a cost effective, marketing program communicating Guam's unique atmosphere, cultural identity, environment and entertainment as well as its superior value.

ACTION PLAN

Hotel Rooms

In addition to meeting the objectives laid out above, there are several other plans arrived at by the task force including having GEDA provide additional support for existing hotels to begin room expansion projects; lobbying for passage of legislation that will stimulate landowners and developers to move forward with negotiations; and intensifying current marketing efforts.

Making Tumon Beautiful and Safe

A plan has been completed to make Tumon beautiful. The \$56 million plan for the upgrade of Tumon Bay along the lines of "Waikiki" has been developed in phases that will encompass the greater Tumon Bay tourist area. Plans call for landscaping, removal of unsightly utility poles and signs, installation of medians, sidewalks, curbs, crosswalks, and increased beach access as well as additional trash containers, signage, benches, transit shelters, street and traffic lighting. Included in the plan is the resurfacing of the roadway, work on the drainage systems along San Vitores Road and a complete upgrade of the water, sewer and power systems.

Public Safety

The CATT Plan calls for the establishment of a separate police precinct in Tumon with a Precinct House located on Tumon Bay for additional officers and equipment. With this increase in resources will come stepped-up enforcement capabilities including new beats, improved communication, video surveillance equipment along San Vitores Road, and a "Safety and Security Information Network" linking businesses, private citizens, and GPD.

Airline and Airport Capacity

Actions needed to add airline and airport capacity include holding contractors to the schedule for completion of Phase 2 A&B by March of 1998; minimizing airport construction spending to keep passenger fees as low as possible; and privatizing the maintenance of key airport systems.

Workforce

Elected leaders and policy makers must develop a comprehensive policy to manage and develop Guam's human resources. Money and resources must be better allocated to insure human resource development policies are carried out and goals are met. To this end, the Tourism task force supports the re-alignment of the current Department of Labor into a Department of Human Resources with all the appropriate changes and augmentations to its duties, as outlined in the section entitled "Human Resources."

Two New Major Attractions

As of June, 1996, the plans drawing the most discussion were:

- 1) A Tunnel Aquarium;
- 2) A Waterslide Park (a goal already met by Onward Agaña Beach); and
- 3) An annual, internationally televised Guam golf tournament.

We will continue to pursue the development of at least two new major attractions that are affordable and will bring added value to Guam as a tourist destination.

Infrastructure

Provide the environment necessary for the power, water, and sewer systems to meet demands for future growth. These actions include supporting the Guam WaterWorks Authority's new autonomy and increased public-private partnership solutions to the island's infrastructure needs. The signing of three contracts with independent power producers on September 30, 1996 will bring in millions worth of private investment dollars into Guam to add additional megawatts, repairs, and plant management to the island-wide power system.

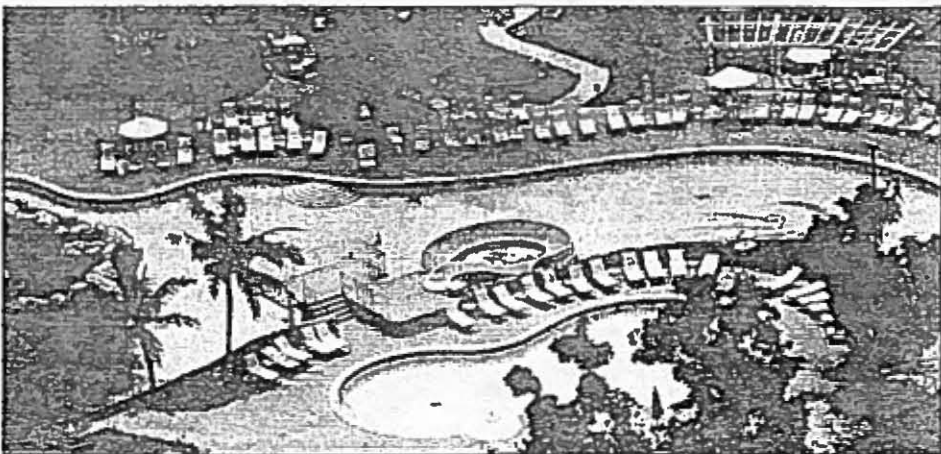
Marketing

The recommended advertising promotion strategy includes bringing Guam's "Share of Voice" (the ratio of marketing dollars spent relative to the number of visitors attracted) back in line in each market. We must re-evaluate our expenditures and coordinate GVB and major marketers so that the same basic message is relayed to those markets. In addition, combining resources and developing a continuity in format will better serve our needs. A consistent theme and style along with a Guam logo should be incorporated as much as possible on all public and private advertising.

DIRECTION

While many goals and objectives are clearly spelled out, there are also many other aspects of Tourism that need to be carefully considered and integrated in areas from Education, to Human Resources, to Infrastructure. The most crucial element is community involvement in the hospitality industry. The people of Guam need to be aware of the role of Tourism in raising and maintaining our quality of life. We must enhance this understanding to promote career development, entrepreneurship, and self-reliance.

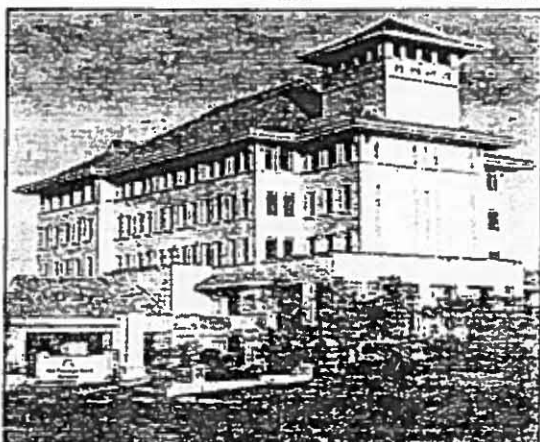
We must continue to increase joint public and private sector efforts to make the public aware of career opportunities available to them, promote our cultural hospitality, and train our labor force to extend traditions of island hospitality into the workplace. We must increase efforts to create better incentives for the purchase of goods and services from locally owned businesses by the industry and our tourists. In addition, we must provide more assistance and training to local entrepreneurs who wish to sell to our visitors so that our products and services meet world-class standards.



Financial Services

"By the year 2001, Guam will have established itself as a provider of a wide range of financial services to include commercial and off-shore banking, trade financing, foreign currency exchange, insurance underwriting and telemarketing, mutual fund sites and marketing, electronic data and voice communication processing."

While tourism remains Guam's number one industry, our island holds the potential to diversify into other industries that provide well-paying jobs, make minimal demands on our infrastructure, strengthen our local business network, and generate substantial tax revenue. As the westernmost outpost of the United States, and the natural gateway to Asia, Guam offers location, stability of law, security, and confidence in banking and financial services to the investment and banking service providers in the East and West.



Guam's future depends on a sound financial services infrastructure with laws that allow the flexibility required for international commerce. However, this flexibility must also provide opportunities for our locally chartered institutions and related businesses to compete effectively in the financial marketplace.

As the global economy becomes more inter-dependent and inter-connected, Guam must be poised to take advantage of its location and potential as the

employment opportunities without adversely impacting our infrastructure.

Objective 5. We must roll Guam into the North America Telecommunications Rate Integration Plan as provided for in our Telecommunications goals.

GOAL 2. Develop Guam as a globally competitive insurance center in the Pacific.

Objective 1. We must minimize or eliminate ineffective and unreasonable regulations and taxes on the insurance industry.

Objective 2. Establish an insurance QC program through GEDA allowing 100% rebates on insurance underwriting.

Objective 3. Prepare rules and regulations governing captive insurance in preparation for the new insurance QC program.

Objective 4. Develop and implement focused marketing plans to attract U. S. multi-nationals, as well as established Asia/Pacific corporations.

Objective 5. Identify additional infrastructure needs required to attract investment and fully develop Guam as the Financial and Insurance hub of the Pacific.

ACTION PLAN

The primary goal of the Vision 2001 Financial Services Task Force is to foster the growth and prosperity of the financial services and insurance industries on Guam. To accomplish this, we must develop incentives to recruit investors in these industries to our island, establish rules and regulations that ensure stability within the sector, and promote Guam as a profitable new financial services hub in the Pacific.

Building on a foundation laid with new captive insurance statutes, we can aggressively develop Guam as a regional financial center. GEDA will put the captive insurance rules and regulations into place by the early part of 1997. GEDA is presently preparing a global marketing campaign including direct mail, print and electronic media.

DIRECTION

By pursuing the above strategies we will promote the expansion of Guam's economy in a direction that will produce well paying jobs and which ties Guam further into the global economy. This would involve the following steps:

- 1) The further reformation of our present financial regulatory structure;
- 2) A strong marketing effort to attract the interests of major insurance, banking and international finance institutions to Guam;
- 3) Further development of our telecommunications infrastructure to support this new industry;
- 4) Active support and promotion of public and private sector training efforts to ensure that the work force for this new industry will be drawn from the local community first.

Vision 2001 identifies the financial services industry as one business segment particularly suited for expansion on Guam for two important reasons:

1. There is a growing demand for finance and insurance hubs in the Pacific. Guam holds a particularly unique advantage since no other Asia/Pacific jurisdiction specializes in this industry and the demand for insurance services is growing throughout the world.
2. Financial services and insurance industries create desirable jobs with good working conditions and competitive earnings.

Guam's multi-cultural community, its burgeoning telecommunications industry and its rapid development as a world class destination for tourists provides an enticement to young professionals and college graduates seeking opportunities on American soil. Our development as a financial and insurance industry hub for the region presents unique opportunities which would not be available anywhere else in the world.

If Guam successfully follows the type of economic model used to promote finance and insurance in the Bahamas, we could generate millions of dollars in additional tax revenue each year. The growth of these industries on Guam will create demand for much of our commercial real estate, and ancillary services without making heavy demands on our infrastructure.

Guam possesses some significant strengths to help recruit financial and insurance investors to the island. Current resources available on Guam which support growth in these industries are:

- Our geographic location at the crossroads between Asia and North America;
- The protection of the U.S. flag and U.S. laws;
- State-of-the-art telecommunications facilities and services;
- An educated and skilled work force; and
- Existing successful banking, insurance, legal, accounting and stock brokerage companies.

A very unique opportunity exists for Guam in the "captive" insurance specialty market. In a time of escalating insurance costs, worldwide natural disasters and increased exposure to lawsuits, many companies are turning to the captive insurance market for their coverage needs.

"Captives" are insurance companies owned by the business they insure, allowing the business owners to assess their own risk exposure and determine the amount of premiums they wish to invest in their insurance coverage. Captives are an approximate \$19 billion industry per year in Bermuda, a territory attractive to captive insurance companies because of its tax free structure. Guam can mirror this success by establishing a tax free zone for captive insurance companies.

The time is right for Guam to take the lead in the industry as there is now world-wide interest in insurance. This comes as the result of significant natural disasters, a vacuum created for financial services in Asia by the impending change in Hong Kong's status in 1997, and a vast, virtually untapped Asia/Pacific market.

GOALS/POLICY RECOMMENDATIONS

Putting a finance services plan into action will require the support of our banking and insurance communities, the legislature, the governor, and the community-at-large.

GOAL 1. Develop Guam as a globally competitive banking and financial services center.

Objective 1. Hold information gathering meetings with local banks and financial services providers to identify opportunities to expand our present services and opportunities.

Objective 2. A territorial decision must be developed on opting in or out of the Reigle/Neal Banking Competition Act. We must ensure that we have all necessary studies on the effect of this act before making a decision on this issue in 1997.

Objective 3. Eliminate taxes on foreign deposits in Guam banks and foreign investment transactions accommodated through Guam brokerage firms.

Objective 4. Establish an open environment for stock trading and mutual fund transactions by eliminating withholding tax on earnings of non-resident investors through GEDA's Qualifying Certificate (QC) Program. We must rewrite existing tax laws to entice more investors and investments which will create increased

Transshipment & Transportation

"The Asia-Pacific area is setting the pace for increasing global interdependence through rapid expansion of regional trade and investment. The window of opportunity is opened to Guam now. It is essential that we not be passed over."

Guam relies exclusively on air and sea transportation for goods and supplies. Virtually every physical item that we come into contact with in our daily lives was brought to Guam by plane or ship. These two modes of transportation are vital to the health and well-being of our residents and our economy. Facilities to service these modes of transport will continue to play a pivotal role in Guam's development as we seek to diversify our economy and enter into the international trade arena. With our strategic location in the Pacific, Guam has great potential as a regional leader in coordinating and facilitating trade between the U.S., Asia and Micronesia.

The further development of new and existing transportation and transshipment industries are initiatives that need to be

supported for Guam to participate in the rapidly expanding Pacific Rim trade.

Decisions resulting from the Base Realignment and Closure Commission's (BRAC) '93 and BRAC '95 process will have a direct bearing on the variety and level of activities that we can plan for in the reuse of the valuable dockside and aviation properties to be returned to the people of Guam. The expansion of our transportation and transshipment industries will rely heavily on the release of assets being negotiated with the military for Apra Harbor and the former Naval Air Station. These negotiations are currently taking place between the Government of Guam and the Department of Defense.



GOALS/POLICY RECOMMENDATION

The primary goal of the Transshipment and Transportation Task Force is to develop Guam's opportunities in the areas of air and ocean transport. This encompasses potentials in the areas of: customs clearance and free trade zones, shipbuilding repair and maintenance, light manufacturing, and aircraft maintenance and general aviation technologies. Development in these areas equate to the creation of skilled job opportunities for our people into the next millennium.

GOAL 1. Expand current and develop new aviation related industries to further Guam's economic base.

Objective 1. Implement the Guam International Airport Authority's (GIAA) Reuse Plan to expand existing and create new aviation related activities.

Objective 2. Integrate potential multiple uses of existing facilities with existing economic programs and activities.

Objective 3. Develop a marketing plan to target potential new aviation related businesses and industries.

Objective 4. Further expand and develop the aircraft maintenance school and explore other aviation related training opportunities for Guam.

Objective 5. Re-engineer existing GIAA maintenance operations to include the expansion of its area of responsibility as a result of the closure of the former Naval Air Station (NAS).

Objective 6. Encourage general aviation activities as well as cargo flights and encourage new airlines to service Guam.

Objective 7. Identify potential for the development of passenger terminal and related facilities in Apra Harbor including the improvements and reconstruction of existing wharves and infrastructure as required.

GOAL 2. Pursue Guam's designation as a pre-clearance zone for U.S. Customs creating a new industry in bonded warehousing and container freight station activities.

Objective 1. Maintain and expand a working dialogue with the U.S. Customs Service to ascertain requirements, address issues, and develop and implement an effective and economical program.

Objective 2. Determine Guam's existing and potential passenger and cargo volumes.

Objective 3. Develop a marketing plan to attract private

businesses to conduct bonded warehousing and container freight station activities.

Objective 4. Develop Guam as a major distribution center for mail order freight.

GOAL 3. Establish Guam as a major transshipment and cargo hub.

Objective 1. Prepare an inventory of real estate and assets available under the BRAC '95 base closure and finalize transfers or long-term leases for the areas in and surrounding the Apra Harbor.

Objective 2. Complete the on-going development of a business reuse plan for the Fleet Industrial Supply Center (FISC) and other assets to be closed or realigned and returned to the people of Guam.

Objective 3. Expand existing container handling and transshipment facilities including warehousing. Determine additional infrastructure needs to support this expansion.

Objective 4. Convince Congress to exempt Guam from the Jones Act to allow for competitive transshipment of goods between Asia and North America via Guam. This act prohibits the ocean transport of goods between U.S. ports unless the goods are transported aboard U.S. flag vessels preventing international carriers from competing for West Coast U.S. cargo destined for Guam and Guam cargo destined for U.S. ports.

Objective 5. Develop a management plan including a marketing and investment program designed to entice public/private partnerships and new businesses in transportation and transshipment opportunities on existing, returned or realigned properties.

Objective 6. Encourage the military to continue using Guam as a major resupply port for the region and to utilize private companies to conduct such resupply.

GOAL 4. Implement the U. S. Customs Advance Passenger Information System to enable passengers to expeditiously enter Guam.

Objective 1. Specific activities to accomplish this goal include facilitating dialogue between the airlines, the U. S. Customs Service, and the Guam Customs and Quarantine Agency, obtaining commitments and identifying the resources required to implement this program.

ACTION PLAN

Facility leases between GEDA and the Department of the Navy will be completed in 1997. Likewise, GEDA,

designated by law as the "Local Redevelopment Authority" (LRA) for BRAC '95 properties, will complete a redevelopment plan. This plan will identify the areas and types of businesses and economic activities to be developed on those leased properties. Industries such as fisheries, tuna transshipment, ship repair, container freight stations, bonded warehouses and other seaport activities will flourish as these areas are developed.

Plans for the full development of Guam's aviation related activities and opportunities are underway for the former NAS facilities returned under BRAC '93 are presently being. The Transshipment and Transportation Task Force will continue to work with the Government of Guam, the Federal Government as a portation hub in the Western Pacific.

DIRECTION

The existing and planned development at the Commercial Port and the expansion of the Guam International Airport Terminal (GIAT) will improve Guam's ability to handle air and sea freight and passengers. These developments coupled with the return of the former military assets at Apra Harbor and the former NAS makes Guam the most logical location for a transshipment and transportation hub to service the islands of the Pacific and ports beyond.

Use of Guam as a transshipment port will relieve other areas in Micronesia of the expense of building deepwater port facilities to handle large ocean-going container ships. As a transshipment hub for containerized cargo, Guam becomes a logical container staging area for the congested Asian ports servicing east bound cargoes. In addition, exemption from the Jones Act will greatly enhance our ability to become the transshipment and transportation hub in the Pacific. The development of warehousing activities will increase the efficiency of container freight station operations for local cargo and will relieve valuable commercial and industrial warehouse space in central Guam for more productive utilization.

Promoting the expansion of the newly created aircraft maintenance school, and developing and implementing marketing plans to target businesses and industries directly related to aviation will create the environment and economic impetus for further development and growth in this area.

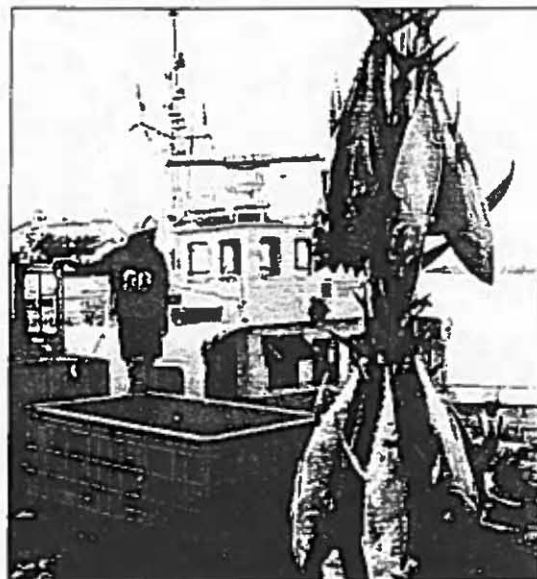
Fisheries

"Fishing has always played a central part in the Chamorro people's way of life. Our Chamorro ancestors were expert seafaring people, and we continue to treasure the bounty of the sea. As an economic sector, fisheries has come full circle, bringing us once again into the far reaches of the Pacific Ocean, and bringing with it the prospects for capturing greater benefits for our island community."

Guam's competitiveness as a port-of-call for fishing operations is augmented by its deepwater harbor, protected anchorage and adequate dockage with ship service stations conveniently situated. Moreover, our freight terminal with its modern cargo and container handling equipment, improved net and ship repair capabilities, and the most reasonable fuel prices in the region make Guam the logical choice for the efficient and cost-effective handling of commercial fishing catches.

Sophisticated communications capabilities enable boat

captains and crew to communicate directly with parent companies and families. Proficient vessel and shipping agencies, efficient and economical freight forwarding services and, most important of all, frequent direct flight service to major fresh fish markets in Japan are the major inducements for longliners specializing in sashimi grade tuna transshipment. The availability of a secondary market for standard grade sashimi tuna among the island's hotels and restaurants makes Guam an even more attractive port of call for these ocean harvesters.



Two primary types of fishing vessels, purse seiners and long liners use Guam for a variety of operations. Direct and indirect fishing vessels activities include: fueling; provisioning; unloading; air and sea transshipment; net and vessel repairs; crew repatriation; medical; warehousing; value added processing; as well as rest and recreation for vessel crews.

With the amendments to the Magnuson Act, Guam's fishing industry has the growth potential to provide certain services on a regional basis working hand-in-hand with the rest of Micronesia. It will require a coordinated effort to ensure that this shared growth approach will benefit all participants.

GOALS/POLICY RECOMMENDATIONS

GOAL 1. Improve and expand Guam's existing local and commercial fisheries infrastructure.

Objective 1. Revise the Port Authority of Guam's (PAG) Master Plan to meet future fishing fleet needs to include: general improvement of PAG's facilities and infrastructure; relocation of businesses that are not dependent on dockside location; and expansion of existing docks and warehouse spaces.

Objective 2. Assess and improve existing marinas' capabilities and facilities and identify infrastructure needs of small scale and recreational fishermen, including the construction of additional boat ramps on Guam's eastern side, along with additional fish aggregating devices.

Objective 3. Identify opportunities and promote the availability of Navy properties to be returned or realigned under BRAC '95 for expansion and efficiency of commercial fisheries operations.

Objective 4. Identify and promote the expansion of Guam's total air and surface freight capacity for fish transshipment to accommodate growth in the industry.

Objective 5. Entice private companies to reuse SRF as a

ship repair facility that can also perform repairs of fishing vessels.

GOAL 2. 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.

Objective 1. Establish a trade commission to visit major fishing fleet home-ports in Asia to meet with members of appropriate fisheries' associations and companies, the Forum Fisheries Agency (FFA), and government ministries, to promote Guam as an attractive and profitable fishing hub.

Objective 2. 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.

Objective 3. Develop and implement fishing policies designed to sustain Guam's marine resources and establish appropriate regulatory and enforcement policies for Guam's 200 mile Exclusive Economic Zone (EEZ).

Objective 4. Work with the Immigration and Naturalization Service (INS) to develop a "user friendly" port-of-call for licensed foreign fishing fleets including the implementation of a visa-waiver program for crewmen and deletion of wharfage fees for vessels engaged in fishing.

GOAL 3. Integrate fisheries management and development on Guam into a regional context.

Objective 1. Improve coordination and communications between agencies related to fishery commissions and special interest groups within Micronesia.

Objective 2. Promote public quarterly and annual fishing data reports for regional utilization.

Objective 3. Seek out full inclusion with voting rights in regional policy making bodies such as the FFA.

Objective 4. Seek federal government recognition of the island's control over its EEZ based on traditional rights, international convention and by virtue of its

own claim through the amendment of the Magnuson Fishery Conservation and Management Act.

Objective 5. Identify federal, local and regional policy constraints to fishery development, and seek out appropriate statutory changes as required.

GOAL 4. Further develop and encourage local industry-related resources and commercial opportunities.

Objective 1. Develop a locally owned U.S. flag fleet. **Objective 2.** Investigate and develop potential value-added process sites, establish a land inventory for live bait farming, and develop other fish resource related industries.

Objective 3. Create a business plan for the use of vessel forfeits and develop a marketing plan for export of Guam landed fish.

ACTION PLAN

Dockside and warehouse space must be expanded prior to and during the growth of the industry. There are opportunities to make efficient use of existing sites for vessel operations by relocating and consolidating non-critical, non-vessel related services, and by promoting the availability of physical expansion opportunities. GEDA needs to insure that properties are developed for the purpose of vessel servicing, and basing.

The establishment of an EEZ task force to maximize our potentials in the commercialization of our surrounding ocean resources will be one of the first steps that must be taken. The full inclusion of Guam in regional fisheries policy making bodies will enable us to ensure viable fish stocks for sustainable fisheries development.

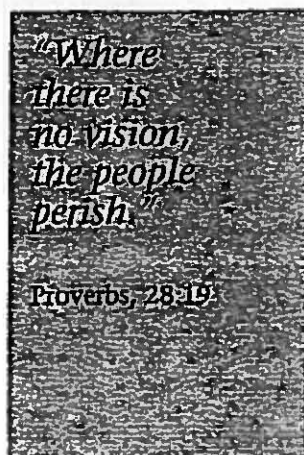
Guam needs to provide our own local people with the resources and incentives necessary to participate in fishing and related industries. In order to expand Guam's competitiveness and encourage growth of the industry's contribution to the island's economy, these strategic steps and recommendations have been identified to address immediate opportunities and mitigate unnecessary constraints. Guam presently has a \$150 million fisheries industry. Successful implementation of these policies can triple this sector of our economy and produce a \$450 million industry providing our people with new jobs and business opportunities.

DIRECTION

GEDA and PAG are working on a lease agreement with the Navy for Victor Wharf. The wharf will be used for fisheries purposes. The wharf will increase the amount of space available for the fisheries industry as well as free up space at the port for transshipment purposes.

Furthering our fisheries industry must include a regional perspective if we are maximize our growth potential. This can only be accomplished through regional cooperation and sharing of resources and information for the benefit of all.

CONCLUSION



This Executive Summary represents but a sampling of the dreams and aspirations of an empowered community. Their work is memorialized in the 13 volumes of reports, references and technical materials that are at the heart of Vision 2001 and in the successes that have already been accomplished since Vision 2001 was first conceptualized.

Vision 2001 is a living document designed to be flexible and dynamic. It is designed to respond to an ever changing world, a world that is becoming more competitive, faster paced and inter-dependent. Even more importantly, it was created to be flexible to our needs as an island community with our own unique dynamics and our own unique identity.

A safe and flourishing community can only be nurtured and sustained if those who make up the community are actively engaged in its development, and take responsibility for its success. Our economic, social, political and cultural advancement must be a community effort, a consensus of ideas and ideals. For only then, can we truly take control of our own destiny.

Not one of the thirteen sections of Vision 2001 can stand alone. All the sections are interwoven and dependent on each other. It is a matrix of goals, objectives and recommendations with one common thread ... unity of purpose, a purpose that crosses political, social, economic, and cultural lines.

As we move forward into the next millennium, the measurement of our success as an island community will be found in our accomplishments of the goals and objectives of Vision 2001. If we rise to the challenge, we can establish our island as the economic bridge between Asia and the United States and build a bridge to the 21st century. Vision 2001 will be a testament to our ability to pull together for the good of the whole. It will be our tribute to the generations who came before us and our legacy to the generations that follow.

Vision 2001 ... its about our people ... its about us ... its about YOU!

KNOWLEDGEMENTS

CONCEPT DIRECTION AND DEVELOPMENT

Governor Carl T.C. Gutierrez
1st. Governor Madeleine Z. Bordallo
Senator Joe T. San Agustin
Senator John P. Aguon
Senator Sonny Orsini
Chief of Staff Glenn Leon Guerrero

EDUCATION

President Rosa Palomo
 Rosa Palomo is a Professor of Chamorro Language for the Humanities Studies Division of the College of Arts and Sciences, University of Guam.

HEALTH CARE

President Margaret Van Meter
 Margaret Van Meter is the regional Vice President of the HP Asia Pacific Region. FHP is a nationally-qualified HMO focused on the concept of Quality Management in health care for the region.

HEALTH CARE

President Helen Ripple
 Helen Ripple is the former administrator of the Guam Memorial Hospital. She is currently the Director of the Guam Health Planning Development Agency.

PUBLIC SAFETY

President Adolfo Palacios
 Adolfo Palacios manages and runs Palacios Security Agency. Captain Palacios is retired from the Guam Police Department and is a former Chief Marshall of the Superior Court of Guam.

Major Earl Aguigul
 Major Earl Aguigul has been in law enforcement for 21 years and is now a police major heading the Office of Special Projects for the Guam Police Department.

INFRASTRUCTURE

President Jerry S.A. Perez
 Jerry Perez has served as President of the Guam Division of the DFS since 1989. Perez has been with DFS Guam since 1979. He is a member of the Governor's Council of Economic Advisors.

President Jesus Salas
 Jesus Salas is the Administrator of the Guam Environmental Protection Agency. Prior to this appointment, Salas served as the Deputy Administrator of the Agency.

AFFORDABLE HOUSING

President Tommy Young
 Tommy Young is the Executive

Vice President of Hawaiian Rock Products. Prior to his current position, Young was Operations Vice President. He is a member of the Governor's Council of Economic Advisors.

James Sablan
 James Sablan is President of the Guam Housing Corporation. He was formerly Chief of Staff for Lt. Governor Madeleine Z. Bordallo during her tenure as Chair of the Committees on Education and Health in the Guam Legislature.

FAMILY AND CULTURAL VALUES

Father David Quintugua
 Father David Quintugua serves as Vicar General of the Catholic Archdiocese of Guam.

Tony Palomo
 Tony Palomo is the Curator for the Guam Museum. He is a former Senator in the Guam Legislature and is a noted historian, with many writings and publications to his credit.

Dr. Katherine Aguon
 Dr. Katherine Aguon is the Chair for the Bureau of Women's Affairs Board of Directors. She is a former Director of the Department of Education and teacher. Aguon is very active in Chamorro Language education and is instrumental in the creation and implementation of the Chamorro Heritage Institute.

HUMAN RESOURCES

Andy Andrus
 Andy Andrus is President of Andrus and Associates. A resident of Guam for many years, Andrus has been involved in human resource management, research and executive placement, providing assistance and counseling to both the private and public sectors.

John T. Cruz
 John T. Cruz is President of the Guam Community College. Through his leadership at GCC, a variety of vocational, technical and adult education programs have been implemented both on-campus and off-campus.

ENVIRONMENT

Jesus Salas
 Jesus Salas is the Administrator of the Guam Environmental Protection Agency. Prior to this appointment, Salas served as the Deputy Administrator of the Agency.

TELECOMMUNICATIONS

Danny Santos
 Danny Santos has been the Chief Executive Officer/General Manager of Sprint Guam since 1993. Santos formerly served as General Manager of the GTA.

Rex Sorensen
 Rex Sorensen is the General Manager and Chief Executive Officer of Sorensen Pacific Broadcasting Company. He is a member of the Governor's Council of Economic Advisors.

Robert Kelley
 Robert Kelley is a special advisor to the Governor on telecommunications, with particular focus on FCC issues and most importantly, the Telecommunications Act of 1996.

TOURISM

Bob Coe
 Bob Coe is the Regional President of DFS' Mid Pacific Region since 1989. He began his service with DFS in 1984 as President of DFS Alaska. Coe is also Vice Chairman of the Tourism Council.

Madeleine Z. Bordallo
 Madeleine Z. Bordallo is Guam's first female Lieutenant Governor and Chairperson of the Beautification Task Force. She served five terms as Senator and Chairperson of Committees on Health and Education.

FINANCIAL SERVICES

Allen Pickens
 Allen Pickens is the Managing Partner of Deloitte & Touche in Guam and Micronesia. Pickens has been involved in the finance industry since 1965 and is involved in various civic organizations. He is a member of the Governor's Council of Economic Advisors.

Glenn Leon Guerrero
 Glenn Leon Guerrero is the former Administrator of the Guam Economic Development Authority. Prior to this, he was the General Manager for BHP on Guam and served as Executive Director of the Guam Election Commission.

TRANSPORTATION AND TRANSPORTATION

Senator Joe T. San Agustin
 Joe T. San Agustin is a retired Senator of the Guam Legislature served as Chair of the Committee on Economic Development. He is a member of the Governor's Council of Economic Advisors

and is Vice Chair of the BRAC '95 Steering Committee.

Van Shelley
 Van Shelley is the President of Nissan Motor Corporation of Guam. He also heads the Coalition for the Repeal of the Jones Act (JAR). He is a member of the Governor's Council of Economic Advisors.

FISHERIES

Ray Carter
 Ray Carter is the General Manager of Casamar Guam Inc. Carter has been employed in the fishing support industry most of his adult life. For the past 20 years, Carter has been a manager of companies involved in the marine supply and ship repair business.

Capt. Eulogio Bermudes
 "Eloy" Bermudes is the General Manager of the Port Authority of Guam. He was formerly the Commanding Officer of the Ship Repair Facility at Apra Harbor with over 20 years of service in the U.S. Navy. Bermudes is a member of the Executive Staff Oversight Committee (ESOC) for BRAC '95.

WOMEN'S ISSUES

Talling Taitano
 Talling Taitano is the Executive Director of GHURA and Board Secretary for the Bureau of Women's Affairs. She is an active member of several women's groups.

Sarah Thomas-Nedodog
 Sarah Thomas-Nedodog is Deputy Director for SPIMA and has been a human service provider for 20 years. She has initiated programs that support the family.

Christine DeLisle
 DeLisle is a published writer who received her bachelors from U.S. Berkeley. She is active in women's organizations and was a representative at the 4th World Conference on Women in Beijing, China, 1995.

Nancy Tan
 Nancy Tan is Branch Manager for Moylans Insurance and has been an advocate for women's issues for the last 10 years.

Laura T. Souder
 Laura Souder-Betances served as Advisor to the Women's Task Force.

Task Force Members:

EDUCATION
 Rosa Palomo, Panel Chair
 Sen. Hope A. Cristobal
 Sen. Judith Won Pat-Borja
 Mayor Eddie Artero
 Art De Oro
 Karen Mendoza
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Superior Court of Guam
Agency for Human Resource
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Bureau of Budget Management
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Bureau of Planning
Bureau of Women's Affairs
Chamorro Heritage Institute
Chamorro Land Trust
Commission
Chamorro Language
Commission
Civil Defense
Commission on Self-
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Department of Agriculture
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Education, Port Authority of
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better Guam.



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