

"It's About You"

VISION 2001

+ Healthcare

Public Safety

Infrastructure

Affordable Housing

Environment

Telecommunications

Tourism

Fisheries

Human Resources

"It's About People"

"It's About You"

"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."

VISION 2001

"It's About People"

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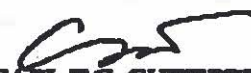
For nearly 11 months now, a very remarkable group of people from all sectors of our community have been working diligently to build a consensus of ideas. Ideas that are born from a compelling desire of all the individuals involved to make our island the very best that it can be. Ideas that were created from a Vision for Guam that was brought about by a need to act proactively in a competitive world that is changing rapidly.

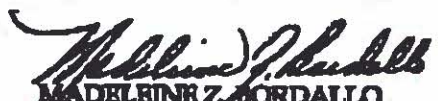
They represented all walks of life, bringing different perspectives on issues that directly affect our island as a whole. It was a community effort . . . a community consensus for a better Guam. A Vision for a community that is attractive, safe, clean and rich in educational and employment opportunities. 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.

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 as individuals, business and community groups, elected officials and civic organizations are brought together in the spirit of cooperation to solve 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 are in the matrix of over 2,000 tasks that need to be accomplished and can be accomplished by the year 2001. In fact, many of the tasks are already completed or are in motion. 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


MADLEINE Z. BORDALLO
Lieutenant Governor

CONCEPT

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.

*"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 Quality of Life



Education

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 educational opportunities throughout people's lives will enable them to adapt to changing conditions in our communities, our island and our world.

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 an 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. Therefore, it requires a community effort.

Education is a life-long process which must 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 development, support of family and cultural values, and foster quality leadership among those who will ascend to those positions of responsibility.

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, we will see 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, accessible and ideally populated 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 preschool programs that help prepare children for school.

Objective 2. Motivate each parent of a preschool 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 systems.

GOAL 2: *The high school graduation rate will increase to 95% and better.*

Objective 1. Guam will dramatically reduce its school drop out 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 their non-minority counterparts will be eliminated.

GOAL 3: *Guam students will leave grades 4, 8 and 12 demonstrating competency in challenging subject matter including English, Chamorro, mathematics, science and technology, foreign languages, civics and government, economics, the arts, history and geography. They will 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 knowledge 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 percent.

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 teach 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.

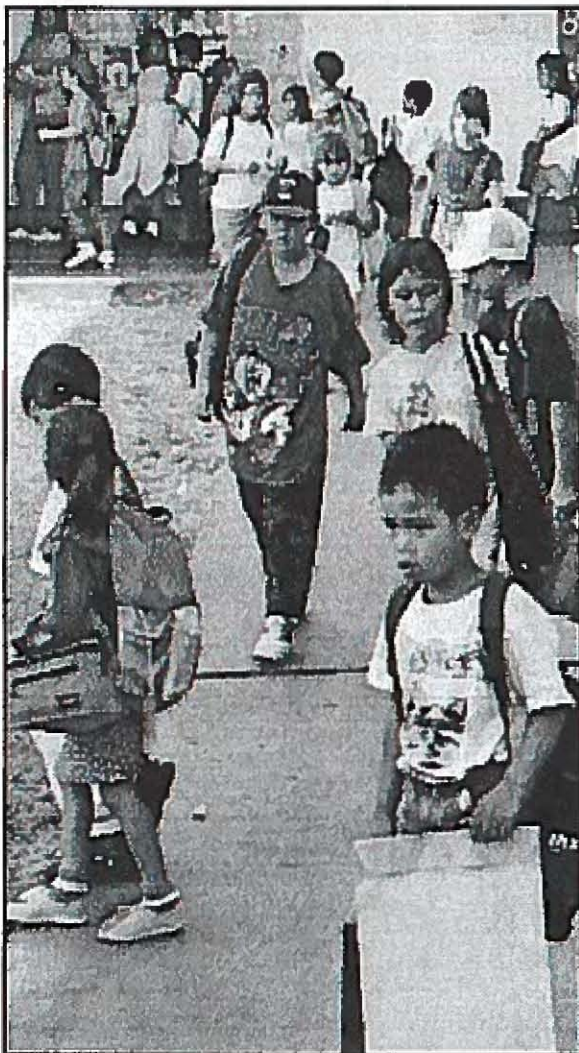
Objective 3. Parents and families will help to ensure that schools are adequately supported and will hold schools and teachers to high standards of accountability.

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

Objective 1. Design a reorganization of the Department of Education 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 Department of Education (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 "feeder bands" 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.

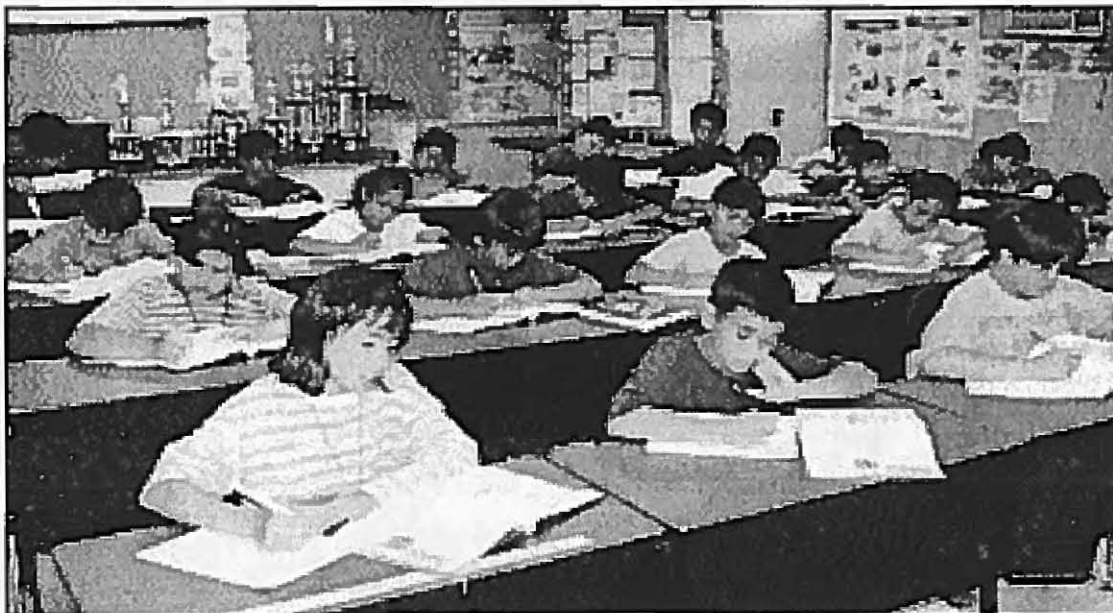
The quality of education determines our island's ability to compete in the global economy and grow through productivity increases and the development of goods and services, giving our children the ability to lead meaningful and productive lives.

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.

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.



Healthcare

"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."

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. GMH is now capable of providing for basic and some specialized health needs of our community. Unfortunately, the fiscal and regulatory limits of government burden GMH. The hospital's bureaucratic nature has limited its ability to operate profitably and to invest in the maintenance and upgrade of the facility. Over the years, the hospital's revenue base continued 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 "re-think" our present system and move towards operating GMH as a private business in a public/private joint venture approach.

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.



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 would 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 special interest group will be allowed total control of GMH.

GOAL 2. Prevention of disease. Guam's death rate for diabetes is nearly five times the rate of the United States; the rate for deaths due to heart attacks is similarly unacceptably 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 programs designed to maintain our people's health at the highest levels possible. A healthy population will reduce the cost of health care by reducing the need and frequency to access acute care services.

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

Objective 4. Provide the community with education on disease prevention methods and 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 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 locals 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 costs.

Objective 2. Through public health clinics, and public service and education programs, we will provide preventive health 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:

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

ACTION PLAN

- Remove the direct governmental management of the hospital and place it in the hands of a qualified hospital management company during the transition into a privatized environment. This company would be motivated to provide efficient service because of an increased potential for profits. The negotiated contract would guarantee no justified fee escalation, access to all residents regardless of ability to pay, maintenance of the status quo from the existing employee base, non-discrimination in process, measurable

assurance of quality health care; and that a full service hospital facility will be provided. 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 demolition of the existing facility and sale of the property. Incorporated with that is the establishment of an irrevocable trust covenants that restrict the use of the proceeds of the sale to funding indigent care and capital improvements in hospital facilities.

Public Safety

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. As a society, as families, 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.

As a whole, Guam needs to promulgate and enforce tougher and more effective law enforcement. The effectiveness of good police work and extended incarceration of hardened criminals is beyond dispute. Those 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 of urgency. 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.

"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."



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 Sagan Policia 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 Resource Center, the Attorney General's office (Family, Prosecution, Victims Witness Advocate Service [VWAS], 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 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 and Guam Legal Services specifically 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. Funding will be appropriated so that GPD can provide more training for all officers and create a specialized unit of not less than 10 officers to investigate the handling of domestic violence cases, and the follow-through of policies already in place.

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 employees and on a yearly basis for all continuing employees.

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

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

GOAL 6. *Enhance public protection through victim's advocacy, counseling, restitution, compensation, home 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 concurrent evening counseling, information, and referral services for children and adults who are victims of violence in villages in the south, central and northern regions of Guam.

Objective 3. Options for prison industries, which would allow prisoners compensation



for producing a product or rendering a service, will be studied as an adjunct to the rehabilitation process and as viable alternatives to a strict penal system. This will provide 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 and private partnerships to combat crime.*

Objective 1. Civic clubs and organizations will be encouraged to redirect their fundraising efforts to target prevention and intervention programs/services designed to prevent domestic violence and other crimes and to provide services to the 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. Information brochures will increase tourist awareness and educate them on actions they can take and how to report criminal incidents. Establishment of 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 conversationally in the 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.

By 1997, 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

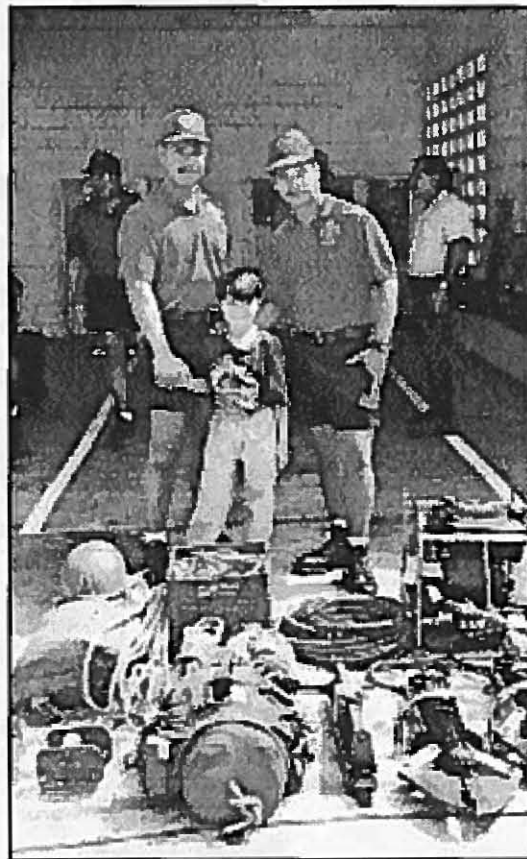
Few functions of government present so great an opportunity to serve the public; as does the pursuit of protecting people from crime and threats to their security and personal safety.

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 is nothing worse than a bad cop, and nothing 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.



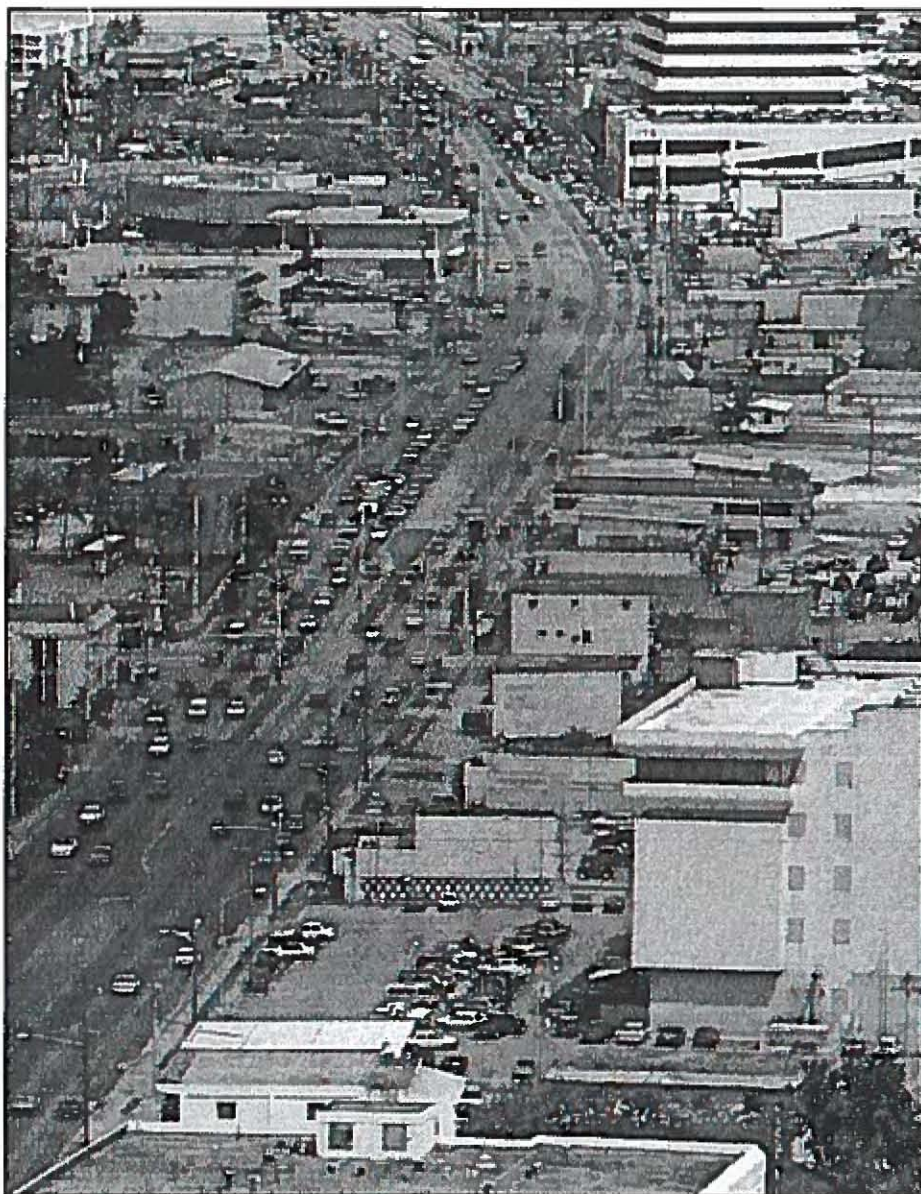
Infrastructure

"The cornerstone of any viable community is a sound infrastructure. By 2001; we will have the reliable and efficient power, water and sewer, telephone, and surface transportation systems this community deserves."

To attain the quality of life desired by all on Guam, adequate infrastructure is required. Everyone is immediately and directly affected by deficiencies in water and power supplies. Lack of infrastructure causes personal suffering and health problems, while also deterring economic development and causing damage to the environment.

Guam's infrastructure for power, water, waste water disposal, solid waste disposal, drainage, and land transportation is currently inadequate for our present needs. Expanded tourism and population growth will create even greater demands for all aspects of infrastructure.

Infrastructure development must be coordinated and properly planned in a comprehensive fashion to ensure that long-range investments respond to priority needs and support Guam's overall economic development and social objectives.



GOALS/POLICY RECOMMENDATIONS

Primary Infrastructure

Power

GOAL 1. *Over the course of the next five years, the Guam Power Authority (GPA) will repair and maintain all existing power plants and provide up to 140 megawatts of additional reliable, efficient and cost-effective generation to GPA's rate payers.*

Objective 1. Repair and rehabilitate existing power plants to industry specifications and provide in-service and on-the-job training in routine and preventive maintenance procedures to power plant employees.

Objective 2. Upgrade and improve the overall reliability of the Tanguissan, Cabras and Piti Power Plants.

Objective 3. Provide additional interim power capacity.

Objective 4. Provide for long-term Base Load Power Generation in accordance with accurate and up dated load analysis and projections for 5 - 10 - 20 year periods.

Water

GOAL 1. *Transition the existing Public Utility Agency of Guam (PUAG) into the new Guam Waterworks Authority (GWA).*

Objective 1. Determine the financial structure for the funding of GWA operational expenses and capital projects and re-engineer its management structure.

Objective 2. Establish a public awareness program to keep the public informed on the rationale and need for the transitioning of PUAG to GWA.

Goal 2. *Convert Guam's existing water delivery system into an efficient and cost-effective operation benefiting GWA's customers.*

Objective 1. Reduce line losses which result in unaccounted water consumption and set up water resources laboratory and inventory.

Objective 2. Resolve land acquisition constraints and update water system models to incorporate potential water demands for Chamorro Land Trust, Land for the Landless and excess military properties.

Objective 3. Construct 17 new wells island-wide, including 3 wells to meet the new airport expansion.

Objective 4. Design and construct the San Vitores waterline upgrade, and the Talofoto Reservoir and Booster pump.

Objective 5. Develop and implement a conservation strategy promoting efficient use of water.

Objective 6. Implement a groundwater accessibility study and a long-range exploratory well drilling program.

Objective 7. Construct 30 exploratory wells and 15 to 20 production wells on GovGuam property.

Objective 8. Construct a waterline from USO to Commercial Port and the Agat-Umatac waterline.

Objective 9. Complete the Ylig diversion surface water development project.

Wastewater

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

Objective 1. Implement the Tumon wastewater reversal and restructure Tumon Area Wastewater System Association (TAWSA)-GWA joint agreement.

Objective 2. Construct the Agat treatment plant, pump stations and outfall.



Objective 3. Acquire the Ypao Road pump station site and sewer easements.

Objective 4. Secure easements to tie Mamajanao pump station to Route 16.

Objective 5. Replace the Northern District effluent outfall line and repair digestors.

Objective 6. Upgrade the Barrigada/Mangilao and Chaot Pump Stations and construct new pump stations at Gun Beach, Harmon Village and Fujita sites.

Objective 7. Extend sewer lines from M.U. Lujan intersection in Yona to Route 4a intersection and build sewer pumps to service the line.

General Infrastructure

Storm Drainage

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

Objective 1. Complete the Northern District Flood Control Drainage study.

Objective 2. Complete the Marine Drive Drainage Plan and construct the drainage system.

Objective 3. Evaluate drainage plans for Tumon Bay and develop a permanent solution to the Tumon Bay drainage problem.

Objective 4. Conduct the Harmon sink water analysis.

Objective 5. Construct a combined Hyatt-Sandcastle drainage outfall.

Objective 6. Implement the island-wide storm water protection action plan to correct

storm water problems identified for 57 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 on Guam.

Objective 1. Complete Route 10A lane re-striping and bridge widening.

Objective 2. Rehabilitate Happy Landing Road and Route 1 and Route 2.

Objective 3. Reconstruct Route 30/30A, Route 4 (Inarajan Village and Yona), Routes 26 and 27, and Harmon Access Roads.

Objective 4. Complete 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. Scenic Route Demonstration Project - vegetation overgrowth control.



Objective 2. Create a Vision 2001 Highway Beautification Program.

Objective 3. Construct overpass/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. Navy's Piti Power Plant was built in the 1950's. Three of the Piti units have now been retired 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 were built in 1974 and have experienced a series of major outages due to lack of maintenance over the years. 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. The overworking of these units have caused serious maintenance and repair problems which cannot be attended to because these units have been functioning as supplemental baseload units.

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 recently awarded contracts for collaborative joint venture efforts with three private power companies who will repair, operate and maintain these existing units, provide a new 40 megawatt interim power generator and 2 new 40 megawatt baseload generators. These collaborative efforts will serve as the model for further efforts to develop cooperative agreements with private sector companies who can provide the funding necessary to supply reliable and cost effective generation and call for the immediate stabilization of our power crises.

Water

We obtain drinking water primarily from 102 GWA 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. The authority records only 56% of this as consumed, and 44% as unaccounted for. Over the course of the next five years, GWA will work towards reducing the amount of water which is unaccounted for. 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 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 Guam 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 GWA 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 is 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 Guam aquifer and natural waterways and protect against erosion, sedimentation and pollution. Over the next five years, the Department of Public Works (DPW) will complete and construct a drainage plan design for Marine Drive and the Harmon area, as well as 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 various island roads.

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

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

DIRECTION

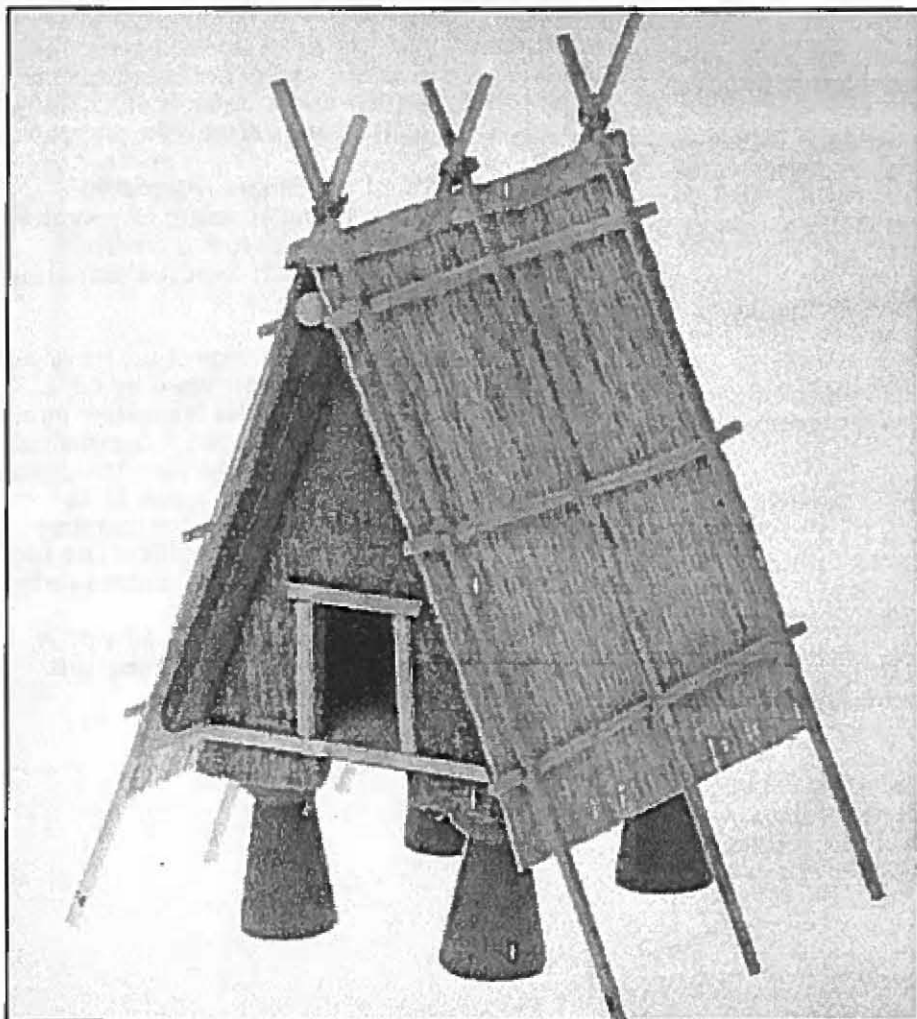
The numerous steps needed to meet Guam's infrastructure needs will largely depend upon funding generated through development impact fees, user charges, and increased government income based on private economic growth. Responsible government agencies must identify and quantify the infrastructure needed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

Affordable Housing

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

Additional obstacles 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 most overriding deterrent 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.



"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 ever make."

GOALS/POLICY RECOMMENDATIONS

Increasing home ownership means more than simply increasing 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, availability and accessibility.

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

GOAL 1. *LAND or existing home inventories 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.

GOAL 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;
- to construct low cost units through public-private partnerships;
- to make available alternative financing options for qualified applicants; and
- to improve employment standards and opportunities for our people.

Secure the passage of Bill 208 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 profile 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.

Implement the Lada Estates Affordable Housing Project. Guam Housing Corporation (GHC) will identify at least 400 qualified home buyers within each required unit allocation.

Lada Estates is a housing project under development that will be administered by GHC. As originally intended under legislative mandate, the government proposes a comprehensive community development plan to consist of 400 single family housing units. Lada Estate homes will be available for purchase by middle to lower income families. The successful implementation of Lada Estates rests with GHC, the Guam Economic Development Authority (GEDA), and DPW, whom are currently working to bring this project to the bid stage.

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 home-building 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 GHC 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

"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."

Over the course of several generations, our island's population has grown from 18,000 to more than 140,000. With this surge 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 to 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 plans or lack thereof, but largely from the instability of our families.

The reciprocal relationship between family and civil society has shifted from beneficial mutuality to one that is negative. Family breakdown produces instability among adults and children who are unparented or poorly parented. In our schools, the multiple problems presented by these children cause serious problems for the schools as institutions and for students as citizens of those institutions.

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 violence among our children is testament to the fact that we have lost the tradition of commitment that once characterized marriage among our people. Divorce and its causes are at the heart of many of the crises facing our families. This 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.



Illegitimacy 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. To break the cycle of divorce requires strengthening laws pertaining to marriage, and making it harder to obtain a divorce.

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 caregivers. 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. With progress and change have come some lessons that show 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. We must bring back those values.

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

GOALS/POLICY RECOMMENDATIONS

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

Objective 1. Revisit, and where necessary and warranted, 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 programs or classes for the newly married, 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. *Decrease the number of families dependent on government assistance for care of the manamko.*

Objective 1. Empower families to assume more responsibility for the care of their manamko.

Objective 2. Create a sliding scale for assistance which matches needs.

Objective 3. Develop collaborative programs for public and private service providers to create caregiver training programs.

Objective 4. Increase home based care and support services for the elderly.

Objective 5. Increase the number of affordable housing facilities for the manamko that desire independent living.

Objective 6. Upgrade and increase activities for the elderly through intergenerational/outreach programs in existing senior citizens centers.

GOAL 4. *Rebuild, revitalize and re-strengthen 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 Dededo 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. Reverse undesirable social trends - divorce, unwed childbearing, and fatherlessness - by developing 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 begin providing training for parental educators providing 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 manamko to help make the decisions affecting their lives. Legislation will be introduced to create a "Bureau of Manamko" and establish a human resource directory for the manamko.

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 an abusive person.

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 and expand the Chamorro Heritage Institute (CHI) which works to integrate, coordinate and administer Chamorro cultural preservation, maintenance, and promotional

programs that are administered through numerous agencies. The institute's mission is to take immediate and incisive steps to insure that our Chamorro heritage will never fade away and have 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:

Work 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 restrict or prohibit cigarette vending machines.

Work with the legislature in creating laws that stiffen the penalties for persons convicted of operating, supervising, arranging, or profiting from prostitution.

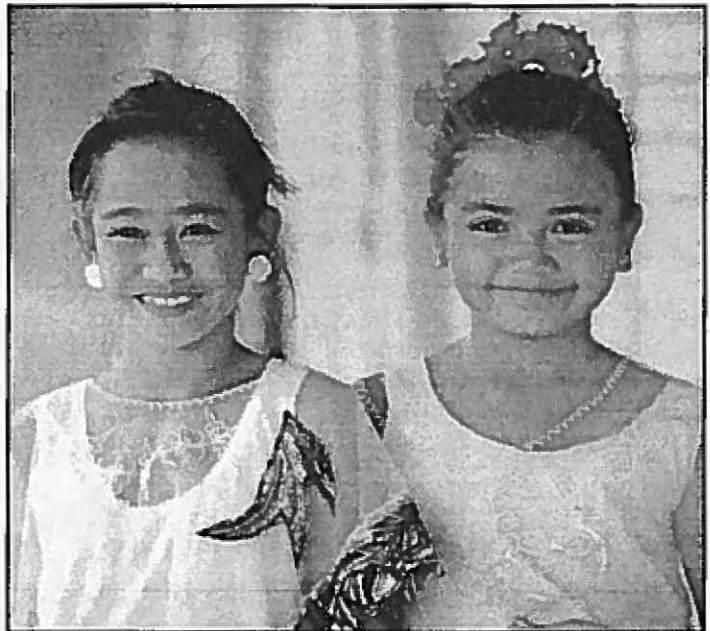
Develop a residential treatment facility for perpetrators, as well as, victims of sexual abuse.

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. This has been a transformation that, in some instances, spoke well of our ability to progress and prosper. In other instances, it spoke ill of our 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 has laid out the preceding goals, both long and short range, which should be pursued in our quest for a brighter and more peaceful future.



Human Resources

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 recent military downsizing, has dampened Guam's economic growth over the past two decades, the future for Guam's continued economic development 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.

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



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, retired 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 a lead agency for work force development. Consolidate existing resources and responsibilities into a single agency that will focus on preparing Guam's youths and adults with the education and skills needed for Guam's future work force.

Objective 2. Develop and implement a plan for expanding tourism training programs in high schools. Expand job-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 highest possible level.

Objective 4. Implement plan for establishing technology training programs in high

schools. Establish core technology programs as an option for interested and capable 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 highest 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 the 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 800 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 despite their origins, cultural preferences, or orientations and avoid 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. 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 to 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 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.

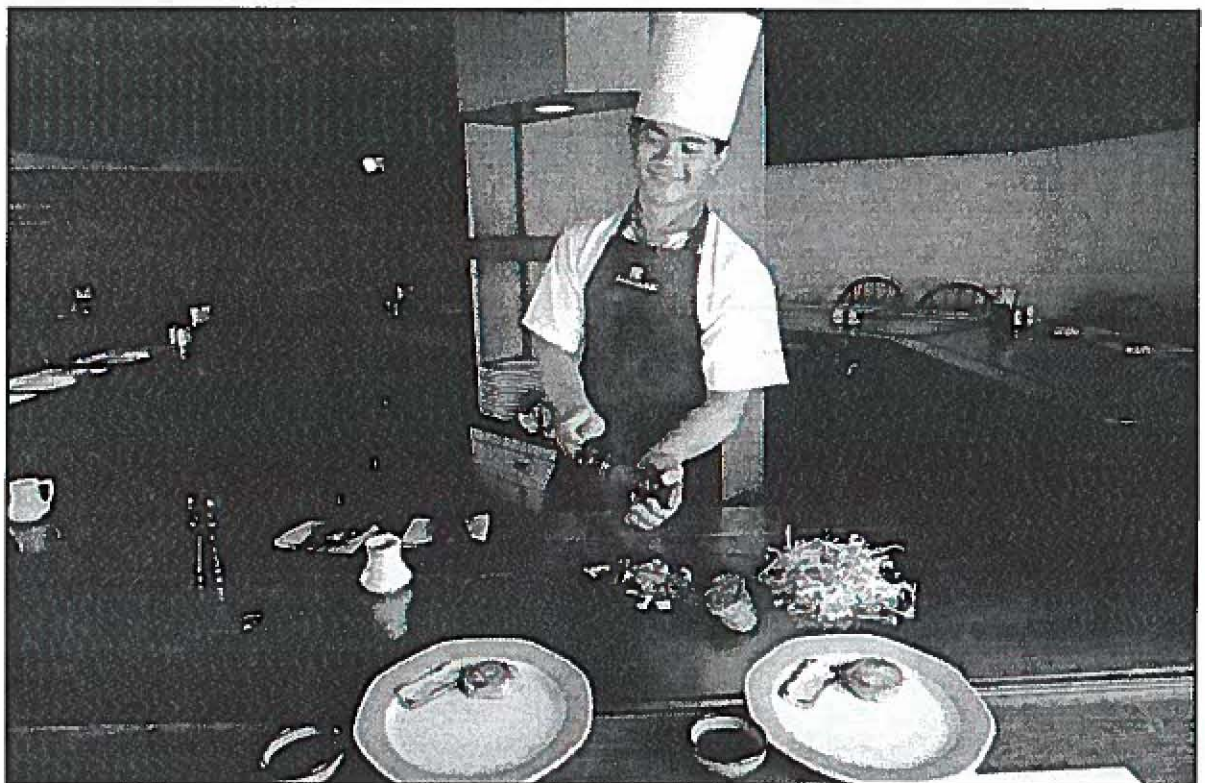
ACTION PLAN

Compensation And Benefits

Wages, salaries, and benefits will be made competitive among our public and private sectors. Such payment would be based on free market competition without pay rates artificially established or devised contrary to competitive practices. Compensation of employees should be based strictly on performance criteria. 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.

Increases in the Occupational Safety and Health Agency (OSHA) budget are recommended to assure effective inspections and compliance with standards. Procedures would be "confirmed" as including 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 understands 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 scars 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 preservation of Guam's cultural and natural heritage, and the sustainability of 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.*

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 Tumon 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, user conflict, crowding, litter, pollution, maintenance, graffiti 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 Policy Committee constituted to provide intensive, stake holder driven management of the Tumon and Agana Bays. The entity shall be created with the ability to both receive appropriations from the government and/or solicit grants from public and private grantors to conduct research and planning work, prioritization, 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 of 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 including posters to assist the teachers in educating all students on the environment.

Objective 2. Educate households on subjects such as open burning, proper disposal of waste materials, 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 to purchase materials for recycling.

GOAL 8. *Formulate legislation and regulations aimed at the protection of our environment.*

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.....provide some balance between economic development and environmental preservation.

ACTION PLAN

Community awareness and aggressive proactive 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, without an ethic based on the acceptance of this responsibility, efforts to sustain natural resources protection and environmental quality cannot succeed.



Our Economic Direction



Telecommunications

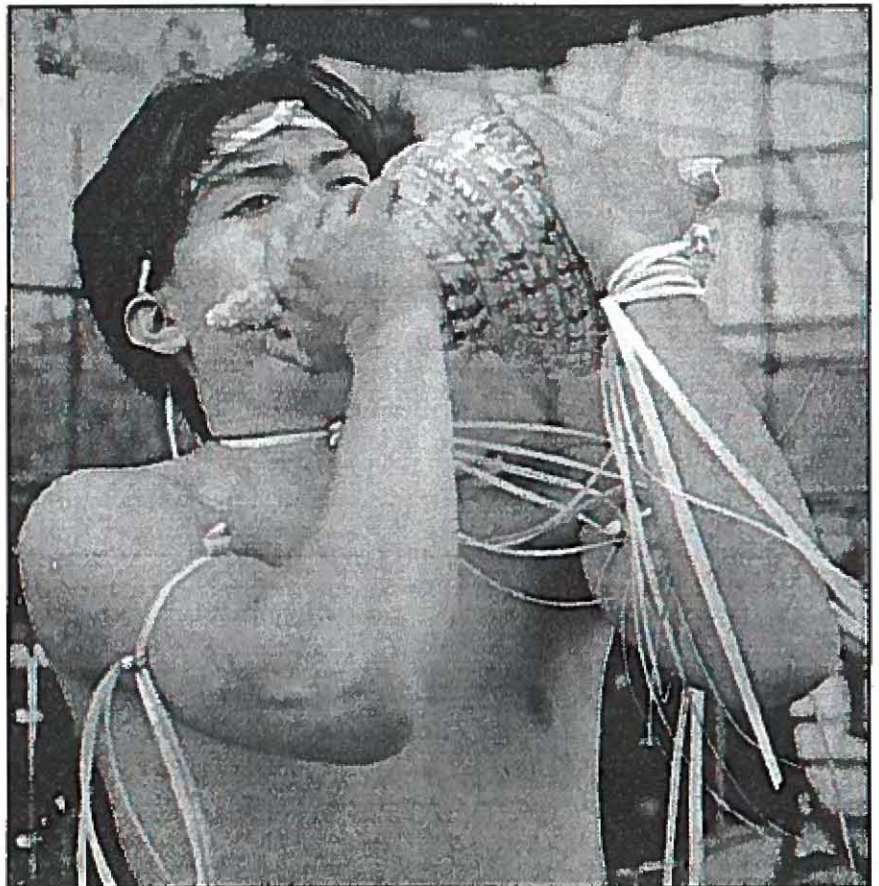
"As a matter of fundamental fairness, this nation cannot accept a division of our people among telecommunications or information 'haves' and 'have nots.'

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

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 in 1996 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.



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

1. *All major trans-Pacific communications cables, linking the US and Asia, go through Guam;*
2. *Guam falls within an area covered by several important Asia communications satellites;*
3. *Guam is within two time zones of almost all East Asian countries; and*
4. *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, the Guam Telephone Authority must concentrate on continual upgrade and improvements, so that it can seamlessly accommodate new telecommunications technology. If GTA is to do this successfully, it must evaluate the products and services under research and development, and determine what 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 mid-1997. As this happens, Guam consumers will see decreased 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 (FTS)-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 that 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 and 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. *Modernize 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

GTA will make available all of its services, employees and/or assets in recognition of the substantial benefits of privatization to be reaped by the consumer and Guam's economy. This plan shall include 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 like 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 changes 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

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.

"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."



GOALS/POLICY RECOMMENDATIONS

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

GOAL 1. *Increase the number of hotel rooms from 6,387 to 12,000 by the year 2000.*

Objective 1. Provide assistance/incentives required to complete hotels under construction and existing hotels planning 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 market the opportunities to developers.

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

Objective 1. Design, fund and implement a Tumon Bay Re-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 zones.

GOAL 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 C.A.T.T. (Crimes Against Tumon Tourists) Plan.

GOAL 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 \$25 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 and work on the drainage systems along San Vitores Road.

Public Safety

On the Public Safety issue, the Crimes Against Tumon Tourists (CATT) Plan calls for the establishment of a separate police precinct in Tumon with a Precinct House located on Tumon Bay to house 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 realignment 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 Agana 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 recent signing of three contracts with independent power producers on September 30, 1996 will bring in over \$200 million worth of private investment dollars into Guam to add additional megawatts, repairs, and plant management to the island-wide power system.

Marketing

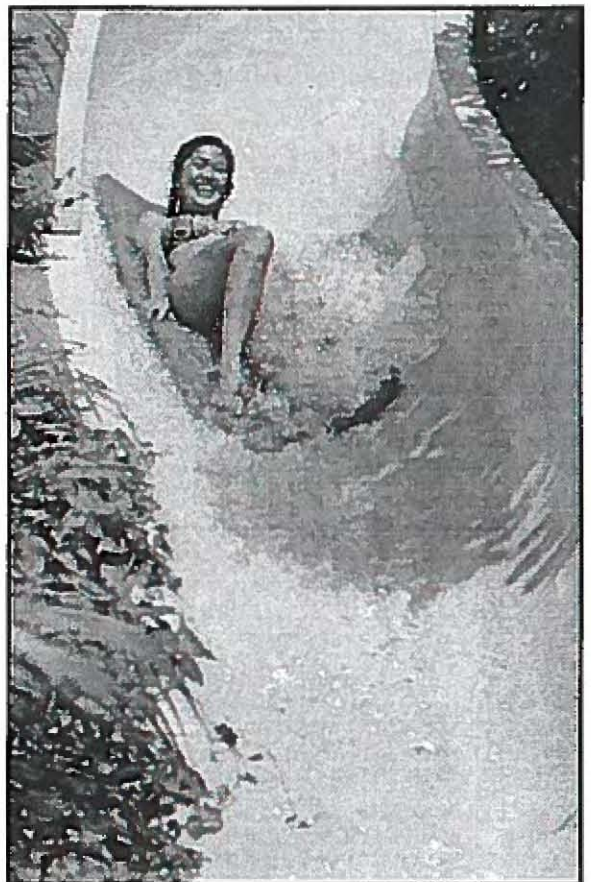
The recommended advertising promotion strategy includes bringing Guam's "Share of Voice" (the ratio of marketing dollars spent relative to the number of visitors attracted) back in line in each market. We must re-evaluate our expenditures; coordinate GVB and major marketers so that the same basic message is relayed to those markets. In addition, combining resources and developing a continuity in format will better serve our limited resources. 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 bring our natural hospitality from home to 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, 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

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 the 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 economic bridge between the East and the West.



"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."

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 Asian 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 Pacific 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, 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 pre-

miums 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 Asian 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 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 Telecommunication 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 Asian corporations.

Objective 5. Identify additional infrastructure needs required to attract investment and fully develop Guam as the Financial and Insurance hub of the Pacific.

DIRECTION

By pursuing the above strategies we will promote the expansion of Guam's economy in a direction that will produce well paying jobs, is environmentally friendly, 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.*

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.

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, ship building, repair and maintenance, potentials in 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 the existing GIAA maintenance and 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 all cargo flights and encourage new airlines to service Guam.

Objective 7. Identify potential for the development of a 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 opposition, 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 all 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 Command (FISC) and other assets to be closed and realigned and returned to the people of Guam.

Objective 3. Expand existing container handling and transshipment facilities including warehousing. Determination of additional infrastructure needs to support this expansion will be included.

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.

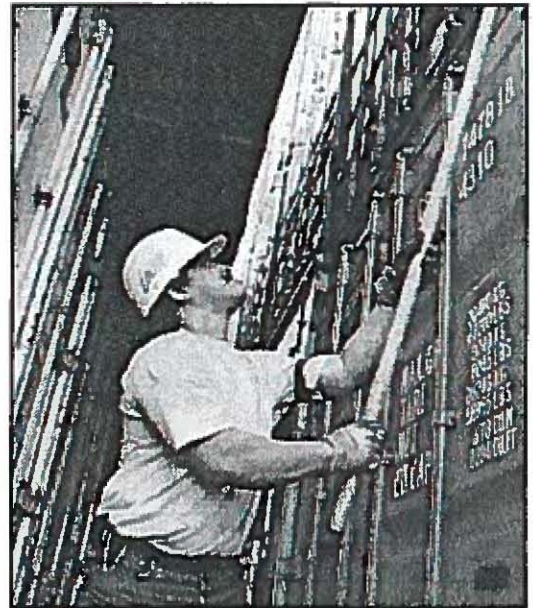
The former NAS facilities returned under BRAC '93 are presently being planned for the full development of Guam's aviation related activities and opportunities. The Transshipment and Transportation Task Force will continue to work with the Government of Guam, the Federal Government as well as public and private concerns to fully develop Guam's potential as a major transshipment and transportation 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 deep 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 cargoes 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

Guam's competitiveness as a port-of-call for fishing operations is augmented by its deep 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 long liners 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; rest and recreation for vessel crews.

With the amendments to the Magnuson Act pending the President's signature, 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.



"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."

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 marina's 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 fisheries 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 periodically 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 Services (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 industry related resources and commercial opportunities locally.*

Objective 1. Develop a locally owned U.S. flag fleet.



Objective 2. Investigate and develop potential value-added process sites, establish a 'and 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 before and as the industry grows. 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.

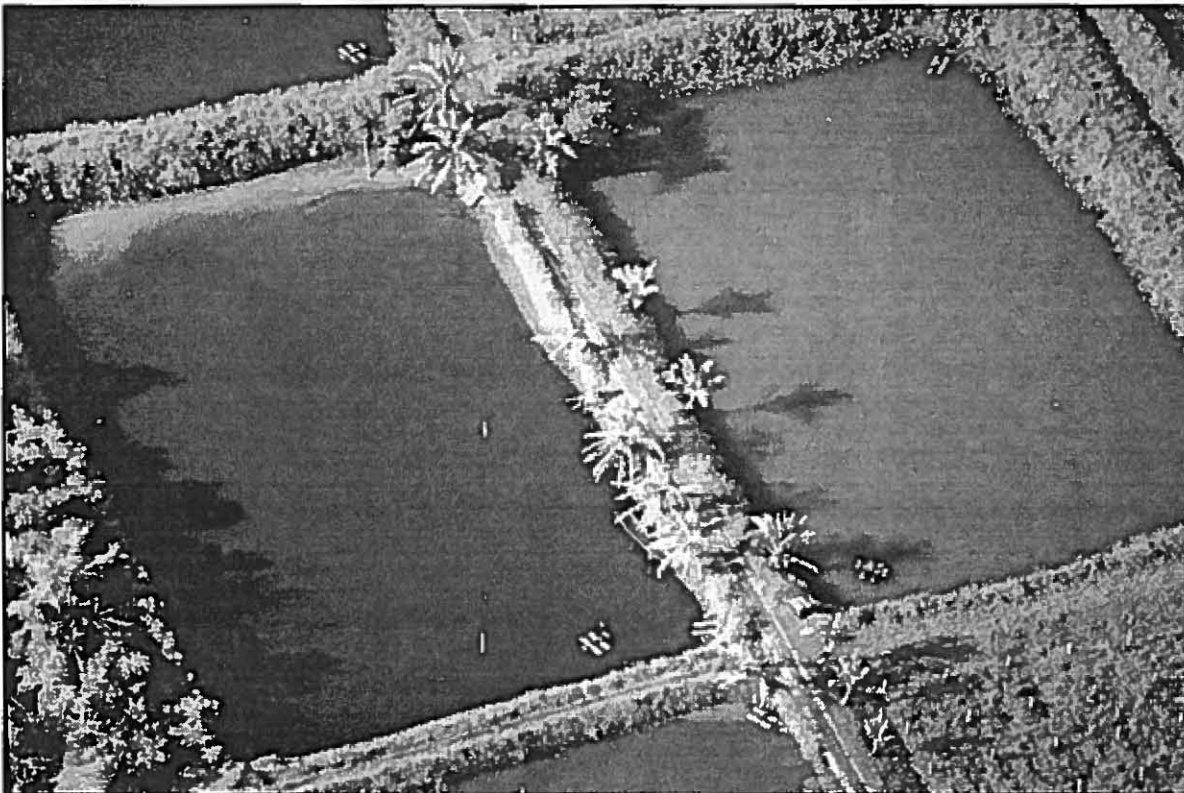
The establishment of an EEZ task force to maximize our potentials in the commercialization of our surrounding ocean resources will be one of the first steps that must be taken. Coupled with the full inclusion of Guam in regional fisheries policy making bodies will enable us to ensure viable fish stocks 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.



C O N C L U S I O N

*"Where
there is
no vision,
the people
perish."*

Proverbs, 28:19

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. But 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 inter-dependent upon 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 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 U.S. and build the bridge to the 21st century. Vision 2001 will be a testimonial to our ability to pull together collectively for the good of the whole. It will be our tribute to the generations who came before us and our legacy to the generations to follow.

*Vision 2001.....its about you,
its about us, its about our people.*

ACKNOWLEDGEMENTS

■ EDUCATION

Rosa Palomo

Rosa Palomo is a Professor of Chamorro Language for the Humanistic Studies Division of the College of Arts and Sciences, University of Guam.

■ HEALTH CARE

Margaret Van Meter

Margaret Van Meter is the Regional Vice President of the FHP Asia Pacific Region. FHP is a federally-qualified HMO focused on the concept of Quality Management in health care for the region.

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

Adolfo Palacios

Adolfo Palacios manages and owns 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 Aguigui

Major Earl Aguigui 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

Gerry S.A. Perez

Gerry 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.

Jesus Salas

Jesus Salas is the Administrator of the Guam Environment Protection Agency. Prior to this appointment, Salas served as the Deputy Administrator of the agency.

■ AFFORDABLE HOUSING

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 Quitugua

Father David Quitugua 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 Womens' 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 Environment Protection Agency. Prior to this appointment, Salas served as the Deputy Administrator of the agency.

■ TELECOMMUNICATIONS

Danny Santos

Danny Santos is 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 Sorenson 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. Pickens is involved in various civic organizations and has received several honors and awards. He is a member of the Governor's Council of Economic Advisors.

Glenn Leon Guerrero

Glenn Leon Guerrero is the former Administrator to the Guam Economic Development Authority. Prior to his tenure at GEDA, he was the General Manager for BHP on Guam and also served as Executive Director of the Guam Election Commission.

■ TRANSSHIPMENT AND TRANSPORTATION

Senator Joe T. San Agustin

Joe T. San Agustin is a Senator of the 23rd Guam Legislature. San Agustin serves as Chair of the Committee on Economic Development. He has been a Senator for 20 years. He is a member of the Governor's Council of Economic Advisors and is Vice Chair of the BRACC '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). Shelley has been instrumental in bringing to light issues involving surface transportation to Washington D.C. 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.

■ WOMENS ISSUES

Taling Taitano

Tling Taitano is the Executive Director of GHURA and Board Secretary for the Bureau of Womens Affairs. She is an active member of several women's groups.

Sarah Thomas-Nededog

Sarah Thomas-Nededog 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 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 Souder-Betances

Laura Souder-Betances served as Advisor to the Womens' Task Force.

■ CONCEPT DIRECTION AND DEVELOPMENT

Governor Carl T.C. Gutierrez
Lieutenant Governor Madeleine Z. Bordallo
Senator Joe T. San Agustin
Senator John P. Aguon
Senator Sonny Orsini
Bob Coe
Glenn Leon Guerrero

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Sen. Judith Won Pat-Borja
Mayor Eddie Artero
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**MATRICES
OF TASKS
TO BE
ACCOMPLISHED**

VISION 2001

Description	Early Start	Early Finish	1996		1997		1998		1999		2000		2001		2002			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
EDUCATION																		
ALL CHILDREN WILL START SCHOOL READY TO LEARN	01JAN96	01JAN96	ALL CHILDREN WILL START SCHOOL READY TO LEARN															
Access to high quality preschool programs	02JAN96 A	31JAN01 A	Access to high quality															
Motivate parents of preschool children	02JAN96 A	31JAN98 A	Motivate parents of preschool children															
Provide parents with needed training & support	02JAN96 A	31JAN98 A	Provide parents with needed training & support															
Ensure each child receives proper health care	02JAN96 A	31JAN98 A	Ensure each child receives proper health care															
A: Improve day care and preschool programs	01JAN96	01JAN96	A: Improve day care and preschool programs															
Bring together day care & other organizations	01JAN96	01JAN96	Bring together day care & other organizations															
Determine what services are available	02JAN96 A	31AUG96 A	Determine what services are available															
Determine reg & standard guide policies	02JAN96 A	31AUG96 A	Determine reg & standard guide policies															
Provide opportunities for stakeholders	02JAN96 A	31AUG96 A	Provide opportunities for stakeholders															
Review current regulations and standards	02JAN96 A	31MAR97 A	Review current regulations and standards															
Make written & oral recommendations for chgs	02JAN96 A	31AUG97 A	Make written & oral recommendations for chgs															
Publish & disseminate information	02JAN96 A	31AUG96 A	Publish & disseminate information															
Encourage parental participation in Day Care	02JAN96 A	31AUG96 A	Encourage parental participation in Day Care															
B: Expand present preschool & day care programs	01JAN96	01JAN96	B: Expand present preschool & day care programs															
Create avenues to provide services	01JAN96	01JAN96	Create avenues to provide services															
Expanding the Head Start Program	02JAN96 A	31AUG97 A	Expanding the Head Start Program															
Utilizing community programs	02JAN96 A	31AUG97 A	Utilizing community programs															
Encourage businesses & government agencies	02JAN96 A	31AUG97 A	Encourage businesses & government agencies															
C: Preschool learning prgm at home for parents	01JAN96	01JAN96	C: Preschool learning prgm at home for parents															
Provide all parents with needed information	01JAN96	01JAN96	Provide all parents with needed information															
Materials concerning infant care to parents	02JAN96 A	31AUG96 A	Materials concerning infant care to parents															
Providing additional info as child grows	02JAN96 A	31AUG96 A	Providing additional info as child grows															
Providing parents of special needs children	02JAN96 A	31AUG96 A	Providing parents of special needs children															
Gathering materials for parents	02JAN96 A	31AUG96 A	Gathering materials for parents															
Encourage PTOs include parents of preschool	02JAN96 A	31AUG96 A	Encourage PTOs include parents of preschool															
Conduct workshops & conferences	02JAN96 A	31AUG96 A	Conduct workshops & conferences															
D: Provide high school students with parent info	02JAN96 A	31AUG96 A	D: Provide high school students with parent info															
Reduce number of low-birth weight babies	02JAN96 A	31AUG96 A	Reduce number of low-birth weight babies															
HIGH SCHOOL GRADUATION RATE INCREASE 95% OR MORE	01JAN96	01JAN96	HIGH SCHOOL GRADUATION RATE INCREASE 95% OR MORE															
Enrollment date for kindergarten date changes	02JAN96 A	31AUG96 A	Enrollment date for kindergarten date changes															
High schools modeled after university environmen	02JAN96 A	31AUG96 A	High schools modeled after university environmen															
Teachers act as academic advisors	02JAN96 A	31AUG96 A	Teachers act as academic advisors															
Empowerment of teachers in student attendance	02JAN96 A	31AUG96 A	Empowerment of teachers in student attendance															

VISION 2001

Description	Early Start	Early Finish	1996				1997				1998				1999				2000				2001				2002							
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Counselors monitor student emotional growth	02JAN96 A	31AUG96 A	Counselors monitor student emotional growth																															
6-year student completion deadline removed	02JAN96 A	31AUG96 A	6-year student completion deadline removed																															
High schools are open 7 AM to 10 PM	02JAN96 A	31AUG96 A	High schools are open 7 AM to 10 PM																															
Test students for interest and develop magnetism	02JAN96 A	31AUG96 A	Test students for interest and develop magnetism																															
Encourage alternative schools and programs	02JAN96 A	31AUG96 A	Encourage alternative schools and programs																															
Stop social promotion	02JAN96 A	31AUG96 A	Stop social promotion																															
Early intervention of "at risk students"	02JAN96 A	31AUG96 A	Early intervention of "at risk students"																															
Greater diversity of course offerings	02JAN96 A	31AUG96 A	Greater diversity of course offerings																															
Students have same teacher for 3 consecutive yrs	02JAN96 A	31AUG96 A	Students have same teacher for 3 consecutive yrs																															
Implement competency based education HS level	02JAN96 A	31AUG96 A	Implement competency based education HS level																															
DOE WILL DEVELOP WORLD CLASS CONTENT STANDARDS	01JAN96	01JAN96	DOE WILL DEVELOP WORLD CLASS CONTENT STANDARDS																															
Review current content standards	02JAN96 A	31MAR97 A	Review current content standards																															
Review current regionally content standards	02JAN96 A	31MAR97 A	Review current regionally content standards																															
Develop draft set of content standards	02JAN96 A	31MAR97 A	Develop draft set of content standards																															
Document feedback of standards from community	02JAN96 A	31MAR97 A	Document feedback of standards from community																															
Obtain community consensus of content standards	02JAN96 A	31MAR97 A	Obtain community consensus of content standards																															
Plan for continuous review of content standards	02JAN96 A	31MAR97 A	Plan for continuous review of content standards																															
DOE WILL DEVELOP STUDENT PERFORMANCE STANDARDS	01JAN96	01JAN96	DOE WILL DEVELOP STUDENT PERFORMANCE STANDARDS																															
Create a task force	02JAN96 A	31AUG97 A	Create a task force																															
Review current student performance standards	02JAN96 A	31AUG97 A	Review current student performance standards																															
Review current regionally performance standards	02JAN96 A	31AUG97 A	Review current regionally performance standards																															
Develop draft set of performance standards	02JAN96 A	31AUG97 A	Develop draft set of performance standards																															
Document feedback of standards from community	02JAN96 A	31AUG97 A	Document feedback of standards from community																															
Obtain community consensus of content standards	02JAN96 A	31AUG97 A	Obtain community consensus of content standards																															
Plan for continuous review of content standards	02JAN96 A	31AUG97 A	Plan for continuous review of content standards																															
Submit performance standards to TBE for adoption	02JAN96 A	31OCT97 A	Submit performance standards to TBE for adoption																															
DOE WILL DEVELOP STUDENT ASSESSMENT TOOLS	01JAN96	01JAN96	DOE WILL DEVELOP STUDENT ASSESSMENT TOOLS																															
Create a task force	02JAN96 A	31MAR98 A	Create a task force																															
Review current student assessment tools	02JAN96 A	31MAR98 A	Review current student assessment tools																															
Review current regionally assessment tools	02JAN96 A	31MAR98 A	Review current regionally assessment tools																															
Develop draft set of assessment tools	02JAN96 A	31MAR98 A	Develop draft set of assessment tools																															
Document feedback of assessment from community	02JAN96 A	31MAR98 A	Document feedback of assessment from community																															
Obtain community consensus of assessment tools	02JAN96 A	31MAR98 A	Obtain community consensus of assessment tools																															
Plan for continuous review of assessment tools	02JAN96 A	31MAR98 A	Plan for continuous review of assessment tools																															

VISION 2001

Description	Early Start	Early Finish	1996		1997		1998		1999		2000		2001		2002			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Submit assessment tools to TBE for adoption	02JAN96 A	31MAY98 A	▼ Submit assessment tools to TBE for adoption															
DOE WILL ALIGN SCHOOL CURRICULUM, ETC.	01JAN96	01JAN96	▼ DOE WILL ALIGN SCHOOL CURRICULUM, ETC.															
Create a task force	02JAN96 A	31AUG97 A	▼ Create a task force															
Review current alignment practices	02JAN96 A	31MAR98 A	▼ Review current alignment practices															
Develop draft set of alignment policies	02JAN96 A	31MAR98 A	▼ Develop draft set of alignment policies															
Document feedback of alignment practices	02JAN96 A	31MAR98 A	▼ Document feedback of alignment practices															
Obtain community consensus of alignment practice	02JAN96 A	31MAR98 A	▼ Obtain community consensus of alignment practice															
Plan for continuous review of alignment practice	02JAN96 A	31MAR98 A	▼ Plan for continuous review of alignment practice															
Submit alignment practices to TBE for adoption	02JAN96 A	31MAY98 A	▼ Submit alignment practices to TBE for adoption															
STUDENT ACADEMIC PERFORMANCE WILL INCREASE	01JAN96	01JAN96	▼ STUDENT ACADEMIC PERFORMANCE WILL INCREASE															
Collect annual student achievement data	02JAN96 A	31MAR97 A	▼ Collect annual student achievement data															
Develop a longitudinal islandwide database	02JAN96 A	31MAR97 A	▼ Develop a longitudinal islandwide database															
Analyze test results from annual quartile result	02JAN96 A	31MAR98 A	▼ Analyze test results from annual quartile result															
Develop annual plan for increasing academic perf	02JAN96 A	31AUG98 A	▼ Develop annual plan for increasing academic perf															
Annual quartile results will be shared	02JAN96 A	31MAR98 A	▼ Annual quartile results will be shared															
Conduct annual review of resources & systemic	02JAN96 A	31AUG96 A	▼ Conduct annual review of resources & systemic															
Seek non-local funds to enhance budget	02JAN96 A	31AUG96 A	▼ Seek non-local funds to enhance budget															
STUDENT OVERALL LEARNING ABILITIES WILL INCREASE	01JAN96	01JAN96	▼ STUDENT OVERALL LEARNING ABILITIES WILL INCREASE															
Design & develop assessment tools	02JAN96 A	31AUG98 A	▼ Design & develop assessment tools															
Develop a longitudinal islandwide database	02JAN96 A	31MAR98 A	▼ Develop a longitudinal islandwide database															
Analyze test results from annual quartile result	02JAN96 A	31MAR98 A	▼ Analyze test results from annual quartile result															
Develop annual plan for increasing academic perf	02JAN96 A	31AUG98 A	▼ Develop annual plan for increasing academic perf															
Annual CRT results will be shared	02JAN96 A	31AUG98 A	▼ Annual CRT results will be shared															
Conduct annual review of resources & systemic	02JAN96 A	31AUG96 A	▼ Conduct annual review of resources & systemic															
Develop plan for continuous review of assessment	02JAN96 A	31AUG98 A	▼ Develop plan for continuous review of assessment															
Seek non-local funds to enhance budget	02JAN96 A	31AUG96 A	▼ Seek non-local funds to enhance budget															
ALL STUDENTS WILL BE INVOLVED IN ACTIVITIES	01JAN96	01JAN96	▼ ALL STUDENTS WILL BE INVOLVED IN ACTIVITIES															
Create a task force	02JAN96 A	31AUG96 A	▼ Create a task force															
Plan to require minimum community service hours	02JAN96 A	31MAR97 A	▼ Plan to require minimum community service hours															
Develop a force system of credits & awards	02JAN96 A	31MAR97 A	▼ Develop a force system of credits & awards															
Develop a system of academic credit	02JAN96 A	31MAR97 A	▼ Develop a system of academic credit															
Develop plan to promote good citizenship	02JAN96 A	31MAR97 A	▼ Develop plan to promote good citizenship															
Schools provide annual plan of opportunities	02JAN96 A	31MAR97 A	▼ Schools provide annual plan of opportunities															
School site plans results will be shared	02JAN96 A	31MAR97 A	▼ School site plans results will be shared															

VISION 2001

Description	Early Start	Early Finish	1996		1997		1998		1999		2000		2001		2002			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Conduct annual review of resources & systemic	02JAN96 A	31AUG96 A	Conduct annual review of resources & systemic															
Develop continuous review plan for citizenship	02JAN96 A	31AUG97 A	Develop continuous review plan for citizenship															
Seek non-local funds to enhance budget	02JAN96 A	30JUN97 A	Seek non-local funds to enhance budget															
ACCESS TO PHYSICAL AND HEALTH EDUCATION	01JAN96	01JAN96	ACCESS TO PHYSICAL AND HEALTH EDUCATION															
Student will receive physical & health education	02JAN96 A	31MAR97 A	Student will receive physical & health education															
Schools provide annual plan of opportunities	02JAN96 A	31MAR97 A	Schools provide annual plan of opportunities															
School plans will be shared with stakeholders	02JAN96 A	31MAR97 A	School plans will be shared with stakeholders															
Conduct annual review of resources & systemic	02JAN96 A	31AUG96 A	Conduct annual review of resources & systemic															
Continuous review plan for health & fitness	02JAN96 A	31MAR97 A	Continuous review plan for health & fitness															
Seek non-local funds to enhance budget	02JAN96 A	30AUG96 A	Seek non-local funds to enhance budget															
STUDENTS COMPETENT IN MORE THAN ONE LANGUAGE	01JAN96	01JAN96	STUDENTS COMPETENT IN MORE THAN ONE LANGUAGE															
Review current language assessment resources	02JAN96 A	31MAR97 A	Review current language assessment resources															
Requirement to study English & Chamorro	02JAN96 A	31AUG97 A	Requirement to study English & Chamorro															
Plan progress reports on enrollment in Chamorro	02JAN96 A	31AUG96 A	Plan progress reports on enrollment in Chamorro															
School plans will be shared with stakeholders	02JAN96 A	31MAR97 A	School plans will be shared with stakeholders															
Conduct annual review of resources & systemic	02JAN96 A	31AUG96 A	Conduct annual review of resources & systemic															
Continuous review plan for language assessment	02JAN96 A	31MAR97 A	Continuous review plan for language assessment															
Seek non-local funds to enhance budget	02JAN96 A	30AUG96 A	Seek non-local funds to enhance budget															
CULTURAL HERITAGE OF CHAMORROS & OTHER GROUPS	01JAN96	01JAN96	CULTURAL HERITAGE OF CHAMORROS & OTHER GROUPS															
Review current cultural heritage programs	02JAN96 A	31AUG96 A	Review current cultural heritage programs															
Develop & implement a comprehensive enhance plan	02JAN96 A	31MAR97 A	Develop & implement a comprehensive enhance plan															
Plan progress reports on access to opportunities	02JAN96 A	31MAR97 A	Plan progress reports on access to opportunities															
School plans will be shared with stakeholders	02JAN96 A	31MAR97 A	School plans will be shared with stakeholders															
Conduct annual review of resources & systemic	02JAN96 A	31AUG96 A	Conduct annual review of resources & systemic															
Continuous review plan for cultural programs	02JAN96 A	31MAR97 A	Continuous review plan for cultural programs															
Seek non-local funds to enhance budget	02JAN96 A	30AUG96 A	Seek non-local funds to enhance budget															
FAIR OPPORTUNITY TO ACHIEVE KNOWLEDGE & SKILLS	01JAN96	01JAN96	FAIR OPPORTUNITY TO ACHIEVE KNOWLEDGE & SKILLS															
Develop standards to assure academic access	01JAN96	01JAN96	Develop standards to assure academic access															
Monitor equitable financial formulas	02JAN96 A	31MAR97 A	Monitor equitable financial formulas															
Coordinate equitable health & human services	02JAN96 A	31MAR97 A	Coordinate equitable health & human services															
Provide equal access to curriculum materials	02JAN96 A	31MAR97 A	Provide equal access to curriculum materials															
Develop standards to assure high level instruction	01JAN96	01JAN96	Develop standards to assure high level instruction															
Provide a safe & orderly drug-free environment	02JAN96 A	31MAR97 A	Provide a safe & orderly drug-free environment															
District support for student's equal access	02JAN96 A	31MAR97 A	District support for student's equal access															

VISION 2001

Description	Early Start	Early Finish	1996		1997		1998		1999		2000		2001		2002			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Equal access to teacher professional training	02JAN96 A	31MAR97 A	Equal access to teacher professional training															
Equal access to all students to DOE programs	02JAN96 A	31MAR97 A	Equal access to all students to DOE programs															
Standards to assure school physical resources	01JAN96	01JAN96	Standards to assure school physical resources															
Establish equal and adequate facilities	02JAN96 A	31MAR97 A	Establish equal and adequate facilities															
Ensure facilities provide access to students	02JAN96 A	31MAR97 A	Ensure facilities provide access to students															
Create an Opportunity To Learn (OTL) task force	02JAN96 A	31AUG96 A	Create an Opportunity To Learn (OTL) task force															
Review of draft plan for opportunity to learn	02JAN96 A	31MAR97 A	Review of draft plan for opportunity to learn															
DECREASE IN STUDENT GRADE RETENTION	01JAN96	01JAN96	DECREASE IN STUDENT GRADE RETENTION															
Ensure students to master academic skills	02JAN96 A	31MAR97 A	Ensure students to master academic skills															
Identify students who are academically at risk	02JAN96 A	31MAR98 A	Identify students who are academically at risk															
Develop a system for low cost tutoring	02JAN96 A	31MAR98 A	Develop a system for low cost tutoring															
Determine unique learning needs of students	02JAN96 A	31MAR97 A	Determine unique learning needs of students															
Individual instructional plans for students	02JAN96 A	31MAR98 A	Individual instructional plans for students															
Special supportive services for students	02JAN96 A	31MAR98 A	Special supportive services for students															
School site to develop annual plan	02JAN96 A	31MAR98 A	School site to develop annual plan															
Each school site will share school plans	02JAN96 A	31MAR98 A	Each school site will share school plans															
DOE provide necessary resources to implement	02JAN96 A	31MAR98 A	DOE provide necessary resources to implement															
Review of draft plan for academic mastery	02JAN96 A	30JUN97 A	Review of draft plan for academic mastery															
Seek non-local funds to enhance budget	02JAN96 A	30AUG97 A	Seek non-local funds to enhance budget															
MATHEMATICS & SCIENCE WILL BE STRENGTHENED	01JAN96	01JAN96	MATHEMATICS & SCIENCE WILL BE STRENGTHENED															
Increase time spent studying math & science	02JAN96 A	31AUG98 A	Increase time spent studying math & science															
Provide all science classrooms material, trng, etc	02JAN96 A	31AUG97 A	Provide all science classrooms material, trng, etc															
Provide an appropriate set of math manipulative	02JAN96 A	31AUG97 A	Provide an appropriate set of math manipulative															
Conduct review of math & science standards	02JAN96 A	31MAR97 A	Conduct review of math & science standards															
Provide yearly teacher training	02JAN96 A	31AUG97 A	Provide yearly teacher training															
Share information with all stakeholders	02JAN96 A	31MAR97 A	Share information with all stakeholders															
Conduct review of systemic & resources issues	02JAN96 A	31AUG96 A	Conduct review of systemic & resources issues															
Seek non-local funds to enhance budget	02JAN96 A	31AUG96 A	Seek non-local funds to enhance budget															
INCREASE NUMBER OF MATH & SCIENCE TEACHERS	01JAN96	01JAN96	INCREASE NUMBER OF MATH & SCIENCE TEACHERS															
Review background of current employed teachers	02JAN96 A	31AUG96 A	Review background of current employed teachers															
Develop in service training & professional plan	02JAN96 A	31AUG96 A	Develop in service training & professional plan															
Review all teacher certification requirements	02JAN96 A	31MAR98 A	Review all teacher certification requirements															
Internal & external review of UOG teacher prep	02JAN96 A	31MAR98 A	Internal & external review of UOG teacher prep															

VISION 2001

Description	Early Start	Early Finish	1996		1997		1998		1999		2000		2001		2002			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Improve pre-service teacher training programs	02JAN96 A	31AUG98 A	Improve pre-service teacher training programs															
Conduct review of systemic & resources issues	02JAN96 A	31AUG96 A	Conduct review of systemic & resources issues															
Seek non-local funds to enhance budget	02JAN96 A	31AUG96 A	Seek non-local funds to enhance budget															
INCREASE IN MATH & SCIENCE DEGREE GRADUATES	01JAN96	01JAN96	INCREASE IN MATH & SCIENCE DEGREE GRADUATES															
Create funded scholarship programs	02JAN96 A	31AUG97 A	Create funded scholarship programs															
Improve access to scholarship information	02JAN96 A	31AUG96 A	Improve access to scholarship information															
Develop partnership between school & business	02JAN96 A	31AUG96 A	Develop partnership between school & business															
Develop plans for fund acquisition	02JAN96 A	31AUG96 A	Develop plans for fund acquisition															
Enhance visibility & technical support needed	02JAN96 A	31AUG96 A	Enhance visibility & technical support needed															
Develop annual report of progress	02JAN96 A	31MAR97 A	Develop annual report of progress															
Conduct review of systemic & resources issues	02JAN96 A	31AUG96 A	Conduct review of systemic & resources issues															
Seek non-local funds to enhance budget	02JAN96 A	31AUG96 A	Seek non-local funds to enhance budget															
STRENGTHENING THE BOND BETWEEN EDUCATION & WORK	01JAN96	01JAN96	STRENGTHENING THE BOND BETWEEN EDUCATION & WORK															
Create a task force on school to work	02JAN96 A	31DEC96 A	Create a task force on school to work															
Get graduation credits working in private sector	02JAN96 A	31DEC96 A	Get graduation credits working in private sector															
Teachers will act as Vocational advisors	02JAN96 A	31DEC96 A	Teachers will act as Vocational advisors															
OPPORTUNITY FOR WORKERS TO ACQUIRE SKILLS	01JAN96	01JAN96	OPPORTUNITY FOR WORKERS TO ACQUIRE SKILLS															
Credit through correspondence courses	02JAN96 A	31DEC96 A	Credit through correspondence courses															
Program to advance workers through all methods	02JAN96 A	31DEC96 A	Program to advance workers through all methods															
INCREASE IN QUALITY PROGRAMS FOR STUDENT WORKERS	01JAN96	01JAN96	INCREASE IN QUALITY PROGRAMS FOR STUDENT WORKERS															
Credit through correspondence courses	02JAN96 A	31DEC96 A	Credit through correspondence courses															
Internet access at work places	02JAN96 A	31DEC96 A	Internet access at work places															
Tax incentives for businesses	02JAN96 A	31DEC96 A	Tax incentives for businesses															
PROPORTION OF QUALIFIED STUDENTS WILL INCREASE	01JAN96	01JAN96	PROPORTION OF QUALIFIED STUDENTS WILL INCREASE															
Implement business adoption programs	02JAN96 A	31DEC96 A	Implement business adoption programs															
Provide incentives to complete college education	02JAN96 A	31DEC96 A	Provide incentives to complete college education															
COLLEGE STUDENTS DEMONSTRATE ADVANCE ABILITY	01JAN96	01JAN96	COLLEGE STUDENTS DEMONSTRATE ADVANCE ABILITY															
Identification of advance students	02JAN96 A	31DEC96 A	Identification of advance students															
Develop instructional improvement plans	02JAN96 A	31DEC96 A	Develop instructional improvement plans															
Interface COC, UOG & GCC w/ Territorial Economic	02JAN96 A	31DEC96 A	Interface COC, UOG & GCC w/ Territorial Economic															
INCREASE OPPORTUNITIES	01JAN96	01JAN96	INCREASE OPPORTUNITIES															
Develop home intervention & family involvement	02JAN96 A	31DEC96 A	Develop home intervention & family involvement															

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Description	Early Start	Early Finish	1996		1997		1998		1999		2000		2001		2002			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
OBJECTIVES 1, 2, 3 (See table)	01JAN96	01JAN96	OBJECTIVES 1, 2, 3 (See table)															
Community based intervention and support program	02JAN96 A	30JUN96 A	Community based intervention and support program															
Develop policies and procedures	02JAN96 A	30JUN96 A	Develop policies and procedures															
Develop Affective Education Curriculum	02JAN96 A	31DEC96 A	Develop Affective Education Curriculum															
Establish standards for school building	02JAN96 A	31JAN00 A	Establish standards for school building															
OBJECTIVES 4, 5, 6 (See table)	01JAN96	01JAN96	OBJECTIVES 4, 5, 6 (See table)															
Establish Cooperative Nurseries on high school	02JAN96 A	31AUG96 A	Establish Cooperative Nurseries on high school															
Encourage schools to implement school uniforms	02JAN96 A	31AUG96 A	Encourage schools to implement school uniforms															
TEACHER ACCESS TO PRESERVICE TRAINING ACTIVITIES	01JAN96	01JAN96	TEACHER ACCESS TO PRESERVICE TRAINING ACTIVITIES															
Review UOG pre-service teachers educ programs	02JAN96 A	30AUG96 A	Review UOG pre-service teachers educ programs															
Seek non-local funds to supplement funding	02JAN96 A	30AUG96 A	Seek non-local funds to supplement funding															
Review DOE pre-service teachers educ programs	02JAN96 A	31AUG96 A	Review DOE pre-service teachers educ programs															
Revise DOE in-service professional development	02JAN96 A	31MAR97 A	Revise DOE in-service professional development															
TEACHER ACCESS TO CONTINUING OPPORTUNITIES	01JAN96	01JAN96	TEACHER ACCESS TO CONTINUING OPPORTUNITIES															
In-service professional development activities	02JAN96 A	30AUG96 A	In-service professional development activities															
Implementation of in-service professional devlp	02JAN96 A	30MAR97 A	Implementation of in-service professional devlp															
STRATEGIES DEVELOPMENT FOR ADMINISTRATORS	01JAN96	01JAN96	STRATEGIES DEVELOPMENT FOR ADMINISTRATORS															
In-service professional development activities	02JAN96 A	30AUG96 A	In-service professional development activities															
Implementation of in-service professional devlp	02JAN96 A	30MAR97 A	Implementation of in-service professional devlp															
Professional standards of conduct development	02JAN96 A	30AUG97 A	Professional standards of conduct development															
Develop a systematic method of accountability	02JAN96 A	30AUG97 A	Develop a systematic method of accountability															
PARTNERSHIP DEVELOPMENT	01JAN96	01JAN96	PARTNERSHIP DEVELOPMENT															
Organize professional development council	02JAN96 A	30AUG96 A	Organize professional development council															
Align DOE & UOG pre & in-service training prgms	02JAN96 A	30AUG96 A	Align DOE & UOG pre & in-service training prgms															
OBJECTIVES 1, 2, 3 (See Table)	01JAN96	01JAN96	OBJECTIVES 1, 2, 3 (See Table)															
Establish a parent, teacher, student contract	01JAN96	01JAN96	Establish a parent, teacher, student contract															
Parent, teacher, student responsibilities	02JAN96 A	30AUG96 A	Parent, teacher, student responsibilities															
Parents in school programs	01JAN96	01JAN96	Parents in school programs															
Revise PTOs for greater parent participation	02JAN96 A	30AUG96 A	Revise PTOs for greater parent participation															
Implement present FAST programs	02JAN96 A	30AUG96 A	Implement present FAST programs															
Community in schools	01JAN96	01JAN96	Community in schools															
Joint ventures between mayors & schools	02JAN96 A	30AUG96 A	Joint ventures between mayors & schools															
Encourage community involvement	02JAN96 A	30AUG96 A	Encourage community involvement															
Network high schools and feeder schools	02JAN96 A	30AUG96 A	Network high schools and feeder schools															

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Description	Early Start	Early Finish	1996		1997		1998		1999		2000		2001		2002			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Expand extra-curricular activities	01JAN96	01JAN96	Expand extra-curricular activities															
Survey for interest of children of all levels	02JAN96 A	30AUG96 A	Survey for interest of children of all levels															
Activity busing for children after school	02JAN96 A	30AUG96 A	Activity busing for children after school															
Increase public awareness of services available	01JAN96	01JAN96	Increase public awareness of services available															
Increase news releases of school programs	02JAN96 A	30AUG96 A	Increase news releases of school programs															
Increase information to community being served	02JAN96 A	30AUG96 A	Increase information to community being served															
EDUCATIONAL SYSTEM WILL BE ORGANIZED	01JAN96	01JAN96	EDUCATIONAL SYSTEM WILL BE ORGANIZED															
DOE director appoints a task force	02JAN96 A	31AUG97 A	DOE director appoints a task force															
Review System-wide Reform & Gov / Acct / Mgmt	02JAN96 A	31AUG97 A	Review System-wide Reform & Gov / Acct / Mgmt															
Task force revise committees' recommendations	02JAN96 A	31AUG97 A	Task force revise committees' recommendations															
Identify responsibilities at three levels	02JAN96 A	31AUG97 A	Identify responsibilities at three levels															
Implement strategies	01JAN96	01JAN96	Implement strategies															
Review existing administrative & support pers	02JAN96 A	30JUN97 A	Review existing administrative & support pers															
Write new position descriptions with CSC	02JAN96 A	30SEP97 A	Write new position descriptions with CSC															
Complete & submit final structure to DOE	02JAN96 A	31AUG97 A	Complete & submit final structure to DOE															
Inventory of existing legislation	02JAN96 A	30NOV97 A	Inventory of existing legislation															
Submit total reform package	30JUN97 A	31JAN98 A	Submit total reform package															
Implementation phases delineated/accepted	31JAN98 A	30JUN98 A	Implementation phases delineated/accepted															
Budget/reform package submitted to legislature	01AUG98 A	30SEP98 A	Budget/reform package submitted to legislature															
Public hearing on reform package	01AUG98 A	30SEP98 A	Public hearing on reform package															
Implementation phase	01OCT98 A	03JUN00 A	Implementation phase															
REORGANIZATION OF DOE	01JAN96	01JAN96	REORGANIZATION OF DOE															
Develop a school based management plan	02JAN96 A	31AUG97 A	Develop a school based management plan															
Establish implementation committee to review	02JAN96 A	30JUN96 A	Establish implementation committee to review															
PUBLIC LAWS & POLICIES	01JAN96	01JAN96	PUBLIC LAWS & POLICIES															
Identify & recommend changes to laws & policies	02JAN96 A	31DEC97 A	Identify & recommend changes to laws & policies															
SYSTEM OF ACCOUNTABILITY	01JAN96	01JAN96	SYSTEM OF ACCOUNTABILITY															
Identify & make changes to rules & regulations	02JAN96 A	30JUN98 A	Identify & make changes to rules & regulations															
5-YEAR DOE TECHNOLOGY IN EDUCATION PLAN	01 JAN96	01 JAN96	5-YEAR DOE TECHNOLOGY IN EDUCATION PLAN															
Institute a Technology in Education committee	02 JAN96 A	30 SEP96 A	Institute a Technology in Education committee															
Develop technology implementation guidelines	02 JAN96 A	30 JAN97 A	Develop technology implementation guidelines															
Develop district wide time lines	02JAN96 A	30JUN97 A	Develop district wide time lines															
Develop district-wide assessment benchmarks	02JAN96 A	30JAN97 A	Develop district-wide assessment benchmarks															
Develop district-wide acceptable use policy	02JAN96 A	30SEP96 A	Develop district-wide acceptable use policy															
PROMOTE ACTIVE ROLE OF TEACHERS	01JAN96	01JAN96	PROMOTE ACTIVE ROLE OF TEACHERS															

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Description	Early Start	Early Finish	1996		1997				1998				1999				2000				2001				2002	
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2		
Publish the Technology in Education Action Plan	02JAN96 A	30SEP96 A	Publish the Technology in Education Action Plan																							
Teachers attend technology conferences	02JAN96 A	30JAN97 A	Teachers attend technology conferences																							
INCREASE EQUIPMENT ACCESS FOR TEACHERS & STUDENT	01JAN96	01JAN96	INCREASE EQUIPMENT ACCESS FOR TEACHERS & STUDENT																							
Establish a partnership committee	02JAN96 A	30JAN97 A	Establish a partnership committee																							
Establish a "lend-lease" computer program	02JAN96 A	30DEC97 A	Establish a "lend-lease" computer program																							
Establish a best-use policy for equipment	02JAN96 A	30JAN97 A	Establish a best-use policy for equipment																							
Investigate leasing computer equipment	02JAN96 A	30JAN97 A	Investigate leasing computer equipment																							
Bring public access to Information Super Hwy	02JAN96 A	30AUG96 A	Bring public access to Information Super Hwy																							
Include technology segment in high schools	02JAN96 A	30AUG96 A	Include technology segment in high schools																							
UPGRADE AND IMPROVE SCHOOL FACILITIES	01JAN96	01JAN96	UPGRADE AND IMPROVE SCHOOL FACILITIES																							
Rewire schools to the limit to handle data	02JAN96 A	30DEC99 A	Rewire schools to the limit to handle d																							
Assess school needs	02JAN96 A	30DEC97 A	Assess school needs																							
PROVIDE TECHNICAL SUPPORT TO SCHOOLS & TEACHERS	01JAN96	01JAN96	PROVIDE TECHNICAL SUPPORT TO SCHOOLS TEACHERS																							
Needs assessment for maint service contracts	02JAN96 A	30DEC96 A	Needs assessment for maint service contracts																							
Develop routine maintenance schedule	02JAN96 A	30SEP96 A	Develop routine maintenance schedule																							
Establish a media specialist teaching position	02JAN96 A	30OCT96 A	Establish a media specialist teaching position																							

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Description	Early Start	Early Finish	1996		1997		1998		1999		2000		2001		2002	
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
HEALTH CARE																
GUAM NEEDS ONE PRIVATIZED HOSPITAL	01JAN96	01JAN96 *	GUAM NEEDS ONE PRIVATIZED HOSPITAL													
Legislation to contract GMHA to private company	01JAN96 A	31DEC96 A	Legislation to contract GMHA to private company													
Seek Request for Interests of HACs	02JAN96 A	30NOV96 A	Seek Request for Interests of HACs													
Proposal for Mgmt agreement - GovGuam & HAC	02JAN96 A	30SEP96 A	Proposal for Mgmt agreement - GovGuam & HAC													
Implementation of systems to contract care	01JAN96	01JAN96	Implementation of systems to contract care													
Establish Rules & Regulations	02JAN96 A	31MAY97 A	Establish Rules & Regulations													
Review of R&R with Blue Ribbon Committee	02JAN96 A	30SEP97 A	Review of R&R with Blue Ribbon Committee													
Oversight Hearings on negotiations,report status	02JAN96 A	30SEP98 A	Oversight Hearings on negotiations,report status													
PREVENTION OF DISEASES ON GUAM	01JAN96	01JAN96 *	PREVENTION OF DISEASES ON GUAM													
Re-establish the Diabetes Advisory Board (DAB)	01JAN96 A	31AUG96 A	Re-establish the Diabetes Advisory Board (DAB)													
Standards of diabetes prevention & treatment	02JAN96 A	30DEC96 A	Standards of diabetes prevention & treatment													
Provide quarterly updates on standards of care	02JAN96 A	30APR97 A	Provide quarterly updates on standards of care													
Diabetes Surveillance & Data Base MGMT system	02JAN96 A	30APR97 A	Diabetes Surveillance & Data Base MGMT system													
Quarterly presentation to DAB	02JAN96 A	30APR97 A	Quarterly presentation to DAB													
Conduct a diabetes education campaign	02JAN96 A	30APR97 A	Conduct a diabetes education campaign													
Preventive screening for cardiovascular disease	01JAN96	01JAN96	Preventive screening for cardiovascular disease													
Conduct cardiovascular education campaign	02JAN96 A	30APR97 A	Conduct cardiovascular education campaign													
Identify people with asymptomatic atherosclerosis	02JAN96 A	30APR97 A	Identify people with asymptomatic atherosclerosis													
Modify the development of atherosclerosis	02JAN96 A	30APR97 A	Modify the development of atherosclerosis													
Clinical intervention to heart risk factors	02JAN96 A	30APR97 A	Clinical intervention to heart risk factors													
INCREASE NUMBER OF PHYSICIANS ON GUAM	01JAN96	01JAN96 *	INCREASE NUMBER OF PHYSICIANS ON GUAM													
Conduct study of barriers that deters physicians	01JAN96 A	31MAR97 A	Conduct study of barriers that deters physicians													
Review physician licensing rules & regulations	02JAN96 A	30DEC96 A	Review physician licensing rules & regulations													
Determine areas of medical practice Guam lacks	02JAN96 A	30DEC96 A	Determine areas of medical practice Guam lacks													
Develop marketing plan to attract physicians	02JAN96 A	30MAR97 A	Develop marketing plan to attract physicians													
Provide malpractice insurance coverage	02JAN96 A	30APR97 A	Provide malpractice insurance coverage													
INSURE HEALTH CARE ACCESS TO ALL	01JAN96	01JAN96	INSURE HEALTH CARE ACCESS TO ALL													
Create task force to resolve indigent care issue	01JAN96 A	31DEC96 A	Create task force to resolve indigent care issue													
Medicaid-Managed Care Bill	01JAN96	01JAN96	Medicaid-Managed Care Bill													
Prepare the Medicaid Managed Care Bill	02JAN96 A	30APR96 A	Prepare the Medicaid Managed Care Bill													
Draft copies to Blue Ribbon Committee	02JAN96 A	30APR96 A	Draft copies to Blue Ribbon Committee													
Public Hearing on Bill	02JAN96 A	31MAY96 A	Public Hearing on Bill													
Introduce Bill in session	02JAN96 A	30JUN96 A	Introduce Bill in session													
Long-Term Care Insurance	01JAN96	01JAN96	Long-Term Care Insurance													

Description	Early Start	Early Finish	1996 1997 1998 1999 2000 2001 2002																											
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2		
Prepare Long-term Care insurance	02JAN96 A	30MAY96 A	Prepare Long-term Care insurance																											
Public Hearing on Bill	02JAN96 A	30JUN96 A	Public Hearing on Bill																											
Introduce Bill in session	02JAN96 A	30JUN96 A	Introduce Bill in session																											
School-Based Health Care Bill	01JAN96	01JAN96	School-Based Health Care Bill																											
Prepare School-based Health Care Bill	02JAN96 A	30JUN96 A	Prepare School-based Health Care Bill																											
Public Hearing on Bill	02JAN96 A	31JUL96 A	Public Hearing on Bill																											
Introduce Bill in session	02JAN96 A	30DEC96 A	Introduce Bill in session																											

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Description	Early Start	Early Finish	1996		1997				1998				1999				2000				2001				2002	
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2		
PUBLIC SAFETY																										
EARMARK REVENUES FOR PUBLIC PROTECTION & SERVICE	01JAN96	01JAN96	EARMARK REVENUES FOR PUBLIC PROTECTION & SERVICE																							
Identify funding source	02JAN96 A	31DEC96 A	Identify funding source																							
Identify costs based on pop & infrastr needs	02JAN96 A	31DEC96 A	Identify costs based on pop & infrastr needs																							
Review fines & fees versus costs of enforcement	02JAN96 A	31DEC96 A	Review fines & fees versus costs of enforcement																							
Establish a Public Safety Index	02JAN96 A	31DEC96 A	Establish a Public Safety Index																							
Construct 4 new GPD precincts & Sagan Policia	02JAN96 A	01JAN98 A	Construct 4 new GPD precincts & Sagan Policia																							
Construct 2 firehouses & 3 sea&land rescue sta	02JAN96 A	31DEC98 A	Construct 2 firehouses & 3 sea&land rescue sta																							
Build max security prison & renovate facilities	02JAN96 A	31DEC98 A	Build max security prison & renovate facilities																							
Upgrade to an enhanced E911 system	02JAN96 A	27JUN97 A	Upgrade to an enhanced E911 system																							
Provide evening counseling services & info	02JAN96 A	31JAN98 A	Provide evening counseling services & info																							
Healing Hearts transitional emergency shelter	02JAN96 A	30SEP96 A	Healing Hearts transitional emergency shelter																							
Establish a "One Stop" Victim's Resource Center	01JAN96	01JAN96	Establish a "One Stop" Victim's Resource Center																							
Drop-in Day Care Center for adult victims	02JAN96 A	30SEP98 A	Drop-in Day Care Center for adult victims																							
Earmark fines assessed to those convicted of FV	02JAN96 A	30SEP97 A	Earmark fines assessed to those convicted of FV																							
Expand judicial center	02JAN96 A	31DEC98 A	Expand judicial center																							
INTERDICT ILLICIT DRUGS AT ALL PORTS OF ENTRY	01JAN96	01JAN96	INTERDICT ILLICIT DRUGS AT ALL PORTS OF ENTRY																							
Expand enforcement powers of the C & Q agency	02JAN96 A	31OCT96 A	Expand enforcement powers of the C & Q agency																							
Improve Intel Information Mgmt & Resource	02JAN96 A	30DEC97 A	Improve Intel Information Mgmt & Resource																							
Acquire staff levels to meet work load at ports	02JAN96 A	31JAN01 A	Acquire staff levels to meet work load at ports																							
Acquire high-tech inspection equip for detection	02JAN96 A	30JUN97 A	Acquire high-tech inspection equip for detection																							
Educate visitors & returning residents	02JAN96 A	31DEC96 A	Educate visitors & returning residents																							
Promote the "War on Ice"	02JAN96 A	01JAN01 A	Promote the "War on Ice"																							
Create a drug free Guam	02JAN96 A	31DEC98 A	Create a drug free Guam																							
CREATE A SAFE COMMUNITY ENVIRONMENT	01JAN96	01JAN96	CREATE A SAFE COMMUNITY ENVIRONMENT																							
Establish crime prevention & home-based programs	02JAN96 A	31DEC96 A	Establish crime prevention & home-based programs																							
Expand programs & services for youth & seniors	02JAN96 A	31DEC96 A	Expand programs & services for youth & seniors																							
Upgrade community cntrs & fac for after hrs use	02JAN96 A	01JAN98 A	Upgrade community cntrs & fac for after hrs use																							
Implement community policing	02JAN96 A	31DEC96 A	Implement community policing																							
Institute "Know Your Neighbor" program	01JAN96	01JAN96	Institute "Know Your Neighbor" program																							
Encourage active involvement of Mayors	02JAN96 A	31JAN97 A	Encourage active involvement of Mayors																							
Expand drug & alcohol counseling & medical rehab	02JAN96 A	31DEC96 A	Expand drug & alcohol counseling & medical rehab																							
Provide incentives for private rehab centers	02JAN96 A	31DEC96 A	Provide incentives for private rehab centers																							
Family mediation/counseling	02JAN96 A	31DEC96 A	Family mediation/counseling																							

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Description	Early Start	Early Finish	1996		1997		1998		1999		2000		2001		2002			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Create offender industry program	02JAN96 A	31DEC96 A	▼ Create offender industry program															
Create commission to oversee crt comm serv prog	02JAN96 A	31DEC96 A	▼ Create commission to oversee crt comm serv prog															
Promote drug-free policy	02JAN96 A	01JAN01 A	▼ Promote drug-free poli															
PUBLIC SAFETY RESPONSE CAPABILITIES & PRESENCE	01JAN96	01JAN96	P PUBLIC SAFETY RESPONSE CAPABILITIES & PRESENCE															
Improve enforcement and surveillance	02JAN96 A	27JUN97 A	▼ Improve enforcement and surveillance															
Upgrade to an enhanced E911 system	02JAN96 A	27JUN97 A	▼ Upgrade to an enhanced E911 system															
Establish a 24-hour crisis team	02JAN96 A	31JAN98 A	▼ Establish a 24-hour crisis team															
Establish emerg & hazard material standards	02JAN96 A	01JAN97 A	▼ Establish emerg & hazard material standards															
PERSONNEL, TRAINING, TECHNOLOGY	01JAN96	01JAN96	P PERSONNEL, TRAINING, TECHNOLOGY															
Increase manpower levels	02JAN96 A	04JAN00 A	▼ Increase manpower levels															
Increase equipment levels	02JAN96 A	04JAN00 A	▼ Increase equipment levels															
Improve radio communication via satellite	02JAN96 A	04JAN00 A	▼ Improve radio communication via satel															
Implement CJA network	02JAN96 A	04JAN98 A	▼ Implement CJA network															
Institute traffic surveillance cameras	02JAN96 A	01JAN98 A	▼ Institute traffic surveillance cameras															
Implement island-wide tele utilized alerting sys	02JAN96 A	01JAN98 A	▼ Implement island-wide tele utilized alerting sys															
Move toward GPD accreditation	02JAN96 A	01JAN97 A	▼ Move toward GPD accreditation															
Assure free legal assistance services	02JAN96 A	31JAN97 A	▼ Assure free legal assistance services															
Provide additional training to counselors	02JAN96 A	30SEP97 A	▼ Provide additional training to counselors															
Provide additional training to GPD officers	02JAN96 A	30SEP97 A	▼ Provide additional training to GPD officers															
Create a specialized GPD unit no less than 10	02JAN96 A	30SEP97 A	▼ Create a specialized GPD unit no less than 10															
Treatment program for DV perpetrators	02JAN96 A	30SEP97 A	▼ Treatment program for DV perpetrators															
Materials on sexual harassment training	02JAN96 A	30JUN97 A	▼ Materials on sexual harassment training															
Conduct annual GovGuam sexual harassment trng	02JAN96 A	30JUN97 A	▼ Conduct annual GovGuam sexual harassment trng															
Establish courses for teacher training	02JAN96 A	30JUN97 A	▼ Establish courses for teacher training															
Continue funding the STOP program	02JAN96 A	30JUN97 A	▼ Continue funding the STOP program															
ENHANCE PUBLIC PROTECTION	01JAN96	01JAN96	P ENHANCE PUBLIC PROTECTION															
Develop better programs for victims	02JAN96 A	30JUN97 A	▼ Develop better programs for victims															
Rehabilitation process for prison industries	02JAN96 A	30JUN97 A	▼ Rehabilitation process for prison industries															
Establish a Women's Resource Center	02JAN96 A	30JUN97 A	▼ Establish a Women's Resource Center															
Home & business security insurance incentives	02JAN96 A	01JAN97 A	▼ Home & business security insurance incentives															
Tax incentive for Haz Mat disposal industry	02JAN96 A	01JAN98 A	▼ Tax incentive for Haz Mat disposal industry															
Establish GFD Haz Mat standing committee	02JAN96 A	01JAN97 A	▼ Establish GFD Haz Mat standing committee															
Create Parent Responsibility Act	02JAN96 A	01JAN97 A	▼ Create Parent Responsibility Act															
Enhance victim, prison & probation release notice	02JAN96 A	01JAN97 A	▼ Enhance victim, prison & probation release notice															
Expand counseling recruit & education	02JAN96 A	01JAN97 A	▼ Expand counseling recruit & education															

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Description	Early Start	Early Finish	1996		1997				1998				1999				2000				2001				2002	
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2		
Review compensation & restitution program	02JAN96 A	01JAN97 A	Review compensation & restitution program																							
Increase training of health teachers	02JAN96 A	30JUN97 A	Increase training of health teachers																							
Expand health curriculum in DOE	02JAN96 A	30SEP98 A	Expand health curriculum in DOE																							
Establish a MS degree in social work at UOG	02JAN96 A	30SEP97 A	Establish a MS degree in social work at UOG																							
PUBLIC AND PRIVATE PARTNERSHIPS	01JAN96	01JAN96	PUBLIC AND PRIVATE PARTNERSHIPS																							
Fundraising efforts towards DV victims	02JAN96 A	30JAN97 A	Fundraising efforts towards DV victims																							
Campaign for family violence prevention	02JAN96 A	30JAN97 A	Campaign for family violence prevention																							
Provide training for parental educators	02JAN96 A	30JAN97 A	Provide training for parental educators																							
Open access communication	02JAN96 A	31DEC96 A	Open access communication																							
Surveillance coverage	02JAN96 A	31DEC96 A	Surveillance coverage																							
Crime free zones	02JAN96 A	31DEC96 A	Crime free zones																							
MAKE TOURIST VENUES SAFE & "USER FRIENDLY"	01JAN96	01JAN96	MAKE TOURIST VENUES SAFE & "USER FRIENDLY"																							
Improve lighting	02JAN96 A	01JAN97 A	Improve lighting																							
Construct sidewalks & crosswalks	02JAN96 A	04JAN98 A	Construct sidewalks & crosswalks																							
Maintain vegetation	02JAN96 A	31DEC96 A	Maintain vegetation																							
Police/private security coordination	02JAN96 A	30DEC96 A	Police/private security coordination																							
Open radio communications	02JAN96 A	31DEC96 A	Open radio communications																							
Prevention tips	02JAN96 A	31DEC96 A	Prevention tips																							
Traffic control	02JAN96 A	31DEC96 A	Traffic control																							
Foot Patrol	02JAN96 A	31DEC96 A	Foot Patrol																							
Prevention training for hotel personnel	02JAN96 A	31DEC96 A	Prevention training for hotel personnel																							
Surveillance and traffic cameras	02JAN96 A	31DEC96 A	Surveillance and traffic cameras																							
Coordination of hotel security patrols	02JAN96 A	31DEC96 A	Coordination of hotel security patrols																							
Multi-lingual informational signs	02JAN96 A	31DEC96 A	Multi-lingual informational signs																							
Multi-language GPD officers for visitors	02JAN96 A	30JAN00 A	Multi-language GPD officers for visit																							

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Description	Early Start	Early Finish	1996		1997		1998		1999		2000		2001		2002			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
INFRASTRUCTURE																		
POWER																		
POWER PLANT REHAB, TRAINING & MAINTENANCE	01JAN96	01JAN96	POWER PLANT REHAB, TRAINING & MAINTENANCE															
Obtain sole source funding capability	02JAN96 A	01JUL96 A	Obtain sole source funding capability															
Perform needed repairs & maint to Cabras 1&2	02JAN96 A	04JAN98 A	Perform needed repairs & maint to Cabras 1&2															
Prepare RFP for training & maintenance programs	02JAN96 A	01JUL96 A	Prepare RFP for training & maintenance programs															
Award training & maintenance contract	02JUN96 A	31OCT96 A	Award training & maintenance contract															
Implement power sys training & maintenance prgms	02NOV96 A	04JAN00 A	Implement power sys training & mai															
Establish operations & quality maint controls	02NOV96 A	05DEC97 A	Establish operations & quality maint controls															
Bring Cabras # 4 operational on line	02JAN96 A	30MAY96 A	Bring Cabras # 4 operational on line															
Accelerate public islandwide conservation prgm	02JAN96 A	30MAY96 A	Accelerate public islandwide conservation prgm															
UPGRADE & IMPROVE TANGUISSON & PITI PLANTS	01JAN96	01JAN96	UPGRADE & IMPROVE TANGUISSON & PITI PLANTS															
Prepare RFP to refurbish Tanguisson power plant	02JAN96 A	04JUN96 A	Prepare RFP to refurbish Tanguisson powe plant															
Contract award to IPP	05JUN96 A	31OCT96 A	Contract award to IPP															
IPP to refurbish, operate & maintain the plant	02NOV96 A	27DEC98 A	IPP to refurbish, operate & maintain the plant															
Repair & retain Piti Units 4 & 5	02JAN97 A	30SEP00 A	Repair & retain Piti Units															
Seek additional 60-70 MW baseload capacity	01NOV96 A	30SEP00 A	Seek additional 60-70 M															
IPP responsible for refurbishing contracts/maint	02JAN97 A	31DEC98 A	IPP responsible for refurbishing contracts/maint															
PROVIDE AN INTERIM POWER CAPABILITY	01JAN96	01JAN96	PROVIDE AN INTERIM POWER CAPABILITY															
Prepare RFP to purchase 20-40MW CT generator	01JAN96 A	31MAY96 A	Prepare RFP to purchase 20-40MW CT generator															
Award contract to IPP	02JUN96 A	30SEP96 A	Award contract to IPP															
IPP to build & operate the turbine plant	02SEP96 A	02SEP97 A	IPP to build & operate the turbine plant															
IPP responsible for maint contract & environment	02SEP96 A	02SEP97 A	IPP responsible for maint contract & environment															
Obtain steam turbine GE contract for tech rep	02JAN96 A	04JAN97 A	Obtain steam turbine GE contract for tech rep															
Obtain Boilers Babcock & Wilcox technical rep	02JAN96 A	04JAN97 A	Obtain Boilers Babcock & Wilcox technical rep															
Obtain supervision & training supt for diesels	02JAN96 A	31MAR96 A	Obtain supervision & training supt for diesels															
Obtain contract for evaluation of water systems	02JAN96 A	31MAR96 A	Obtain contract for evaluation of water systems															
PROVIDE FOR LONG TERM BASE LOAD POWER	01JAN96	01JAN96	PROVIDE FOR LONG TERM BASE LOAD POWER															
Transfer Navy power plants to GPA	02JAN96 A	31DEC96 A	Transfer Navy power plants to GPA															
Perform needed repairs & maint to Piti 4&5	02JAN97 A	04JAN00 A	Perform needed repairs & maint to P															
Fund turnkey contract maint for Cabras 3 & 4	01JAN96 A	31DEC96 A	Fund turnkey contract maint for Cabras 3 & 4															
Prepare RFP to purchase 60-70MW diesel generator	02JAN96 A	31MAY96 A	Prepare RFP to purchase 60-70MW diesel generator															
Contract award to IPP	02JUN96 A	31DEC96 A	Contract award to IPP															
IPP to build a 60-70MW diesel plant	02JAN97 A	04JAN00 A	IPP to build a 60-70MW diesel plant															
IPP to operate, manage & maintain	02JAN97 A	04JAN00 A	IPP to operate, manage & maintain															

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Description	Early Start	Early Finish	1996		1997		1998		1999		2000		2001		2002			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
IPP responsible for maint contract & environment	02JAN97 A	04JAN00 A	IPP responsible for maint contract &															
Complete 115 KV Loop around island	02JAN96 A	04JAN98 A	Complete 115 KV Loop around island															
WATER																		
PUAG INTO GUAM WATERWORKS AUTHORITY (GWA)	01JAN96	01JAN96	PUAG INTO GUAM WATERWORKS AUTHORITY (GWA)															
Determine PUAG financial structure	01JAN96	01JAN96	Determine PUAG financial structure															
Reconsider SDC task force recommendations	02JAN96 A	01OCT96 A	Reconsider SDC task force recommendations															
Implement an appropriate financing mechanism	02JAN96 A	01OCT96 A	Implement an appropriate financing mechanism															
Develop & implement a water pricing scheme	02JAN96 A	01OCT96 A	Develop & implement a water pricing scheme															
Implement water demand projection modeling	02JAN96 A	01JUN97 A	Implement water demand projection modeling															
Re-engineer PUAG management structure	01JAN96	01JAN96	Re-engineer PUAG management structure															
Autonomy legislation	02JAN96 A	01APR96 A	Autonomy legislation															
Conduct comprehensive mgmt & operations audit	02JAN96 A	09SEP96 A	Conduct comprehensive mgmt & operations audit															
Implement audit recommendations	02JAN96 A	09OCT97 A	Implement audit recommendations															
IMPROVE EXISTING WATER DELIVERY SYSTEM	01JAN96	01JAN96	IMPROVE EXISTING WATER DELIVERY SYSTEM															
Reduce unaccounted water loss	01JAN96	01JAN96	Reduce unaccounted water loss															
Improve database & billing system	01FEB96 A	01OCT96 A	Improve database & billing system															
Install service meters	02JAN96 A	31DEC97 A	Install service meters															
Upgrade illegal tap prosecution program	01FEB96 A	01JUL97 A	Upgrade illegal tap prosecution program															
Install in-line meters to monitor leakage	02JAN96 A	01OCT96 A	Install in-line meters to monitor leakage															
Upgrade repair program & repair all leaks	01FEB96 A	01OCT96 A	Upgrade repair program & repair all leaks															
Upgrade leak detection & meter replacemt prgm	02JAN96 A	02JAN98 A	Upgrade leak detection & meter replacemt prgm															
Water resources lab & inventory	01JAN96	01JAN96	Water resources lab & inventory															
Consolidate/upgrade WERI & PUAG labs	02JAN96 A	01OCT97 A	Consolidate/upgrade WERI & PUAG labs															
Resource inventory of aquifers & system	02JAN96 A	01OCT97 A	Resource inventory of aquifers & system															
Ongoing data collection on aquifers & sys	02JAN96 A	01OCT97 A	Ongoing data collection on aquifers & sys															
Collect & manage exploratory & production well	02JAN96 A	04JAN01 A	Collect & manage ex															
RESOLVE LAND ACQUISITION CONSTRAINTS	01JAN96	01JAN96	RESOLVE LAND ACQUISITION CONSTRAINTS															
Contract the ROW database & acquisition prgm	02JAN96 A	04APR96 A	Contract the ROW database & acquisition prgm															
Reserve parcels for acquisition: Bill 511	02JAN96 A	04APR96 A	Reserve parcels for acquisition: Bill 511															
Inventory all PUAG real estate assets	02JAN96 A	30JUN96 A	Inventory all PUAG real estate assets															
Private/public parcels for acquisition	02JAN96 A	30JUN96 A	Private/public parcels for acquisition															
LAND ACQ & CONSTRUCT OF 3 WELLS FOR AIRPT EXPAN	01JAN96	01JAN96	LAND ACQ & CONSTRUCT OF 3 WELLS FOR AIRPT EXPAN															
Obtain concurrence by GAA of new well sites	02JAN96 A	31DEC96 A	Obtain concurrence by GAA of new well sites															

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Description	Early Start	Early Finish	1996		1997		1998		1999		2000		2001		2002			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Obtain EPA regulatory approval for cohstr	02JAN96 A	31DEC96 A	Obtain EPA regulatory approval for constr															
LAND ACQ & CONSTRUCT OF 17 NEW WELLS ISLANDWIDE	01JAN96	01JAN96	LAND ACQ & CONSTRUCT OF 17 NEW WELLS ISLANDWIDE															
Identify funding source for 9 of 17 well sites	02JAN96 A	03OCT96 A	Identify funding source for 9 of 17 well sites															
Design & construct San Victores 12" waterline	02JAN96 A	30OCT98 A	Design & construct San Victores 12" waterline															
Land acq & const Talofofo res & booster pump	02JAN96 A	30OCT98 A	Land acq & const Talofofo res & booster pump															
DEVL P & IMPLEMENT WATER CONSERVATION STRATEGY	01JAN96	01JAN96	DEVL P & IMPLEMENT WATER CONSERVATION STRATEGY															
Determine feasibility of implementing measures	02JAN96 A	31DEC96 A	Determine feasibility of implementing measures															
Devlp & implement conservation incentives prgm	01JAN96	01JAN96	Devlp & implement conservation incentives prgm															
Develop Water Conservation program	02JAN96 A	31DEC96 A	Develop Water Conservation program															
Established Water Conservation Prgm Team	02JAN96 A	04JAN01 A	Established Water C															
Establish Residential Interior Retrofit Prgm	02JAN97 A	04JAN99 A	Establish Residential Interior Retrofit Prgm															
Establish Ultra low Flow Toilet Rebate Prgm	02JAN97 A	04JAN01 A	Establish Ultra low Fl															
Establish Community Based Organization	02JAN97 A	04JAN01 A	Establish Community															
Install Ultra low Toilet in GovGuam agencies	02JAN97 A	04JAN01 A	Install Ultra low Toile															
Expand Public Awareness Program	02JAN97 A	04JAN01 A	Expand Public Awar															
Establish Ultra low Flow Toilet Rebate Prgm	02JAN97 A	04JAN01 A	Establish Ultra low Fl															
Establish Water Audit for High Vol Consumers	02JAN97 A	04JAN01 A	Establish Water Aud															
Prepare & enact appropriate legislation	01JAN96	01JAN96	Prepare & enact appropriate legislation															
Ordinance: Use water conserving fixtures	02JAN96 A	30JUN96 A	Ordinance: Use water conserving fixtures															
Ord: Cert of water conserving fixtures	02JAN96 A	30JUN96 A	Ord: Cert of water conserving fixtures															
Ord: % of ceramic materials in asphalt mix	02JAN96 A	30JUN96 A	Ord: % of ceramic materials in asphalt mix															
IIMPLEMENT GROUNDWATER ACCESSIBILITY STUDY	01JAN96	01JAN96	IIMPLEMENT GROUNDWATER ACCESSIBILITY STUDY															
Identify GovGuam sites for water development	02JAN96 A	01DEC96 A	Identify GovGuam sites for water development															
Identify federal/private for water development	02JAN96 A	01DEC96 A	Identify federal/private for water development															
CONSTR 30 EXPLORATORY WELLS ON GOVGUAM PROPERTY	01JAN96	01JAN96	CONSTR 30 EXPLORATORY WELLS ON GOVGUAM PROPERTY															
Implement Phase 1 of exploratory drilling proj	02JAN96 A	01JUN97 A	Implement Phase 1 of exploratory drilling proj															
Identify & obtain funding for new wells	02JAN96 A	31DEC96 A	Identify & obtain funding for new wells															
UPDATE WATER SYSTEMS MODEL	01JAN96	01JAN96	UPDATE WATER SYSTEMS MODEL															
Incorporate Chamorro Land trust properties	02JAN96 A	01JUN97 A	Incorporate Chamorro Land trust properties															
Re-prioritize CIP projects as per water system	02JAN96 A	01MAR97 A	Re-prioritize CIP projects as per water system															
CONSTR 15-20 PRODUCTION WELLS, GOVGUAM PROPERTY	01JAN96	01JAN96	CONSTR 15-20 PRODUCTION WELLS, GOVGUAM PROPERTY															
Identify funding source	02JAN96 A	31DEC97 A	Identify funding source															
Obtain EPA approval for construction on sites	02JAN96 A	31DEC97 A	Obtain EPA approval for construction on sites															
LAND ACQ & CONSTRUCTION OF 30 EXPLORATORY WELLS	01JAN96	01JAN96	LAND ACQ & CONSTRUCTION OF 30 EXPLORATORY WELLS															
Identify funding for Phase 2-explor drill proj	02JAN96 A	31DEC97 A	Identify funding for Phase 2-explor drill proj															

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Description	Early Start	Early Finish	1996				1997				1998				1999				2000				2001				2002	
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Complete exploration of GovGuam land	02JAN96 A	31DEC00 A																										Complete exploration
Obtain GEPA approval for selected well sites	02JAN96 A	31DEC97 A																										Obtain GEPA approval for selected well sites
CONSTRUCT 16" WATERLINE (USO - Commercial Port)	01JAN96	01JAN96																										CONSTRUCT 16" WATERLINE (USO - Commercial Port)
Identify funding:planning/constr of water line	02JAN96 A	03OCT98 A																										Identify funding:planning/constr of water line
ACQ LAND & CONSTRUCT 15-20 PRODUCTION WELLS	01JAN96	01JAN96																										ACQ LAND & CONSTRUCT 15-20 PRODUCTION WELLS
Identify funding for constr: Phase 2 wells	02JAN96 A	31DEC00 A																										Identify funding for c
Obtain EPA approval of site	02JAN96 A	31DEC00 A																										Obtain EPA approval
ACQ LAND & CONSTRUCT 30 EXPLORATORY WELLS	01JAN96	01JAN96																										ACQ LAND & CONSTRUCT 30 EXPLORATORY WELLS
Identify funding for constr: Phase 3 wells	02JAN96 A	31DEC02 A																										
Obtain EPA approval of sites	02JAN96 A	31DEC02 A																										
CONSTRUCT AGAT-UMATAC 12" WATER LINE	01JAN96	01JAN96																										CONSTRUCT AGAT-UMATAC 12" WATER LINE
Identify funding for constr of water line	02JAN96 A	31OCT99 A																										Identify funding for constr of water line
Resolve issues with DPW-excavation of new road	02JAN96 A	31OCT99 A																										Resolve issues with DPW-excavation o
YLIG DIVERSION SURFACE WATER DEVELOPMENT PROJECT	01JAN96	01JAN96																										YLIG DIVERSION SURFACE WATER DEVELOPMENT PROJECT
Preliminary engineering and EIS	02JAN96 A	12DEC02 A																										
STORM DRAINAGE																												
PROVIDE STORMWATER DISPOSAL CAPACITY	01JAN96	01JAN96																										PROVIDE STORMWATER DISPOSAL CAPACITY
Complete northern district flood control study	02JAN96 A	01OCT96 A																										Complete northern district flood control study
Complete Marine Drive Drainage Plan design	02JAN96 A	01OCT96 A																										Complete Marine Drive Drainage Plan design
Post audit - drainage plans, Tumon Bay	02JAN96 A	30JUL96 A																										Post audit - drainage plans, Tumon Bay
Conduct Harmon sink water quality analysis	02JAN96 A	30JUL96 A																										Conduct Harmon sink water quality analysis
Construct Marine Drive/Upper Tumon drainage sys	02JAN96 A	30JUL96 A																										Construct Marine Drive/Upper Tumon drainage sys
Construct Hyatt-Sandcastle drainage outfall	02JAN96 A	15AUG96 A																										Construct Hyatt-Sandcastle drainage outfall
Permanent solution to Tumon Bay drainage problem	02JAN96 A	01OCT96 A																										Permanent solution to Tumon Bay drainage problem
Construct drainage solution adopted by Governor	02JAN96 A	15AUG97 A																										Construct drainage solution adopted by Governor
PROVIDE ISLANDWIDE STORMWATER PROTECTION	01JAN96	01JAN96																										PROVIDE ISLANDWIDE STORMWATER PROTECTION
Preliminary Assessment 10th St. & O'Brien Drive	02JAN96 A	31DEC96 A																										Preliminary Assessment 10th St. & O'Brien Drive
Preliminary Assessment 6th St. & O'Brien Drive	02JAN96 A	31DEC96 A																										Preliminary Assessment 6th St. & O'Brien Drive
Construct storm drain system-Chaligan River	02JAN96 A	31DEC96 A																										Construct storm drain system-Chaligan River
Preliminary Assessment Nimitz Navy Hsg drain sys	02JAN96 A	31DEC96 A																										Preliminary Assessment Nimitz Navy Hsg drain sys
Preliminary Assessment Leyang Barrigada	02JAN96 A	31DEC96 A																										Preliminary Assessment Leyang Barrigada
Preliminary Assessment Route 2 (Box Culvert)	02JAN96 A	31DEC96 A																										Preliminary Assessment Route 2 (Box Culvert)
Construct storm drain sys Barcinas & Cruz areas	02JAN96 A	31DEC96 A																										Construct storm drain sys Barcinas & Cruz areas
Construct storm drain sys Harmon storage area	02JAN96 A	31DEC96 A																										Construct storm drain sys Harmon storage area
Preliminary assessment storm drain sys-Jonestown	02JAN96 A	31DEC96 A																										Preliminary assessment storm drain sys-Jonestown

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Description	Early Start	Early Finish	1996		1997		1998		1999		2000		2001		2002			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Preliminary assessmt storm drain sys-San Vitores	02JAN96 A	31DEC96 A	Preliminary assessmt storm drain sys-San Vitores															
Preliminary assessmt storm drain sys-Harmon area	02JAN96 A	31DEC96 A	Preliminary assessmt storm drain sys-Harmon area															
ASSESS & CONST 57 STORMWATER PROTECTION PROJECTS	01JAN96	01JAN96	ASSESS & CONST 57 STORMWATER PROTECTION PROJECTS															
P.A. & design storm drain sys-Agana Hts residences	01JUL96 A	30JUN97 A	P.A. & design storm drain sys-Agana Hts residences															
Reinforce storm drain sys-Taigagao & Javier Rd	01JUL96 A	30JUN97 A	Reinforce storm drain sys-Taigagao & Javier Rd															
Reinforce storm drain sys-Ulloa Untalan Ave	01JUL96 A	30JUN97 A	Reinforce storm drain sys-Ulloa Untalan Ave															
Preliminary Assessmt Dry well Gutierrez Way	01JUL96 A	30JUN97 A	Preliminary Assessmt Dry well Gutierrez Way															
Preliminary Assessmt Dry well Gigao Road	01JUL96 A	30JUN97 A	Preliminary Assessmt Dry well Gigao Road															
Preliminary Assessmt Dry well Mason Road	01JUL96 A	30JUN97 A	Preliminary Assessmt Dry well Mason Road															
Reinforce storm drain sys-Colla Drive	01JUL96 A	30JUN97 A	Reinforce storm drain sys-Colla Drive															
Reinforce storm drain sys-Punot Drive	01JUL96 A	30JUN97 A	Reinforce storm drain sys-Punot Drive															
Reinforce storm drain sys-Joseph Cruz Ave	01JUL96 A	30JUN97 A	Reinforce storm drain sys-Joseph Cruz Ave															
P.A. to replace box culvert-Fonte Bridge	01JUL96 A	30JUN97 A	P.A. to replace box culvert-Fonte Bridge															
Construct storm drain sys-Finele Sanchez	01JUL96 A	30JUN97 A	Construct storm drain sys-Finele Sanchez															
Construct road side curbs-Agat Roads	01JUL96 A	30JUN97 A	Construct road side curbs-Agat Roads															
Construct culvert- Tocha River	01JUL96 A	30JUN97 A	Construct culvert- Tocha River															
Drainage cleaning - Maimai area	01JUL96 A	30JUN97 A	Drainage cleaning - Maimai area															
Construct storm drain sys-Apusento Gardens	01JUL96 A	30JUN97 A	Construct storm drain sys-Apusento Gardens															
Construct storm drain sys-Ordol/Chalan Pago Sch	01JUL96 A	30JUN97 A	Construct storm drain sys-Ordol/Chalan Pago Sch															
Clear & clean drain sys-Intersection Dero St.	01JUL96 A	30JUN97 A	Clear & clean drain sys-Intersection Dero St.															
Construct Ponding Basin-Apusento Gardens	01JUL96 A	30JUN97 A	Construct Ponding Basin-Apusento Gardens															
Construct storm drain sys-Dept of Youth Affairs	01JUL96 A	30JUN97 A	Construct storm drain sys-Dept of Youth Affairs															
Construct storm drain sys-Mandarine St.	01JUL96 A	30JUN97 A	Construct storm drain sys-Mandarine St.															
Construct storm drain sys-Penitentiary Road	01JUL96 A	30JUN97 A	Construct storm drain sys-Penitentiary Road															
Construct culvert- J.A. Cruz Ave.	01JUL96 A	30JUN97 A	Construct culvert- J.A. Cruz Ave.															
Construct culvert- C&J Store	01JUL96 A	30JUN97 A	Construct culvert- C&J Store															
Pipe culvert with 7 holes concrete pipes-Merizo	01JUL96 A	30JUN97 A	Pipe culvert with 7 holes concrete pipes-Merizo															
Construct culvert- J.A. Cruz Ave.	01JUL96 A	30JUN97 A	Construct culvert- J.A. Cruz Ave.															
Construct dry well-Toto Comm Ctr ponding basin	01JUL96 A	30JUN97 A	Construct dry well-Toto Comm Ctr ponding basin															
Construct storm drain sys Rte 8 Intersect/Canada	01JUL96 A	30JUN97 A	Construct storm drain sys Rte 8 Intersect/Canada															
Construct section wells- Toto dip	01JUL96 A	30JUN97 A	Construct section wells- Toto dip															
Construct retaining sea wall-Rte 1 Piti seashore	01JUL96 A	30JUN97 A	Construct retaining sea wall-Rte 1 Piti seashore															
Construct storm drain sys Taguag River bridge	01JUL96 A	30JUN97 A	Construct storm drain sys Taguag River bridge															
Construct storm drain -Talleje/Hunter residence	01JUL96 A	30JUN97 A	Construct storm drain -Talleje/Hunter residence															
Construct river bank at Aguada Bridge	01JUL96 A	30JUN97 A	Construct river bank at Aguada Bridge															

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Description	Early Start	Early Finish	1996		1997		1998		1999		2000		2001		2002		
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Dredging of Masso to remove restrictions	01JUL96 A	30JUN97 A															
Construct storm drain sys-Bela street	01JUL96 A	30JUN97 A															
Install lined ditched at Olano Drive	01JUL96 A	30JUN97 A															
Install soil stabilization & Storm drain Rte 17	01JUL96 A	30JUN97 A															
Elevate & widen Coral Road, Maria Perez Res.	01JUL96 A	30JUN97 A															
Install lined ditched behind Franquez Store	01JUL96 A	30JUN97 A															
Install lined ditched Route 5 top	01JUL96 A	30JUN97 A															
Provide steel grills at catch basin	01JUL96 A	30JUN97 A															
Construct storm drain sys-Vicente Aguon,Mata st.	01JUL96 A	30JUN97 A															
Construct storm drain sys-Thomas Devorch	01JUL96 A	30JUN97 A															
Construct storm drain sys-Marata St.	01JUL96 A	30JUN97 A															
Construct Percolation trench-Hafa Adai Theatres	01JUL96 A	30JUN97 A															
Construct storm drain sys-Ginabit to Chaming	01JUL96 A	30JUN97 A															
Construct culverts behind church & Nino Perdido	01JUL96 A	30JUN97 A															
Construct storm drain sys-Rte 1 & Jacinto Rd.	01JUL96 A	30JUN97 A															
Construct storm drain sys-along Jacinto Rd.	01JUL96 A	30JUN97 A															
Construct storm drain sys-Iglesia Street	01JUL96 A	30JUN97 A															
Construct storm drain sys-Casimiru Street	01JUL96 A	30JUN97 A															
Construct storm drain sys-Chalan Katot	01JUL96 A	30JUN97 A															
Construct storm drain sys-Quinene Rd.,Pulantal	01JUL96 A	30JUN97 A															
Construct storm drain sys-Frank Balajadia Rd.	01JUL96 A	30JUN97 A															
Construct storm drain sys-Pedro Balajadia Rd.	01JUL96 A	30JUN97 A															
Construct storm drain sys-Bill Balajadia Rd.	01JUL96 A	30JUN97 A															
Construct storm drain sys-Salas Rd, Manengon	01JUL96 A	30JUN97 A															
Construct storm drain sys-E. Santos, Manengon	01JUL96 A	30JUN97 A															
Construct storm drain sys-F. Iwatsu Rd, Manengon	01JUL96 A	30JUN97 A															
WASTEWATER																	
AN EFFICIENT & COST-EFFECTIVE WASTEWATER SYSTEM	01JAN96	01JAN96	AN EFFICIENT & COST-EFFECTIVE WASTEWATER SYSTEM														
Implement Tumon wastewater reversal project	01JAN96	01JAN96	Implement Tumon wastewater reversal project														
Initiate acquisition proceedings related TWRP	02JAN96 A	03MAR96 A	Initiate acquisition proceedings related TWRP														
TWRP land acquisition	30APR96 A	30OCT98 A	TWRP land acquisition														
Construct TWRP	01NOV98 A	31DEC00 A	Construct TWRP														
Restructure the TAWSA-PUAG agreement	01JAN96	01JAN96	Restructure the TAWSA-PUAG agreement														
Implement Tumon wastewater improvements	02JAN96 A	01OCT96 A	Implement Tumon wastewater improvements														
Obtain legal review from Attorney General	02JAN96 A	01OCT96 A	Obtain legal review from Attorney General														

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Description	Early Start	Early Finish	1996		1997		1998		1999		2000		2001		2002			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Construct Agat Waste Water System	01JAN96	01JAN96	Construct Agat Waste Water System															
Resolve land acquisition for treatment plant	02JAN96 A	31MAY96 A	Resolve land acquisition for treatment plant															
Construct outfall	02JAN96 A	30APR96 A	Construct outfall															
Construct wastewater pump station	01JUN96 A	31DEC97 A	Construct wastewater pump station															
Construct waste water treatment plant	01JUN96 A	31DEC98 A	Construct waste water treatment plant															
Acquire Ypao Rd pump sta site & sewer easements	02JAN96 A	31DEC96 A	Acquire Ypao Rd pump sta site & sewer easements															
Secure easement from Mamajanao pump sta - Rte 16	02JAN96 A	31DEC96 A	Secure easement from Mamajanao pump sta - Rte 16															
Replace northern district effluent outfall line	02JAN96 A	30OCT97 A	Replace northern district effluent outfall line															
Barrigada/Mangilao Pump Sta upgrade	02JAN96 A	30OCT98 A	Barrigada/Mangilao Pump Sta upgrade															
Construct pump sta. at Gun Beach & Harmon Vilge	02JAN96 A	31DEC98 A	Construct pump sta. at Gun Beach & Harmon Vilge															
Construct new Tumon pump station, Fujita site	02JAN96 A	31DEC98 A	Construct new Tumon pump station, Fujita site															
Acquire Chaot Pump Station property	02JAN96 A	31DEC96 A	Acquire Chaot Pump Station property															
Upgrade Chaot Pump station	02JAN96 A	31DEC98 A	Upg de Chaot Pump station															
Extend sewer from MU Lujan to Route 4A	02JAN96 A	31DEC98 A	Extend sewer from MU Lujan to Route 4A															
HIGHWAYS																		
PROVIDE SAFE & EFFICIENT ACCESS FOR MOTORISTS	01JAN96	01JAN96	PROVIDE SAFE & EFFICIENT ACCESS FOR MOTORISTS															
Route 10A lane striping & bridge widening	02JAN97 A	30JUN98 A	Route 10A lane striping & bridge widening															
Route 1 (Rte 10A-30) Rehabilitation	01APR96 A	30JUN97 A	Route 1 (Rte 10A-30) Rehabilitation															
Reconstruction & Widening of Route 30/30A	01JUL96 A	31DEC97 A	Reconstruction & Widening of Route 30/30A															
Route 2 (Namo Bridge-St Ana) Rehabilitation	01APR96 A	30SEP97 A	Route 2 (Namo Bridge-St Ana) Rehabilitation															
Route 3 reconstruction & widening	02JUL96 A	30JUN99 A	Route 3 reconstruction & widening															
Tiyan Parkway & Jalaguac Connector	02JUL96 A	30JUN97 A	Tiyan Parkway & Jalaguac Connector															
Traffic Control Center activities	02JUL96 A	30JUN98 A	Traffic Control Center activities															
Cold Storage & Harmon access roads	02JUL96 A	31DEC98 A	Cold Storage & Harmon access roads															
Happy Landing Road rehabilitation/traffic signal	01JUL96 A	30JUN97 A	Happy Landing Road rehabilitation/traffic signal															
Alageta Street (Rte 16-Bello Road) construction	01JUL96 A	31DEC99 A	Alageta Street (Rte 16-Bello Road) c															
Agana & Ylig bridges Reconstruction	02JUL96 A	31DEC99 A	Agana & Ylig bridges Reconstruction															
Route 27 reconstruction	01JUL97 A	30JUN01 A	Route 27 rec															
Route 1 Reconstruction (10A-28)	01JUL96 A	31DEC99 A	Route 1 Reconstruction (10A-28)															
Route 14 Roadway network improvement	02JUL99 A	30JUN01 A	Route 14 Roa															
Route 26 Reconstruction	01JUL96 A	30JUN98 A	Route 26 Reconstruction															
Tumon Lane/Taitano Road corridor studies	01JUL96 A	30JUN97 A	Tumon Lane/Taitano Road corridor studies															
Route 4 Restoration	01JUL96 A	31MAR97 A	Route 4 Restoration															
Route 4 reconstruction & widening	01JUL96 A	31DEC99 A	Route 4 reconstruction & widening															
IMPLEMENT PROGRAMS TO KEEP HIGHWAYS CLEAN & SAFE	01JAN96	01JAN96	IMPLEMENT PROGRAMS TO KEEP HIGHWAYS CLEAN & SAFE															

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Description	Early Start	Early Finish	1996		1997		1998		1999		2000		2001		2002			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Establish Highway Beautification Crews	01JUL96 A	30JUN97 A	Establish Highway Beautification Crews															
Scenic Route Demonstration Project (Rte 2)	02JAN97 A	31DEC97 A	Scenic Route Demonstration Project (Rte 2)															
Create Vision 2001 Highway Beautification Plan	01JUL96 A	31DEC96 A	Create Vision 2001 Highway Beautification Plan															
Overpass/catwalks at congested intersections	01JUL96 A	01JAN00 A	Overpass/catwalks at congested inte															
Update local highway maps	01JUL96 A	31DEC97 A	Update local highway maps															
Improve roads & highways with trash containers	01JUL96 A	30SEP97 A	Improve roads & highways with trash containers															
TRANSPORTATION																		
PROVIDE ADEQUATE ISLANDWIDE MASS TRANSPORTATION	01JAN96	01JAN96	PROVIDE ADEQUATE ISLANDWIDE MASS TRANSPORTATION															
Implement revenue generating programs	02JAN96 A	02OCT96 A	Implement revenue generating programs															
Implement the Tiyan fixed-route shuttle serv	02JAN96 A	31AUG96 A	Implement the Tiyan fixed-route shuttle serv															
Identify & eliminate unnecessary expenditure	02JAN96 A	31DEC96 A	Identify & eliminate unnecessary expenditure															
Purchase 3 mass transit buses per year	02JAN96 A	31DEC96 A	Purchase 3 mass transit buses per year															
Acquire 10 bus shelters for the Tiyan Service	02JAN96 A	31DEC96 A	Acquire 10 bus shelters for the Tiyan Service															
Conduct consolidated transportation assessment	02JAN96 A	31OCT97 A	Conduct consolidated transportation assessment															
Consolidate Paratransit & Public Transit O&M	02JAN96 A	31JAN97 A	Consolidate Paratransit & Public Transit O&M															
Legislate bus surcharge for upgrade of bus fleet	02JAN96 A	31JAN97 A	Legislate bus surcharge for upgrade of bus fleet															
Develop & implement an islandwide fixed rte sys	02JAN96 A	30APR97 A	Develop & implement an islandwide fixed rte sys															
Legislate to parking related revenues to GMTA	02JAN96 A	30APR97 A	Legislate to parking related revenues to GMTA															
Monorail or mass veh transport feasibility study	02JAN96 A	30APR98 A	Monorail or mass veh transport feasibility study															
Establish islandwide consolidated transp system	02JAN96 A	31AUG98 A	Establish islandwide consolidated transp system															

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Description	Early Start	Early Finish	1996		1997		1998		1999		2000		2001		2002		2003	
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AFFORDABLE HOUSING																		
PROVIDE LAND AT LOW COST FOR HOUSING	01JAN96	01JAN96	PROVIDE LAND AT LOW COST FOR HOUSING															
Secure passage of Bill 208	02JAN96 A	31JAN97 A	Secure passage of Bill 208															
Installation of infrastructure in subdivisions	02MAR96 A	01MAR01 A	Installation of infrastructure in subdivisions															
Determine lot sizes as per Rules & Regulation	02MAR96 A	31JAN97 A	Determine lot sizes as per Rules & Regulation															
Mortgage capability	02MAR96 A	31JAN97 A	Mortgage capability															
Availability of land for home building	02MAR96 A	31JAN97 A	Availability of land for home building															
ASSIST LOT OWNERS IN GOVT SPONSORED LAND	01JAN96	01JAN96	ASSIST LOT OWNERS IN GOVT SPONSORED LAND															
Identification of lot owners	02JAN96 A	30JUN96 A	Identification of lot owners															
Determine payment status of each lot	02JAN96 A	30JUN96 A	Determine payment status of each lot															
Gather & analyze information to each property	02JAN96 A	30JUN96 A	Gather & analyze information to each property															
Development of population profile	01JAN96	01JAN96	Development of population profile															
Compile data through surveys, interviews, etc.	02JAN96 A	30JUN96 A	Compile data through surveys, interviews, etc.															
Assist 50 lot owners in Astumbo Subdivision	01JAN96	01JAN96	Assist 50 lot owners in Astumbo Subdivision															
Homebuyer selection process	02JAN96 A	30JAN97 A	Homebuyer selection process															
Construction mechanism	02JAN96 A	30JAN97 A	Construction mechanism															
Financing mechanisms	02JAN96 A	30JAN97 A	Financing mechanisms															
Assist 165 lot owners in the Dededo Subdivision	01JAN96	01JAN96	Assist 165 lot owners in the Dededo Subdivision															
Lot payments	02JAN96 A	30DEC96 A	Lot payments															
Homebuyer selection process	02JAN96 A	30DEC96 A	Homebuyer selection process															
Construction mechanism	02JAN96 A	30DEC96 A	Construction mechanism															
Financing mechanisms	02JAN96 A	30DEC96 A	Financing mechanisms															
Assist 222 lot owners in As-Lucas Subdivision	01JAN96	01JAN96	Assist 222 lot owners in As-Lucas Subdivision															
Construction on sewer wastewater collector sys	02JAN96 A	30DEC96 A	Construction on sewer wastewater collector sys															
GPA capital improvement on power systems	02JAN96 A	30DEC96 A	GPA capital improvement on power systems															
Paving construction after sewer completion	02JAN96 A	30DEC96 A	Paving construction after sewer completion															
Assist 132 lot owners in the Pigua Subdivision	01JAN96	01JAN96	Assist 132 lot owners in the Pigua Subdivision															
Lot payments	02JAN96 A	01JUN97 A	Lot payments															
Infrastructure	02JAN96 A	01JUN97 A	Infrastructure															
Homebuyer selection process	02JAN96 A	01JUN97 A	Homebuyer selection process															
Construction mechanism	02JAN96 A	01JUN97 A	Construction mechanism															
Financing mechanisms	02JAN96 A	01JUN97 A	Financing mechanisms															
Assist lot owners in the Umatac Subdivision	01JAN96	01JAN96	Assist lot owners in the Umatac Subdivision															
Undevelopable or too costly to develop	02JAN96 A	01JUN98 A	Undevelopable or too costly to develop															
Assist 305 lot owners in the IJA Subdivision	01JAN96	01JAN96	Assist 305 lot owners in the IJA Subdivision															

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Description	Early Start	Early Finish	1996 1997 1998 1999 2000 2001 2002 2003																											
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Gov't property in dispute	02JAN96 A	01JUN98 A	Gov't property in dispute																											
No infrastructure	02JAN96 A	01JUN98 A	No infrastructure																											
INCENTIVE PROGRAMS FOR BLDG AFFORDABLE HOUSING	01JAN96	01JAN96	INCENTIVE PROGRAMS FOR BLDG AFFORDABLE HOUSING																											
Secure passage of Bill 606	02MAR96 A	31AUG96 A	Secure passage of Bill 606																											
Develop new incentive programs for housing proj	02MAR96 A	31DEC96 A	Develop new incentive programs for housing proj																											
Issuance of \$63 million mortgage revenue bond	01JAN96	01JAN96	Issuance of \$63 million mortgage revenue bond																											
Feasibility study on proposed tax-exempt bond	01MAR96 A	01APR96 A	Feasibility study on proposed tax-exempt bond																											
Preparation of proposed legislation	01MAR96 A	01MAY96 A	Preparation of proposed legislation																											
Introduction of proposed bond to legislature	01MAR96 A	01JUN96 A	Introduction of proposed bond to legislature																											
Public hearing	01MAR96 A	01JUL96 A	Public hearing																											
Issuance of family mortgage revenue bond	01MAR96 A	01DEC96 A	Issuance of family mortgage revenue bond																											
Create "One Stop" ctr for AH developers	02MAR96 A	31DEC96 A	Create "One Stop" ctr for AH developers																											
Implement Lada Estates Affordable Housing	01JAN96	01JAN96	Implement Lada Estates Affordable Housing																											
Identification of homebuyers	01JAN96	01JAN96	Identification of homebuyers																											
Solicitation for applications	02JAN96 A	30APR96 A	Solicitation for applications																											
Screening of applications	02JAN96 A	30APR96 A	Screening of applications																											
Identify & pre-qualification of homebuyers	02JAN96 A	31MAY96 A	Identify & pre-qualification of homebuyers																											
Lottery to identify homebuyers	02JAN96 A	30JUN96 A	Lottery to identify homebuyers																											
Construction schedule	01JAN96	01JAN96	Construction schedule																											
Preparation of "Invitation to Bid" Notice	02JAN96 A	31MAY96 A	Preparation of "Invitation to Bid" Notice																											
Bid Opening	01JUN96 A	31AUG96 A	Bid Opening																											
Award of contract	01SEP96 A	30SEP96 A	Award of contract																											
Design & review period	01OCT96 A	27FEB97 A	Design & review period																											
Approval by DPW	28FEB97 A	15MAR97 A	Approval by DPW																											
Notice to Proceed	16MAR97 A	30MAR97 A	Notice to Proceed																											
Construction Period & Completion	31MAR97 A	02JUL98 A	Construction Period & Completion																											
Streamline the Alien Labor Certification	01JAN96	01JAN96	Streamline the Alien Labor Certification																											
Submit Temporary Labor Cert 40 days prior	01MAR96 A	31AUG96 A	Submit Temporary Labor Cert 40 days prior																											
Register Temporary Labor Certification badges	01MAY96 A	31AUG96 A	Register Temporary Labor Certification badges																											
Temporary Alien Worker	01JAN96	01JAN96	Temporary Alien Worker																											
Exit clearance requirement	01MAR96 A	31AUG96 A	Exit clearance requirement																											
Notification of departure	01MAR96 A	31AUG96 A	Notification of departure																											
Monies collection requirements	01JAN96	01JAN96	Monies collection requirements																											
Registration	01MAR96 A	31AUG96 A	Registration																											

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Description	Early Start	Early Finish	1996				1997				1998				1999				2000				2001				2002				2003			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Penalties	01MAR96 A	31AUG96 A	▼▼ Penalties																															
Lost ID badges	01MAR96 A	31AUG96 A	▼▼ Lost ID badges																															
Wage Bond	01MAR96 A	31AUG96 A	▼▼ Wage Bond																															
Repatriation Guaranteed Bond	01MAR96 A	31AUG96 A	▼▼ Repatriation Guaranteed Bond																															
Temp Labor Cert limitation to one per employer	01MAR96 A	31AUG96 A	▼▼ Temp Labor Cert limitation to one per employer																															
HOME OWNERSHIP COUNSELING	01JAN96	01JAN96	HOME OWNERSHIP COUNSELING																															
Develop Homeownership Educ & Counseling Prgm	01JAN96	01JAN96	Develop Homeownership Educ & Counseling Prgm																															
Determine goals & objectives	01MAR96 A	31MAR96 A	▼ Determine goals & objectives																															
Establish loan policies & procedures	01MAR96 A	31MAR96 A	▼ Establish loan policies & procedures																															
Determine target population	01MAR96 A	31MAR96 A	▼ Determine target population																															
Determine organizational structure	01MAR96 A	31MAR96 A	▼ Determine organizational structure																															
Determine program components	01MAR96 A	31MAR96 A	▼ Determine program components																															
Determine financing requirements	01MAR96 A	31MAR96 A	▼ Determine financing requirements																															
Identify role & responsibility of partnership	01MAR96 A	31MAR96 A	▼ Identify role & responsibility of partnership																															
Develop program monitoring & evaluation control	01MAR96 A	31MAR96 A	▼ Develop program monitoring & evaluation control																															
Submit "Request for Proposal" to an organization	01JAN96	01JAN96	▼ Submit "Request for Proposal" to an organization																															
Solicitation of RFPs	01MAR96 A	30APR96 A	▼ Solicitation of RFPs																															
Evaluate organization's capacity to perform	01MAR96 A	30APR96 A	▼ Evaluate organization's capacity to perform																															
Execute sub-recipient agreement to perform	01MAR96 A	30APR96 A	▼ Execute sub-recipient agreement to perform																															
Implement the Program	01JAN96	01JAN96	Implement the Program																															
Conduct marketing & outreach programs	01MAR96 A	30JUN96 A	▼ Conduct marketing & outreach programs																															
Initiate HUD-Approved Housing counseling	01MAR96 A	30JUN96 A	▼ Initiate HUD-Approved Housing counseling																															
Monitor & Evaluate Program	01JAN96	01JAN96	Monitor & Evaluate Program																															
Review policies & procedures	01MAR96 A	30JUN97 A	▼ Review policies & procedures																															
Collect, analyze & report on impact data	01MAR96 A	30JUN97 A	▼ Collect, analyze & report on impact data																															
Review & comply with contractual obligations	01MAR96 A	30JUN97 A	▼ Review & comply with contractual obligations																															
Assess evolving client needs & degree program	01MAR96 A	30JUN97 A	▼ Assess evolving client needs & degree program																															
CRITICAL SUCCESS FACTORS	01JAN96	01JAN96	CRITICAL SUCCESS FACTORS																															
Partnership with lending institutions	01MAR96 A	01JUN96 A	▼ Partnership with lending institutions																															
Development of client profile	01MAR96 A	01JUN96 A	▼ Development of client profile																															
OUTSTANDING ISSUES / RECOMMENDATIONS	01JAN96	01JAN96	OUTSTANDING ISSUES / RECOMMENDATIONS																															
Continuity of the Task Force	01MAR96 A	01JAN01 A	Continuity of the Task Force																															
Programs to assist "medium" income families	01MAR96 A	01DEC96 A	▼ Programs to assist "medium" income families																															
Financial assistance for self-construction	01MAR96 A	01DEC96 A	▼ Financial assistance for self-construction																															
Start-up costs assistance	01MAR96 A	01DEC96 A	▼ Start-up costs assistance																															

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Description	Early Start	Early Finish	1996 1997 1998 1999 2000 2001 2002 2003																							
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Avoid duplication of gov't services	01MAR96	01DEC96	▼ Avoid duplication of gov't services																							
Re-assess government agency's mission & purpose	01MAR96	01DEC96	▼ Re-assess government agency's mission & purpose																							
Commitment of gov't agencies to work together	01MAR96	01DEC96	▼ Commitment of gov't agencies to work together																							
Provide housing for the disabled	01MAR96	01DEC96	▼ Provide housing for the disabled																							

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Description	Early Start	Early Finish	1996		1997		1998		1999		2000		2001		2002			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
FAMILY & CULTURAL VALUES																		
REBUILD AND RE-STRENGTHEN MARRIAGE	01JAN96	01JAN96	REBUILD AND RE-STRENGTHEN MARRIAGE															
Revisit and amend laws that facilitate divorces	02JAN96 A	31JAN98 A	Revisit and amend laws that facilitate divorces															
Encourage formal marriage ceremonies	02JAN96 A	30JAN98 A	Encourage formal marriage ceremonies															
Support facilitation of marriage reconciliation	02JAN96 A	31JAN98 A	Support facilitation of marriage reconciliation															
Reduce co-habitation of unmarried couples	02JAN96 A	31JAN98 A	Reduce co-habitation of unmarried couples															
Promote & strengthen traditional sex morality	02JAN96 A	31JAN98 A	Promote & strengthen traditional sex morality															
REDUCE INCIDENCE OF CHILDBIRTH OUT OF WEDLOCK	01JAN96	01JAN96	REDUCE INCIDENCE OF CHILDBIRTH OUT OF WEDLOCK															
Develop effective sex education programs	02JAN96 A	31JAN98 A	Develop effective sex education programs															
Develop alternatives for youth in grp activities	02JAN96 A	31JAN98 A	Develop alternatives for youth in grp activities															
Develop educational programs fro unwed parents	02JAN96 A	31JAN98 A	Develop educational programs fro unwed parents															
Decrease teen parenthood level by 10% each year	02JAN96 A	04JAN98 A	Decrease teen parenthood level by 10% each year															
Enact "sin tax" for sexually explicit materials	02JAN96 A	31JAN98 A	Enact "sin tax" for sexually explicit materials															
Establish "Role Modeling" programs	02JAN96 A	04JAN97 A	Establish "Role Modeling" programs															
Establish Youth Group Involvement programs	02JAN96 A	04JAN97 A	Establish Youth Group Involvement programs															
Establish Village Neighborhood Involvement prgrm	02JAN96 A	04JAN97 A	Establish Village Neighborhood Involvement prgrm															
GOVERNMENT ASSISTANCE FOR CARE OF THE MANAMKO	01JAN96	01JAN96	GOVERNMENT ASSISTANCE FOR CARE OF THE MANAMKO															
Families take responsibility in care of manamko	02JAN96 A	31JAN99 A	Families take responsibility in care of manamko															
Create a sliding scale assistance	02JAN96 A	31JAN98 A	Create a sliding scale assistance															
Develop programs for service providers	02JAN96 A	31JAN98 A	Develop programs for service providers															
Increase home-based care & support for elderly	02JAN96 A	31JAN99 A	Increase home-based care & support for elderly															
Increase housing facilities for the manamko	02JAN96 A	31JAN00 A	Increase housing facilities for the ma															
Upgrade and increase activities for the elderly	02JAN96 A	31OCT97 A	Upgrade and increase activities for the elderly															
Create "Bureau of Manamko"	02JAN96 A	31JAN97 A	Create "Bureau of Manamko"															
REBUILD, REVITILIZE & RE-STRENGTH FAMILY VALUES	01JAN96	01JAN96	REBUILD, REVITILIZE & RE-STRENGTH FAMILY VALUES															
Construct three family-oriented recreation ctrs	02JAN96 A	31DEC99 A	Construct three family-oriented recreat															
Develop drug & alcohol programs for children	02JAN96 A	31JAN98 A	Develop drug & alcohol programs for children															
Provide additional facilities for sports	02JAN96 A	31JAN98 A	Provide additional facilities for sports															
Improve and maintain our public parks	02JAN96 A	31JAN98 A	Improve and maintain our public parks															
Reverse undesirable social trends	02JAN96 A	31JAN00 A	Reverse undesirable social trends															
Reestablish cultural & family values in schools	02JAN96 A	04JAN97 A	Reestablish cultural & family values in schools															
Promote practice of conflict resolution	02JAN96 A	31JAN98 A	Promote practice of conflict resolution															
Reconciliation to reducing family conflicts	02JAN96 A	31JAN98 A	Reconciliation to reducing family conflicts															
Reduce gambling addiction	02JAN96 A	30JAN98 A	Reduce gambling addiction															

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Description	Early Start	Early Finish	1996		1997				1998				1999				2000				2001				2002	
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2		
Reduce teenage smoking	02JAN96 A	31JAN98 A	Reduce teenage smoking																							
Create a Chamorro Heritage Institute	01JAN96	01JAN96	Create a Chamorro Heritage Institute																							
Create a CHI Planning Group	02JAN96 A	01MAY96 A	Create a CHI Planning Group																							
Legislation creating the CHI	02MAY96 A	31JAN97 A	Legislation creating the CHI																							
Convert old legislature to CHI building	02MAY96 A	31JAN97 A	Convert old legislature to CHI building																							
Establish & implement CHI	01FEB97 A	31OCT97 A	Establish & implement CHI																							
Develop & teach Chamorro courses on TV	02MAY96 A	31OCT96 A	Develop & teach Chamorro courses on TV																							
TO FOSTER & HARMONIZE ETHNIC DIVERSITY	01JAN96	01JAN96	TO FOSTER & HARMONIZE ETHNIC DIVERSITY																							
Establish Ethnic Diversity Congress	02JAN96 A	31JAN97 A	Establish Ethnic Diversity Congress																							
Produce TV/Video doc on ethnic diversity	02JAN96 A	31JAN98 A	Produce TV/Video doc on ethnic diversity																							
Study of social problem implications	02JAN96 A	30JAN98 A	Study of social problem implications																							
Establish Economical-Social Development Council	02JAN96 A	31JAN97 A	Establish Economical-Social Development Council																							
Instit Annual Symposium on Soc Econ Devlp	02JAN96 A	31JAN98 A	Instit Annual Symposium on Soc Econ Devlp																							
Establish Master of Social Work Program	02JAN96 A	31AUG97 A	Establish Master of Social Work Program																							
Produce TV commercials of major cultural groups	02JAN96 A	04JUL97 A	Produce TV commercials of major cultural groups																							
Establish radio programs of major cultural group	02JAN96 A	04JUL97 A	Establish radio programs of major cultural group																							
Establish an Orientation prgm for newcomers	02JAN96 A	04JAN97 A	Establish an Orientation prgm for newcomers																							

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Description	Early Start	Early Finish	1996		1997		1998		1999		2000		2001		2002	
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
HUMAN RESOURCES																
RECRUITMENT AND EMPLOYMENT OF PERSONS	01JAN96	01JAN96	RECRUITMENT AND EMPLOYMENT OF PERSONS													
Developing additional sources of labor	01JAN96	01JAN96	Developing additional sources of labor													
Off-island domestic labor recruitment	31DEC96 A	30JUN97 A	Off-island domestic labor recruitment													
On-island special populations recruitment	01JAN96	01JAN96	On-island special populations recruitment													
Work adjustment training	31DEC96 A	31DEC97 A	Work adjustment training													
Work evaluation job match	31DEC96 A	31DEC97 A	Work evaluation job match													
Apprenticeship	31DEC96 A	31DEC97 A	Apprenticeship													
Job readiness	31DEC96 A	31DEC97 A	Job readiness													
Employer incentives	31DEC96 A	31DEC97 A	Employer incentives													
Develop an Employer Market Program	31DEC96 A	30JUN97 A	Develop an Employer Market Program													
Establishing an agency for workforce development	01JAN96	01JAN96	Establishing an agency for workforce development													
Adopt a state plan for workforce development	02JAN96 A	05AUG96 A	Adopt a state plan for workforce development													
Establishment of Workforce Development Board	02JAN96 A	31AUG96 A	Establishment of Workforce Development Board													
Legislation supporting GCC as Lead agency	01JAN96 A	31AUG96 A	Legislation supporting GCC as Lead agency													
TRAINING & EDUCATION OF POTENTIAL WORKFORCE	01JAN96	01JAN96	TRAINING & EDUCATION OF POTENTIAL WORKFORCE													
Expanding tourism training prgms in high schools	01JAN96	01JAN96	Expanding tourism training prgms in high schools													
Adopt tourism training as part of ALPS core	02JAN96 A	31JUL96 A	Adopt tourism training as part of ALPS core													
Expansion of high school programs in tourism	02JAN96 A	31AUG96 A	Expansion of high school programs in tourism													
Tourism programs at GWHS	02JAN96 A	31AUG97 A	Tourism programs at GWHS													
Provide resources for additional faculty	02JAN96 A	31AUG97 A	Provide resources for additional faculty													
Provide resources for renovation of classrooms	02JAN96 A	31AUG97 A	Provide resources for renovation of classrooms													
Provide resources for equip,materials&supplies	02JAN96 A	31AUG97 A	Provide resources for equip,materials&supplies													
Establish a pilot of Tourism Career Academy	02JAN96 A	29AUG97 A	Establish a pilot of Tourism Career Academy													
Establishing technology training prgms in HS	01JAN96	01JAN96	Establishing technology training prgms in HS													
Review & develop vision in technology	02JAN96 A	30SEP96 A	Review & develop vision in technology													
Develop industry partnerships	02JAN96 A	31DEC96 A	Develop industry partnerships													
Develop core technology curriculum	02JAN96 A	31JAN97 A	Develop core technology curriculum													
Examine trng reqmts of faculty&suprt pers	02JAN96 A	31JAN97 A	Examine trng reqmts of faculty&suprt pers													
DOE/GCC counselors & faculty to work together	02JAN96 A	31JAN97 A	DOE/GCC counselors & faculty to work together													
Explore technological needs of other programs	02JAN96 A	31JAN97 A	Explore technological needs of other programs													
Establish a pilot of Technology Career Academy	02JAN96 A	29JAN97 A	Establish a pilot of Technology Career Academy													
Expanding & strengthening Adult High School	01JAN96	01JAN96	Expanding & strengthening Adult High School													
Increase enrollment of AHS	02JAN96 A	31AUG96 A	Increase enrollment of AHS													

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Description	Early Start	Early Finish		1996 Q1 Q2 Q3 Q4	1997 Q1 Q2 Q3 Q4	1998 Q1 Q2 Q3 Q4	1999 Q1 Q2 Q3 Q4	2000 Q1 Q2 Q3 Q4	2001 Q1 Q2 Q3 Q4	2002 Q1 Q2
Incorporate courses addressing SCANS	02JAN96 A	31AUG96 A	▼ Incorporate courses addressing SCANS							
Implement elective credits for AHS graduation	02JAN96 A	30AUG96 A	▼ Implement elective credits for AHS graduation							
Provide on-the-job-training	02JAN96 A	31AUG97 A	▼ Provide on-the-job-training							
Provide support for adults seeking guidance	02JAN96 A	30APR97 A	▼ Provide support for adults seeking guidance							
Establish an Adult High School Center	02JAN96 A	31AUG97 A	▼ Establish an Adult High School Center							
Identify & recruit high school dropouts	02JAN96 A	31AUG97 A	▼ Identify & recruit high school dropouts							
Expand number&locale of Adult High School Prgm	02JAN96 A	31AUG97 A	▼ Expand number&locale of Adult High School Prgm							
ESTABLISH A HUMAN RESOURCE MGMT PROGRAM AT UOG	01JAN96	01JAN96	▶ ESTABLISH A HUMAN RESOURCE MGMT PROGRAM AT UOG							
Formal trng institute & Minor in HRM at UOG	01JAN96	01JAN96	▶ Formal trng institute & Minor in HRM at UOG							
Establish a formal trng institute within UOG	02JUL96 A	30AUG96 A	▼ Establish a formal trng institute within UOG							
Select institute manager to oversee program	02JUL96 A	30AUG96 A	▼ Select institute manager to oversee program							
Acquire SHRM affiliation for credibility	02JUL96 A	30AUG96 A	▼ Acquire SHRM affiliation for credibility							
Establish an Advisory Committee	02JUL96 A	30NOV96 A	▼ Establish an Advisory Committee							
Develop a professional development program	02JUL96 A	30JUN97 A	▼ Develop a professional development program							
Deliver course module for SHRM certification	02JUL96 A	30JUN97 A	▼ Deliver course module for SHRM certification							
Evaluate 1st round of course & modifications	02JUL96 A	30JUN97 A	▼ Evaluate 1st round of course & modifications							
Develop & implement a Minor program in HR Mgmt	01JAN96	01JAN96	▶ Develop & implement a Minor program in HR Mgmt							
Establish an Advisory Committee	02JUL96 A	30OCT96 A	▼ Establish an Advisory Committee							
Expand CBPA's single HR course	02JUL96 A	30MAR97 A	▼ Expand CBPA's single HR course							
Acquire institutional approval for the minor	02JUL96 A	30AUG98 A	▼ Acquire institutional approval for the minor							
Employ additional full-time or adjunct faculty	02JUL96 A	30AUG98 A	▼ Employ additional full-time or adjunct faculty							
Implement the human resource minor program	02JUL96 A	30AUG98 A	▼ Implement the human resource minor program							
Offering independent degree pgms in HR Mgmt	01JAN96	01JAN96	▶ Offering independent degree pgms in HR Mgmt							
Complete needs assessment & demand study	02JUL96 A	30AUG98 A	▼ Complete needs assessment & demand study							
Design & develop an HRM undergraduate degree	02JUL96 A	30NOV98 A	▼ Design & develop an HRM undergraduate degree							
Acquire institutional approval for HRM pgms	02JUL96 A	28FEB99 A	▼ Acquire institutional approval for HRM pgms							
Prepare the approval of program budget	02JUL96 A	28FEB99 A	▼ Prepare the approval of program budget							
Hire faculty & staff to deliver the program	02JUL96 A	30AUG99 A	▼ Hire faculty & staff to deliver the program							
Implement the initial major	02JUL96 A	28FEB00 A	▼ Implement the initial major							
Initiate design of Masters level degree	02JUL96 A	28FEB00 A	▼ Initiate design of Masters level degree							
REGIONAL APPROACH TO WORKFORCE DEVELOPMENT	01JAN96	01JAN96	▶ REGIONAL APPROACH TO WORKFORCE DEVELOPMENT							
Recruitment of key personnel	02JAN96 A	04JAN97 A	▼ Recruitment of key personnel							
Pre-service training of key personnel	02JAN97 A	30JUN97 A	▼ Pre-service training of key personnel							
Conduct in-service trng at regional locations	30JUN97 A	31AUG97 A	▼ Conduct in-service trng at regional locations							

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Description	Early Start	Early Finish	1996		1997		1998		1999		2000		2001		2002			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
IMPLEMENTATION PLAN FOR SUPPORT SERVICES	01JAN96	01JAN96	IMPLEMENTATION PLAN FOR SUPPORT SERVICES															
Provide housing for purchase/rent to working pop	01JAN96	01JAN96	Provide housing for purchase/rent to working pop															
Establish listing of housing services	02JAN96 A	30AUG97 A	Establish listing of housing services															
Establish inventory of available rental units	02JAN96 A	30AUG97 A	Establish inventory of available rental units															
Establish lcooperative with GHC & GHURA	02JAN96 A	30AUG97 A	Establish lcooperative with GHC & GHURA															
Develop working relationship with TLUC	02JAN96 A	30AUG97 A	Develop working relationship with TLUC															
Enhance public transport to & from workplaces	01JAN96	01JAN96	Enhance public transport to & from workplaces															
Coordinate with GMTA	02JAN96 A	30AUG97 A	Coordinate with GMTA															
Maintain information on alternative trans serv	02JAN96 A	30AUG97 A	Maintain information on alternative trans serv															
Maintain info on drivers' license requirement	02JAN96 A	30AUG97 A	Maintain info on drivers' license requirement															
Encourage development of childcare centers	01JAN96	01JAN96	Encourage development of childcare centers															
Maintain list of childcare centers	02JAN96 A	30AUG97 A	Maintain list of childcare centers															
Encourage TLUC to impress developers on CCCs	02JAN96 A	30AUG97 A	Encourage TLUC to impre. developers on CCCs															
Maintain info on govmnt services for workers	02JAN96 A	30AUG97 A	Maintain info on govmnt services for workers															
Incorporate recreational opportunities for emp	01JAN96	01JAN96	Incorporate recreational opportunities for emp															
Maintain list of recreational services	02JAN96 A	30AUG97 A	Maintain list of recreational services															
Develop criteria for recr opportunities	02JAN96 A	30AUG97 A	Develop criteria for recr opportunities															
Develop pgrms to promote recreational act	02JAN96 A	30AUG97 A	Develop pgrms to promote recreational act															
Encourage devlpmt of new recreational options	02JAN96 A	30AUG97 A	Encourage devlpmt of new recreational options															
Promote other efforts to quality of life environ	01JAN96	01JAN96	Promote other efforts to quality of life environ															
Maintain a list of major shopping areas	02JAN96 A	30AUG97 A	Maintain a list of major shopping areas															
Maintain a list of entertainment spots	02JAN96 A	30AUG97 A	Maintain a list of entertainment spots															
Provide list of government services	02JAN96 A	30AUG97 A	Provide list of government services															
EQUAL EMPLOYMENT OPPORTUNITY	01JAN96	01JAN96	EQUAL EMPLOYMENT OPPORTUNITY															
Review all GovGuam committee,boards,&commissions	02JAN96 A	04JAN97 A	Review all GovGuam committee,boards,&commissions															
Governor to consider position recommendation	02JAN96 A	31DEC96 A	Governor to consider position recommendation															
COMPENSATION & BENEFITS	01JAN96	01JAN96	COMPENSATION & BENEFITS															
Provide tax incentives to businesses for CCS	02JAN96 A	30SEP97 A	Provide tax incentives to businesses for CCS															

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Description	Early Start	Early Finish	1996		1997		1998		1999		2000		2001		2002	
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
ENVIRONMENTAL																
INVENTORY OF GUAM'S BIOLOGICAL HABITATS	01MAR96	01MAR96	INVENTORY OF GUAM'S BIOLOGICAL HABITATS													
Review & update current repository information	01MAR96 A	03DEC96 A	Review & update current repository information													
Prepare full study on existing habitats	01MAR96 A	01DEC96 A	Prepare full study on existing habitats													
Develop management plans for existing habitats	01MAR96 A	01MAR99 A	Develop management plans for existing habitats													
Formulate a cohesive Management Plan for Tumon	01MAR96 A	01OCT96 A	Formulate a cohesive Management Plan for Tumon													
MITIGATE THREATS TO GUAM'S COASTAL ZONE	01MAR96	01MAR96	MITIGATE THREATS TO GUAM'S COASTAL ZONE													
Create Coastal Habitat Monitoring program-Tumon	01MAR96 A	01MAR98 A	Create Coastal Habitat Monitoring program-Tumon													
IMPROVE AND PRESERVE TAMUNING-TUMON WATERSHED	01MAR96	01MAR96	IMPROVE AND PRESERVE TAMUNING-TUMON WATERSHED													
Establish an independent Water Policy Committee	01MAR96 A	01DEC96 A	Establish an independent Water Policy Committee													
Conduct research & planning, prioritization	01MAR96 A	01MAR98 A	Conduct research & planning, prioritization													
AN ISLANDWIDE SOLID WASTE MANAGEMENT PLAN	01MAR96	01MAR96	AN ISLANDWIDE SOLID WASTE MANAGEMENT PLAN													
Review and update current solid waste operations	01MAR96 A	01NOV96 A	Review and update current solid waste operations													
Prepare a comprehensive island-wide SWMP	01MAR96 A	01NOV96 A	Prepare a comprehensive island-wide SWMP													
Design,construct & permit a TSDF	01MAR96 A	01MAR99 A	Design,construct & permit a TSDF													
Review all opportunities to recycling options	01MAR96 A	01NOV96 A	Review all opportunities to recycling options													
CONSTRUCT NEW SANITARY WASTE LANDFILL	01MAR96	01MAR96	CONSTRUCT NEW SANITARY WASTE LANDFILL													
Determine all federal regulation requirements	01MAR96 A	01NOV96 A	Determine all federal regulation requirements													
Explore all opportunities for financing	01MAR96 A	01NOV96 A	Explore all opportunities for financing													
Design, permit & build new sanitary landfill	01MAR96 A	01MAR99 A	Design, permit & build new sanitary landfill													
MAINTAIN GUAM'S HIGH AIR QUALITY	01MAR96	01MAR96	MAINTAIN GUAM'S HIGH AIR QUALITY													
Develop a new air permitting program	01MAR96 A	01DEC96 A	Develop a new air permitting program													
Enhance monitoring of air emission sources	01MAR96 A	01MAR98 A	Enhance monitoring of air emission sources													
ISLANDWIDE ENVIRONMENTAL AWARENESS PROGRAM	01MAR96	01MAR96	ISLANDWIDE ENVIRONMENTAL AWARENESS PROGRAM													
Train our teachers in schools on enviro topics	01MAR96	01MAR96	Train our teachers in schools on enviro topics													
Bill stuffers	01MAR96 A	01MAR98 A	Bill stuffers													
Posters	01MAR96 A	01MAR98 A	Posters													
Storm drain stenciling	01MAR96 A	01MAR97 A	Storm drain stenciling													
Educate households on enviro subjects	01MAR96	01MAR96	Educate households on enviro subjects													
Radio advertisements	01MAR96 A	01MAR98 A	Radio advertisements													
Develop incentives for businesses to clean up	01MAR96	01MAR96	Develop incentives for businesses to clean up													
Monthly business recognition program	01MAR96 A	01MAR98 A	Monthly business recognition program													
Development of "web page" on internet	01MAR96 A	01MAR98 A	Development of "web page" on internet													
Recycling awareness prgm within GovGuam agencies	01MAR96	01MAR96	Recycling awareness prgm within GovGuam agencies													
Employee awareness programs in agencies	01MAR96 A	01MAR98 A	Employee awareness programs in agencies													

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Description	Early Start	Early Finish	1996199719981999200020012002																											
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2		
Annual employee seminar	01MAR96 A	01MAR98 A	Annual employee seminar																											
Awareness programs for our visitors	01MAR96	01MAR96	Awareness programs for our visitors																											
Television advertisements	01MAR96 A	01MAR98 A	Television advertisements																											
Airline video	01MAR96 A	01MAR98 A	Airline video																											
Hasso Guam	01MAR96 A	01MAR98 A	Hasso Guam																											
Partnership with Guam Hotel & Restaurant Assoc	01MAR96 A	01MAR98 A	Partnership with Guam Hotel & Restaurant Assoc																											
PROTECTION OF OUR ENVIRONMENT	01MAR96	01MAR96	PROTECTION OF OUR ENVIRONMENT																											
Develop awareness programs for policy makers	01MAR96 A	01MAR98 A	Develop awareness programs for policy makers																											
Work actively with communities & organizations	01MAR96 A	01MAR98 A	Work actively with communities & organizations																											
Legislate to enforce & monitor authorities	01MAR96 A	01MAR97 A	Legislate to enforce & monitor authorities																											

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Description	Early Start	Early Finish	1996		1997				1998				1999				2000				2001				2002	
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2		
TELECOMMUNICATIONS																										
GUAM AS THE INFORMATION HIGHWAY HUB	01JAN96 *	01JAN96	GUAM AS THE INFORMATION HIGHWAY HUB																							
Guam's inclusion in Universal Service Principles	02JAN96 A	01JAN00 A	Guam's inclusion in Universal Service																							
Level playing field for fair and competition	02JAN96 A	01JAN00 A	Level playing field for fair and competition																							
GTA Implementation of Feature Group D	02JAN96 A	01JUL97 A	GTA implementation of Feature Group D																							
Rate integration	02JAN96 A	01OCT97 A	Rate integration																							
Implement North American Numbering Plan 1 + Dial	02JAN96 A	04JUL97 A	Implement North American Numbering Plan 1 + Dial																							
Implement Interactive Services Digital Network	02JAN96 A	31DEC97 A	Implement Interactive Services Digital Network																							
All schools will network & have Internet access	02JAN96 A	31DEC99 A	All schools will network & have Internet access																							
All libraries network & have Internet access	02JAN96 A	31DEC99 A	All libraries network & have Internet access																							
Develop telemedicine & teleconferencing	02JAN96 A	31DEC99 A	Develop telemedicine & teleconferencing																							
GTA upgrade hardware system	02JAN96 A	31DEC01 A	GTA upgrade hardware system																							
PRIVATIZE THE GUAM TELEPHONE AUTHORITY			PRIVATIZE THE GUAM TELEPHONE AUTHORITY																							
GTA privatization study	01JAN96	01JAN96	GTA privatization study																							
Plan protection of GTA employees	02JAN96 A	31DEC96 A	Plan protection of GTA employees																							
GTA asset valuation	02JAN96 A	31DEC96 A	GTA asset valuation																							
Options-public/private partnership or sale out	02JAN96 A	31DEC97 A	Options-public/private partnership or sale out																							
Implement public awareness campaign	02JAN96 A	31DEC97 A	Implement public awareness campaign																							
MODERNIZE GUAM'S TELECOM INFRASTRUCTURE			MODERNIZE GUAM'S TELECOM INFRASTRUCTURE																							
Complete telecommunications infrastructure	02JAN96 A	31DEC01 A	Complete telecommunications infrastructure																							

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Description	Early Start	Early Finish	1996		1997		1998		1999		2000		2001		2002			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
TOURISM																		
ADD 5,600 NEW HOTEL RMS	01JAN96	01JAN96	ADD 5,600 NEW HOTEL RMS															
Provide assist/incentives to construct hotels	01JAN96	01JAN96	Provide assist/incentives to construct hotels															
Identify hotels currently under construction	02JAN96 A	30JUN96 A	Identify hotels currently under construction															
Parc Hotel to open 252 rooms	02JAN96 A	30JUN96 A	Parc Hotel to open 252 rooms															
Employ consultants	02JAN96 A	30JUN96 A	Employ consultants															
GEDA customer service requirements	02JAN96 A	30MAY96 A	GEDA customer service requirements															
Assistance with Sherwood Hotel negotiation	02JAN96 A	30JUN96 A	Assistance with Sherwood Hotel negotiation															
Assistance with Leo Palace negotiations	02JAN96 A	30MAR97 A	Assistance with Leo Palace negotiations															
Agana Bay & airport hotels - 222 rooms	02JAN96 A	30DEC96 A	Agana Bay & airport hotels - 222 rooms															
Grand Hotel - 99 rooms	02JAN96 A	30DEC97 A	Grand Hotel - 99 rooms															
Provide incentives to expand existing hotels	01JAN96	01JAN96	Provide incentives to expand existing hotels															
Identify existing hotel planning expansion	02JAN96 A	30JUN96 A	Identify existing hotel planning expansion															
Assure GEDA assistance in providing support	02JAN96 A	30DEC98 A	Assure GEDA assistance in providing support															
Develop incentives to attract developers	01JAN96	01JAN96	Develop incentives to attract developers															
Introduce Bill 606 for tax incentives	02JAN96 A	30APR96 A	Introduce Bill 606 for tax incentives															
Market tax incentives to developers	02JAN96 A	30DEC96 A	Market tax incentives to developers															
Identify and package new hotel sites	01JAN96	01JAN96	Identify and package new hotel sites															
Assess, identify & package target hotel sites	02JAN96 A	30JAN97 A	Assess, identify & package target hotel sites															
Discussions with landowners, consultants & GEDA	02JAN96 A	30JUN96 A	Discussions with landowners, consultants & GEDA															
Individuals contacted, terms & property survey	02JAN96 A	30JUN96 A	Individuals contacted, terms & property survey															
Target development & targeted developers	02JAN96 A	30JUN96 A	Target development & targeted developers															
Market the opportunities to developers	01JAN96	01JAN96	Market the opportunities to developers															
Marketing materials, strategy, incentives	02JAN96 A	30JAN97 A	Marketing materials, strategy, incentives															
Employ consultants	02JAN96 A	30JUN96 A	Employ consultants															
Contact landowners & potential developers	02JAN96 A	30JUN96 A	Contact landowners & potential developers															
Bring developers & hotel operators to Guam	02JAN96 A	30JUN96 A	Bring developers & hotel operators to Guam															
GIVE TUMON BAY A FACELIFT	01JAN96	01JAN96	GIVE TUMON BAY A FACELIFT															
Design, Fund & Implement Beautification Plan	01JAN96	01JAN96	Design, Fund & Implement Beautification Plan															
San Vitores Beautification Plan & design	02JAN96 A	30JUN96 A	San Vitores Beautification Plan & design															
Street & side walk improvements	02JAN96 A	30JAN99 A	Street & side walk improvements															
Street furniture	02JAN96 A	30JAN99 A	Street furniture															
Landscaping	02JAN96 A	30JAN99 A	Landscaping															
Services under grounding	02JAN96 A	30JAN99 A	Services under grounding															

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Description	Early Start	Early Finish	1996		1997				1998				1999				2000				2001				2002	
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2		
Design and management fees	02JAN96 A	30JAN99 A	▼ Design and management fees																							
Allowances	02JAN96 A	30JAN99 A	▼ Allowances																							
Contingency	02JAN96 A	30JAN99 A	▼ Contingency																							
Reallocate GovGuam Human Resources to Tumon Bay	01JAN96	01JAN96	▼ Reallocate GovGuam Human Resources to Tumon Bay																							
DOC inmates perform daily ground maintenance	02JAN96 A	30JAN97 A	▼ DOC inmates perform daily ground maintenance																							
DPW maintenance upkeep on Tumon Bay	02JAN96 A	30JAN97 A	▼ DPW maintenance upkeep on Tumon Bay																							
Create an Enforced "Code of Existence"	01JAN96	01JAN96	▼ Create an Enforced "Code of Existence"																							
Create a team consisting of AG, DPW & LMRRT	02JAN96 A	30JAN97 A	▼ Create a team consisting of AG, DPW & LMRRT																							
Purchase color-coded Chamorro Trolley Service	02JAN96 A	30SEP98 A	▼ Purchase color-coded Chamorro Trolley Service																							
Establish on-site public restroom maint crew	02JAN96 A	30SEP97 A	▼ Establish on-site public restroom maint crew																							
Provide trash cans & benches along Tumon stretch	02JAN96 A	30SEP97 A	▼ Provide trash cans & benches along Tumon stretch																							
MAKE TUMON BAY SAFE	01JAN96	01JAN96	▼ MAKE TUMON BAY SAFE																							
Crime Against Tumon Tourists Plan (CATT)	01JAN96	01JAN96	▼ Crime Against Tumon Tourists Plan (CATT)																							
Analyze crime statistics in Tumon Bay	02JAN96 A	30JUN96 A	▼ Analyze crime statistics in Tumon Bay																							
Establish Tumon Bay as a separate precinct	02JAN96 A	30JUN96 A	▼ Establish Tumon Bay as a separate precinct																							
Construct new precinct house	02JAN96 A	30DEC00 A	▼ Construct new precinct																							
Increase GPD officer force	02JAN96 A	30DEC00 A	▼ Increase GPD officer f																							
Organize a CATT precinct	02JAN96 A	30DEC00 A	▼ Organize a CATT prec																							
Purchase office & operational equipment	02JAN96 A	30DEC00 A	▼ Purchase office & oper																							
Install emergency call boxes on San Vitores Rd.	02JAN96 A	30DEC00 A	▼ Install emergency call																							
Install video surveillance equipment	02JAN96 A	30DEC00 A	▼ Install video surveillanc																							
Install CATT channel communications system	02JAN96 A	30DEC00 A	▼ Install CATT channel c																							
Organize Safety & Security Information Network	02JAN96 A	30DEC00 A	▼ Organize Safety & Sec																							
Conduct CATT fundraising	02JAN96 A	30DEC00 A	▼ Conduct CATT fundrai																							
Construct Cat walks/overpass	02JAN96 A	30SEP97 A	▼ Construct Cat walks/overpass																							
Upgrade water safety & comm trng of Tumon police	02JAN96 A	30SEP98 A	▼ Upgrade water safety & comm trng of Tumon police																							
Provide water safety and environmental signs	02JAN96 A	30SEP97 A	▼ Provide water safety and environmental signs																							
Construct sidewalks on both sides of San Vitores	02JAN96 A	30SEP98 A	▼ Construct sidewalks on both sides of San Vitores																							
ADD AIRLINE AND AIRPORT CAPACITY	01JAN96	01JAN96	▼ ADD AIRLINE AND AIRPORT CAPACITY																							
Complete airport expansion expeditiously	01JAN96	01JAN96	▼ Complete airport expansion expeditiously																							
Phase I airport expansion	02JAN96 A	30SEP96 A	▼ Phase I airport expansion																							
Phase IIA airport expansion	02JAN96 A	30JUN97 A	▼ Phase IIA airport expansion																							
Phase IIB airport expansion	02JAN96 A	30MAR98 A	▼ Phase IIB airport expansion																							
Make airport a positive situation to add flights	01JAN96	01JAN96	▼ Make airport a positive situation to add flights																							
Increase gates and jetways from 6 to 17	02JAN96 A	30MAR98 A	▼ Increase gates and jetways from 6 to 17																							

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Description	Early Start	Early Finish	1996		1997				1998				1999				2000				2001				2002	
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Enhance non-jetway operations	02JAN96 A	30MAR98 A	▼ Enhance non-jetway operations																							
Increase aircraft parking positions	02JAN96 A	30MAR98 A	▼ Increase aircraft parking positions																							
Add runway extension and parallel taxiway	02JAN96 A	30MAR98 A	▼ Add runway extension and parallel taxiway																							
Minimize additional construction costs	02JAN96 A	30MAR98 A	▼ Minimize additional construction costs																							
Develop inflight video productions	02JAN96 A	30MAR98 A	▼ Develop inflight video productions																							
Install an Information/Visitor Center	01JAN96	01JAN96	▼ Install an Information/Visitor Center																							
7-days a week, 24 hr operation	02JAN96 A	30SEP97 A	▼ 7-days a week, 24 hr operation																							
Hire staff from UOG/GCC & supervise	02JAN96 A	30SEP97 A	▼ Hire staff from UOG/GCC & supervise																							
Center will display brochures	02JAN96 A	30SEP97 A	▼ Center will display brochures																							
Install illuminated map & calendar events	02JAN96 A	30SEP97 A	▼ Install illuminated map & calendar events																							
Ensure attendants are bilingual	02JAN96 A	30SEP97 A	▼ Ensure attendants are bilingual																							
Provide marketing videos for visitors	02JAN96 A	30SEP97 A	▼ Provide marketing videos for visitors																							
Implement the use of Chamorro greetings	02JAN96 A	30SEP97 A	▼ Implement the use of Chamorro greetings																							
Update Guam's highway map in foreign languages	02JAN96 A	30SEP98 A	▼ Update Guam's highway map in foreign languages																							
Provide local entertainment & ambiance	02JAN96 A	30MAR98 A	▼ Provide local entertainment & ambiance																							
Implement the use of Chamorro island wear	02JAN96 A	30SEP97 A	▼ Implement the use of Chamorro island wear																							
Minimize expansion costs for competitiveness	01JAN96	01JAN96	▼ Minimize expansion costs for competitiveness																							
Assure \$34 million below budget	02JAN96 A	30MAR98 A	▼ Assure \$34 million below budget																							
Project lower cost per enplaned passenger	02JAN96 A	30MAR98 A	▼ Project lower cost per enplaned passenger																							
Privatize maint estimated at 25% reduction	02JAN96 A	30MAR98 A	▼ Privatize maint estimated at 25% reduction																							
Avoid the CUTE system	02JAN96 A	30MAR98 A	▼ Avoid the CUTE system																							
Insure minimize spending & construction costs	02JAN96 A	30MAR98 A	▼ Insure minimize spending & construction costs																							
Provide facility and services required	01JAN96	01JAN96	▼ Provide facility and services required																							
Airline support leases on former NAS	02JAN96 A	30MAR98 A	▼ Airline support leases on former NAS																							
Improve processing facilities	02JAN96 A	30MAR98 A	▼ Improve processing facilities																							
Improve Immigration processing services & fac	02JAN96 A	30MAR98 A	▼ Improve Immigration processing services & fac																							
Provide moving side walks	02JAN96 A	30MAR98 A	▼ Provide moving side walks																							
Improve food & beverage & retail areas	02JAN96 A	30MAR98 A	▼ Improve food & beverage & retail areas																							
Expand Presidents Club	02JAN96 A	30MAR98 A	▼ Expand Presidents Club																							
Plan for airline capacity growth	01JAN96	01JAN96	▼ Plan for airline capacity growth																							
Monitor airport statistics and growth trends	02JAN96 A	30MAR98 A	▼ Monitor airport statistics and growth trends																							
Reimplement the Porter Service at the Airport	02JAN96 A	04JAN97 A	▼ Reimplement the Porter Service at the Airport																							
PROVIDE THE TOURISM LABOR FORCE	01JAN96	01JAN96	▼ PROVIDE THE TOURISM LABOR FORCE																							
Identify the tourism workforce requirement	01JAN96	01JAN96	▼ Identify the tourism workforce requirement																							
Projected creation of 21,000 new jobs	01JAN96 A	31DEC96 A	▼ Projected creation of 21,000 new jobs																							

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Description	Early Start	Early Finish	1996		1997				1998				1999				2000				2001				2002	
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2		
Sewer financial plan, acquire capital & constr	01JAN96	01JAN96	Sewer financial plan, acquire capital & constr																							
Administration & legislature discussions req	02JAN96 A	30JUN96 A	Administration & legislature discussions req																							
CIP funds to fund disaster repairs	02JAN96 A	31MAR97 A	CIP funds to fund disaster repairs																							
Beautification Plan monies for sewer repairs	02JAN96 A	31MAR97 A	Beautification Plan monies for sewer repairs																							
Water infrastructure reqmts, costs & timing	01JAN96	01JAN96	Water infrastructure reqmts, costs & timing																							
Identified 11 additional water wells required	02JAN96 A	30JUN96 A	Identified 11 additional water wells required																							
Water financial plan, acquire capital & constr	02JAN96 A	31DEC97 A	Water financial plan, acquire capital & constr																							
Elect Pwr infrastructure reqmts, costs & timing	01JAN96	01JAN96	Elect Pwr infrastructure reqmts, costs & timing																							
Power financial plan, acquire capital & constr	01JAN96	01JAN96	Power financial plan, acquire capital & constr																							
Recommends privatization of GPA	02JAN96 A	03DEC97 A	Recommends privatization of GPA																							
Recommend upgrade of generation power plants	02JAN96 A	03DEC97 A	Recommend upgrade of generation power plants																							
MARKET THE ATTRACTION	01JAN96	01JAN96	MARKET THE ATTRACTION																							
Create a Marketing plan	01JAN96	01JAN96	Create a Marketing plan																							
Develop quantifiable target market objectives	02JAN96 A	31MAR97 A	Develop quantifiable target market objectives																							
Develop system to measure results	02JAN96 A	31MAR97 A	Develop system to measure results																							
Develop objectives focusing on core markets	02JAN96 A	31MAR97 A	Develop objectives focusing on core markets																							
Develop a target market marketing program	01JAN96	01JAN96	Develop a target market marketing program																							
Develop marketing program	02JAN96 A	31MAR97 A	Develop marketing program																							
Funds to be spent on core markets only	02JAN96 A	31MAR97 A	Funds to be spent on core markets only																							
Insure coordinated effort - GVB & private	02JAN96 A	31MAR97 A	Insure coordinated effort - GVB & private																							

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Description	Early Start	Early Finish	1996		1997				1998				1999				2000				2001				2002			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
FINANCIAL SERVICES																												
DEVELOP A GLOBALLY COMPETITIVE BANKING MARKET	01JAN96 *	01JAN96	DEVELOP A GLOBALLY COMPETITIVE BANKING MARKET																									
Hold info gathering meetings with local banks	02JAN96 A	01MAR96 A	Hold info gathering meetings with local banks																									
Identify investment infrastructure needs	02JAN96 A	30JUN96 A	Identify investment infrastructure needs																									
Decision to in/out of Reigle/Neal Banking Act	01JAN96	01JAN96	Decision to in/out of Reigle/Neal Banking Act																									
Review study of Reigle/Neal potential impact	02JAN96 A	30DEC96 A	Review study of Reigle/Neal potential impact																									
Eliminate tax on foreign deposits in Guam banks	02JAN96 A	30DEC96 A	Eliminate tax on foreign deposits in Guam banks																									
Open environment for stock & mutual fund trans	01JAN96	01JAN96	Open environment for stock & mutual fund trans																									
Rewrite existing tax laws to entice investors	02JAN96 A	30DEC96 A	Rewrite existing tax laws to entice investors																									
Inclusion in North America telecom rate structur	02JAN96 A	01SEP96 A	Inclusion in North America telecom rate structur																									
DEVELOP A GLOBALLY COMPETITIVE INSURANCE MARKET	01JAN96	01JAN96	DEVELOP A GLOBALLY COMPETITIVE INSURANCE MARKET																									
Minimize & eliminate ineffective regs & taxes	02JAN96 A	30JUN96 A	Minimize & eliminate ineffective regs & taxes																									
Establish insurance qualifying certificate-GEDA	02JAN96 A	31MAY96 A	Establish insurance qualifying certificate-GEDA																									
Prepare rules & regs governing captive insurance	02JAN96 A	31OCT96 A	Prepare rules & regs governing captive insurance																									
Introduce certificate program into legislation	02JAN96 A	31OCT96 A	Introduce certificate program into legislation																									
Implement Qualifying Certificate program	02JAN96 A	31JAN97 A	Implement Qualifying Certificate program																									
Market incentives in North America	02JAN96 A	31AUG96 A	Market incentives in North America																									
Market incentives in Asia	02JAN96 A	01NOV96 A	Market incentives in Asia																									

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Description	Early Start	Early Finish	1996		1997		1998		1999		2000		2001		2002			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
TRANSPORTATION & TRANSSHIPMENT																		
ESTABLISHMENT OF AVIATION RELATED ACTIVITIES	01JAN96	01JAN96	ESTABLISHMENT OF AVIATION RELATED ACTIVITIES															
Identify multiple uses for aviation-related act	02JAN96 A	30JUN96 A	Identify multiple uses for aviation-related act															
Integrate with existing economic prgms & actvs	02JAN96 A	31DEC96 A	Integrate with existing economic prgms & actvs															
Identify Navy sites for aviation related actvs	02JAN96 A	30JUN96 A	Identify Navy sites for aviation related actvs															
Devlp marketing plan to target bus & industries	02JAN96 A	31DEC96 A	Devlp marketing plan to target bus & industries															
Develop an aircraft maintenance school	02JAN96 A	31DEC96 A	Develop an aircraft maintenance school															
Re-engineering of airport maint & ops functions	02JAN96 A	31DEC96 A	Re-engineering of airport maint & ops functions															
GUAM'S DESIGNATION AS CUSTOMS PRE-CLEARANCE AREA	01JAN96	01JAN96	GUAM'S DESIGNATION AS CUSTOMS PRE-CLEARANCE AREA															
Establish dialogue with U.S. Customs Service	02JAN96 A	30DEC96 A	Establish dialogue with U.S. Customs Service															
Determine fed reqmts for pre-clear designation	02JAN96 A	29DEC96 A	Determine fed reqmts for pre-clear designation															
Formulate written proposal/request for US Custom	02JAN96 A	29DEC96 A	Formulate written proposal/request for US Custom															
Determine Guam's passenger & cargo volume	02JAN96 A	30JUN96 A	Determine Guam's passenger & cargo volume															
GUAM A MAJOR TRANS-SHIPING AND AIR CARGO HUB	01JAN96	01JAN96	GUAM A MAJOR TRANS-SHIPING AND AIR CARGO HUB															
BRAC 95' Navy property base closure	01JAN96	01JAN96	BRAC 95' Navy property base closure															
Prepare inventory of all real estate & assets	02JAN96 A	01MAR96 A	Prepare inventory of all real estate & assets															
SRF & FISC Reuse Plan	01JAN96	01JAN96	SRF & FISC Reuse Plan															
Hire Consultant to Devlp Reuse & Business plan	02JAN96 A	31MAR96 A	Hire Consultant to Devlp Reuse & Business plan															
Development of business plan for SRF & FISC	02JAN96 A	30APR96 A	Development of business plan for SRF & FISC															
Development of a Reuse Plan	02JAN96 A	30JUN96 A	Development of a Reuse Plan															
Identify private companies (ship & industrial)	02JAN96 A	28JUN96 A	Identify private companies (ship & industrial)															
Develop a management action plan	02JAN96 A	30JUN96 A	Develop a management action plan															
Establish a MOA between Navy & GEDA	02JAN96 A	31MAY96 A	Establish a MOA between Navy & GEDA															
Evaluate & implement use of a caretaker status	02JAN96 A	31DEC96 A	Evaluate & implement use of a caretaker status															
Identify & remove any environmental obstacles	02JAN96 A	31DEC97 A	Identify & remove any environmental obstacles															
Dev of passgr cruise terminal & reld-facilities	01JAN96	01JAN96	Dev of passgr cruise terminal & reld-facilities															
Identify passenger cruise facility	02JAN96 A	30JUN96 A	Identify passenger cruise facility															
Design cruise terminal & related facilities	02JAN96 A	31DEC96 A	Design cruise terminal & related facilities															
Capital Improv & reconstruct wharf & infrastr	02JAN96 A	31DEC97 A	Capital Improv & reconstruct wharf & infrastr															
Dev marketing&strategic plan to implement	02JAN96 A	31DEC97 A	Dev marketing&strategic plan to implement															
Establish dialogue with US Immigration & FSM	02JAN96 A	31DEC96 A	Establish dialogue with US Immigration & FSM															
Exemption/repeal of the Jones Act	02JAN96 A	30DEC96 A	Exemption/repeal of the Jones Act															
Expand container handling & transshipment fac	01JAN96	01JAN96	Expand container handling & transshipment fac															
Determine infrastr needs for constr & impr	02JAN96 A	31DEC96 A	Determine infrastr needs for constr & impr															
75% constr improvments to Port facilities	02JAN96 A	31DEC99 A	75% constr improvments to Port facilities															

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Description	Early Start	Early Finish	1996		1997				1998				1999				2000				2001				2002	
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2		
Improvements to warehouses&container fac	02JAN96 A	31DEC98 A	Improvements to warehouses&container fac																							
Develop marketing & financial programs	02JAN96 A	31DEC97 A	Develop marketing & financial programs																							
U.S. CUSTOMS ADVANCE PASSENGER INFO SYSTEM	01JAN96	01JAN96	U.S. CUSTOMS ADVANCE PASSENGER INFO SYSTEM																							
Implement the US Customs Advance Pass Info Sys	02JAN96 A	31DEC96 A	Implement the US Customs Advance Pass Info Sys																							
Formulate written proposal/request for US Custom	02JAN96 A	29DEC96 A	Formulate written proposal/request for US Custom																							

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Description	Early Start	Early Finish	1996		1997		1998		1999		2000		2001		2002		2003	
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
FISHERIES																		
INFRASTRUCTURE EXPANSION & IMPROVEMENT	01JAN96 *	01JAN96	INFRASTRUCTURE EXPANSION & IMPROVEMENT															
Revise PAG Master Plan to meet future fleet need	01JAN96	01JAN96	Revise PAG Master Plan to meet future fleet need															
Improvement of PAG facilities & infrastructure	02JAN96 A	29DEC97 A	Improvement of PAG facilities & infrastructure															
Expand dock & warehouse space	02JAN96 A	31DEC97 A	Expand dock & warehouse space															
Relocate non-critical businesses from dockside	02JAN96 A	31DEC97 A	Relocate non-critical businesses from dockside															
Promote the availability of adjacent areas	02JAN96 A	31DEC97 A	Promote the availability of adjacent areas															
Assess existing marinas' capabilities & fac	01JAN96	01JAN96	Assess existing marinas' capabilities & fac															
Imprv marinas sml-scale commercial fisheries	02JAN96 A	29DEC96 A	Imprv marinas sml-scale commercial fisheries															
Identify what is needed by small fishermen	02JAN96 A	31DEC96 A	Identify what is needed by small fishermen															
Deploy additn'l FAD Guam's eastern side	02JAN96 A	31DEC96 A	Deploy additn'l FAD Guam's eastern side															
Construct boating ramps at Guam's eastern side	02JAN96 A	31DEC96 A	Construct boating ramps at Guam's eastern side															
Investigate effectiveness of artificial reefs	02JAN96 A	31DEC96 A	Investigate effectiveness of artificial reefs															
BRAC 95 Close of Navy properties	01JAN96	01JAN96	BRAC 95 Close of Navy properties															
Promote SRF/Navy sites for development	02JAN96 A	31DEC96 A	Promote SRF/Navy sites for development															
Allow for growth of air&surface fish transhipmt	01JAN96	01JAN96	Allow for growth of air&surface fish transhipmt															
Identify Guam's total air freight capacity	02JAN96 A	31DEC96 A	Identify Guam's total air freight capacity															
FEDERAL & LOCAL GOVERNMENT POLICIES	01JAN96	01JAN96	FEDERAL & LOCAL GOVERNMENT POLICIES															
Establish a trade commission to Asia ports	02JAN96 A	29DEC96 A	Establish a trade commission to Asia ports															
Bi-annual Guam Intl Fisheries Conference	02JAN96 A	31DEC96 A	Bi-annual Guam Intl Fisheries Conference															
Develop & implement fishing industry policies	01JAN96	01JAN96	Develop & implement fishing industry policies															
Initiate legislation to create EEZ task force	02JAN96 A	31MAR97 A	Initiate legislation to create EEZ task force															
Initiate legislation to adopt Guam INS statute	02JAN96 A	31DEC97 A	Initiate legislation to adopt Guam INS statute															
Develop a "user friendly" port of call	01JAN96	01JAN96	Develop a "user friendly" port of call															
Implement a visa-waiver/leave pgm for crewmen	02JAN96 A	29MAR97 A	Implement a visa-waiver/leave pgm for crewmen															
Delete wharfage fees for vessels fishing	02JAN96 A	31DEC96 A	Delete wharfage fees for vessels fishing															
INTERGRATE FISHERIES MGMT INTO REGIONAL CONTEXT	01JAN96	01JAN96	INTERGRATE FISHERIES MGMT INTO REGIONAL CONTEXT															
Improve coordination & comm with fisheries group	01JAN96	01JAN96	Improve coordination & comm with fisheries group															
Maintain working relationship w/ regnl nations	02JAN96 A	31MAR97 A	Maintain working relationship w/ regnl nations															
Promote & publish annual fish data reports	02JAN96 A	31DEC96 A	Promote & publish annual fish data reports															
Full inclusion in regional policy-making bodies	01JAN96	01JAN96	Full inclusion in regional policy-making bodies															
Seek full FFA membership	02JAN96 A	31MAY97 A	Seek full FFA membership															
Seek federal recognition control over EEZ	01JAN96	01JAN96	Seek federal recognition control over EEZ															
Amend Magnuson Act	02JAN96 A	31DEC96 A	Amend Magnuson Act															

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Description	Early Start	Early Finish		1996 Q1 Q2 Q3 Q4	1997 Q1 Q2 Q3 Q4	1998 Q1 Q2 Q3 Q4	1999 Q1 Q2 Q3 Q4	2000 Q1 Q2 Q3 Q4	2001 Q1 Q2 Q3 Q4	2002 Q1 Q2 Q3 Q4	2003 Q1 Q2 Q3 Q4
Identify regional policy constraints	01JAN96	01JAN96	?	Identify regional policy constraints							
Regional fish licenses for US flag vessel	02JAN96 A	31MAR97 A	▼	Regional fish licenses for US flag vessel							
DEVELOP COMMERCIAL OPPORTUNITIES	01JAN96	01JAN96	?	DEVELOP COMMERCIAL OPPORTUNITIES							
Develop locally-owned US flag fleet	02JAN96 A	29DEC98 A	▼	Develop locally-owned US flag fleet							
Develop other fish resource-related industries	01JAN96	01JAN96	?	Develop other fish resource-related industries							
Investigate potential value-added process site	02JAN96 A	31DEC96 A	▼	Investigate potential value-added process site							
Determine fisheries raw product availability	02JAN96 A	31DEC96 A	▼	Determine fisheries raw product availability							
Establish land inventory for live bait farming	02JAN96 A	31DEC96 A	▼	Establish land inventory for live bait farming							
Create business plan for use of vessels forfeit	02JAN96 A	29DEC96 A	▼	Create business plan for use of vessels forfeit							
Increase charter boat revenues	02JAN96 A	29DEC96 A	▼	Increase charter boat revenues							



Our Quality of Life

Education

Family & Cultural Values

Financial Services

Our Economic Direction

Transshipment

& Transportation